

Camp Operations



Plan	Status
ACA Accreditation (end of 2020)	Achieved: 2021
Programming Innovations	Achieved: Clay class, AT Hiking, adjustment to COVID restrictions
7 Weeks of programming and additional Staffing Weeks	Achieved: 6 camper + 1 family camping week

Rentals



Plan	Status
Create Budget	In Process
Streamline rental process and pricing	Achieved
Add staff member for managing rentals	On Hold: Pandemic
Expand rental opportunities for weekdays and winter	In Process: Expanded family camp and private rentals
Facilities upgrades (water/heat for winter) and purchasing from wish lists	On Hold: Priority to repair existing lodge
Expanded partnerships: Scouts, solar, wilderness, retreats	On Hold: Pandemic

Resource Development



Plan	Status
Whole board involvement rather than committee	Achieved: Tested and returning to committee structure
Legacy Giving	Achieved: Legacy Legends established and growing membership

Facilities

Plan	Status
ADA Compliance	In Process: Hart ADA bathroom completed, plans for ADA bathroom in lodge & pathway to parade field
Establish Work Weekend System and Overall Maintenance Plan	Achieved: Seasonal Opening and Closing plans established, 4 year maintenance plan established
Connecting Hart, Keller & Raymond to Main Septic	In Process: Planned for spring 2022
Finalize Plans for Lodge/Dining Hall Repairs	Achieved: Plan finalized, seeking proposals
Create Plan for Significant Recreation Feature	Achieved: New fishing dock arrived fall 2021, plan creation in process for senior village renovation
Create plan for McComb Lodge	On Hold: Priority to repair existing lodge

Governance



Plan	Status
Document Board Policies	In Process: Financial, HR, maintenance, board meetings, succession planning, IT.
Expanded Board Membership	Achieved: Optional donation during camper registration qualifies families as SPONY members, and expanded by-laws to include successful staff members ages 17+
Record Organization & Maintenance	Partially Achieved: Co-Treasurer launching 2022, paid administrative staff, Record Holder office position, office space



Agenda

- I. Discussion parameters (5 minutes)
- II. SWOT findings (10-15 minutes)
- III. SWOT interaction breakout (5-7 breakout; 15 to report back)
- IV. Strategic initiatives (20 minutes)
- V. Committee ownership of initiatives (10 minutes)
- VI. Wrap up, reiteration of action steps (10 minutes)



Strengths

Dedicated board, volunteers, staff focused on youth needs and camp survival (through closures of other camps)*: Multi-generational families; Generous with gifts and time

Longevity, continuity of volunteers/leadership (institutional knowledge)

Own 500+/- beautiful, pristine private acres. Great location, potential for growth. Natural surroundings.

Great reputation, ACA accreditation

Meeting camper goals with simple word of mouth marketing.

Gaining strong community presence

Diverse alumni and camper base

Financially solvent: endowment + income



Weaknesses

Aging facilities

Aging (yet experienced) board, volunteer base

Financial trauma (following previous partnerships): unrealized dreams; unfinished projects; current fear of loss/danger curtails needed spending

SPOMA/SPONY confusion and complications (ineligible for grants)

Proportion of fundraising and grants are small part of our overall budget, grow this along with program size

We're small (no 'store front'), limited staffing support (affects logistics of workflow-campaigns, facilities)>> burnout of volunteers and staff

Board recruitment (troubles here) tie in with burnout

Not many summers of independent operation

Ties to tradition can hold us back

Limited staffing support



Opportunities

Better utilize our 500+/- acres: across the lake

Building/capacity expansion: senior village renovation, cleared land up the hill;

Board of directors, trustees (for 9+ years of service)

Could be asking larger alumni or donor list to give

Could craft and tell our story in a unique, cohesive way (dovetails with gifts/donations)

Positioned to build in a popular, environmentally conscious way (screen free, rustic)

Covid resurgence of interest in camping, open-air experiences

Off-season programming

Digital communication helps



Threats

Inflation, goods and services, staffing costs (and challenges to hire)

Aging facilities, dangers in terms of electric and other areas (e.g., trees)

Lack of additional living space for campers (can't capitalize on growth)

Board, volunteer, staff burnout are here now and a problem in the future.

Reputation is fickle, perspectival (failed partnerships are part of it); litigious society (impacting reputation and finances)

Pandemic threat

Rustic aesthetic—how do we decide what/how to update? This goes against competitors. “Flexible rustic” is needed

Transportation is missing/lacking. This is a threat compared to other camp offerings.



SWOT Interaction Notes

- Fear of new ways of doing things of new people of new strategies often inhibits our ability to capitalize on opportunities and alleviate weaknesses
- Raise more money (by more direct asks to alumni/donor base; conservation easement; grants; expand camp capacity; increase off-season programming) TO reduce burnout, hire more staff, add staff hours, fix facilities to reduce threats.
- BUT we have a fear of spending money (yet we need to spend money to make money—to invest in our facilities, to increase capacity.
- *Do some of the money-raising ideas actually cost us money?*
- Limited staffing and burnout hurts our ability to expand (capacity, fundraising, fix facilities), so we need to invest in that.
- *Don't see it as an either or of being fiscally responsible or reckless with spending. What are some strategic initiatives we can pursue that will generate income?*