



## Menu of Questions for Master Site Planning Finalists' Interviews

### Our Site

1. You have seen more camps' sites than any of us ever will. Recently, you visited our camp's site. How would you describe Camp Alonim? (The good, the bad, and the ugly.)
2. Having seen our site and reviewed our RFP, what at this point do you see as our greatest challenges for developing our site?
3. Describe your take on the infrastructure and geographic issues at our site, and your recommended approaches for dealing with them.
  - a. Drill-down: Describe the floodplain issue as you currently understand it. Please explain what impact this has on the development of a master site plan.
4. Looking specifically at the bunk area/"Camper Village" priority in our RFP, having seen the site what are your *initial* thoughts on how best to address this priority?
5. In what ways, if at all, does Camp Alonim's being part of the larger Brandeis-Bardin Campus impact the planning work to be done?
6. What excites you about the opportunity to do the master site plan for Camp Alonim?

### Your Proposal

7. Describe the various services listed in your proposal. Include why you are recommending them, and whether you believe they are necessary or are advisable at this stage.
8. [Firm-specific questions, drawn from the spreadsheet analyzing the various proposals and from reading the proposals in advance of the meeting.]

### Your Process

9. Describe your firm's process for engaging a broad range of stakeholders during the master site planning process in a way that ultimately is useful to creating the final product. (What do such meetings look like? How large are they? Who leads them?)
10. Describe your firm's approach to site visits while camp is in session, from the logistical priorities to the ways we can maximize their usefulness.
11. Describe your approach for how you understand, analyze, and eventually address the "flow" of people at camp.

12. None of us want a master site plan that sits beautifully on a shelf, never to be actualized. Describe how your approach is designed to lay the groundwork for fundraising success.

### Your Track Record

13. Describe a few “success stories” from the master site planning work you’ve previously done for camps.
  - a. Follow-up: What specifically was included in the plan you developed (the process and/or the finished product) that made possible such successes?
14. In what ways has “sustainability” been factored in to your previous master site planning work for camps?
15. Describe a situation you previously had during a camp’s master site planning process when a challenge or “surprise” occurred during the process. How did you deal with it?
16. Describe a mistake that your firm made during a recent master site planning process for a camp (you can keep the camp’s name anonymous). What key learnings came as a result of having made that mistake?

### Strategic Thinking

17. What are the “known unknowns” of this project – i.e., the things you/we are aware currently that we don’t know? What is your approach for addressing these gaps?
18. What are the “unknown unknowns” – i.e., what might we not even be foreseeing as possibilities, risks, or potential outcomes? How might you address surfacing and then addressing these in your planning process?
19. In what ways might this master-site planning project fail? (“Pre-mortem.”)
20. In what ways is master site planning for a camp unique?

### Moving Forward

21. Who will be our main point of contact? Why was this person chosen for this role for our project? If it is multiple people for various aspects of the planning process, how are the responsibilities allocated?
  - a. Follow-Up: What experience does our main point of contact have with *leading* a master site planning process for camps?
22. Describe the relationships (including the kinds/amount of communication) you would like to have during the site planning process with the Alonim leadership – the staff, the site planning committee, and the Advisory Board as a whole.