

Clearwater Camp Strategic Objectives, updated November 2020

STRATEGIC OBJECTIVE	ACTION STEPS	TIME FRAME	RESPONSIBILITY
1. Develop and maintain the highest standards of non-profit governance by continuing to refine and implement standards and practices that will help the board, board committees, advisory groups and special teams function as inclusively, effectively and efficiently as possible.	Ensure board maintains visibility and accessibility through traditional outlets (i.e. Voyageur, July Community Breakfast, emails, camp fairs, social gatherings).	Ongoing	Board
	Leverage communications, outreach and engagement efforts for the purpose of board recruitment.	Ongoing	Brd Dev Comm, board
	Create statement of purpose for standing groups and new teams to provide focus for their work and clarity for a wider audience.	6-12 months	Brd Dev Comm, groups, teams
	Develop set of key skills desired for board leadership as identified by current and previous board officers.	6-12 months	Brd Dev Comm
	Create board officer job descriptions.	6-12 months	Brd Dev Comm
	Explore establishing advisory groups and teams that will provide expertise and insight in areas needed to complement the work of the board.	1-3 years	Brd Dev Comm, board, staff
	Understand what succession means for the board and explore ways to ensure effective board leadership development and transition.	1-3 years	Brd Dev Comm, board

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2. Utilizing a Master Site Plan for guidance, ensure that the physical environment (while safe, attractive, functional and economical) supports camp values and embodies the shared heritage that connects generations by contributing to the experience of living more simply and directly; recognize that Clearwater's land and buildings not only capture the beauty of the natural world but also comfort, teach and inspire.	Annually update the inventory of buildings and document improvements and non-routine maintenance.	Ongoing	B&G Comm, Liz, Jared
	Work with Sheila and Fundraising Committee to assure awareness of needs for funds.	Ongoing	B&G Comm
	Recognize that the Master Site Plan (MSP) will never truly be finished. It must be a dynamic plan that will be modified and updated as needed based on new information, needs and circumstances, but always focused on the strategic objective.	Ongoing	Board, staff
	Be aware of opportunities to purchase additional property adjacent to or near camp.	Ongoing	Board, staff
	Continue to monitor and evaluate septic systems and make recommendations to add, replace or repair.	Ongoing	B&G Comm
	Develop and finalize an initial MSP proposal that takes a long view of Clearwater's needs, recognizes our changing environment, and plans for future generations of campers.	6-12 months	Site Planning Team, board, staff
	Working together and with Blake Theisen finalize the MSP, prioritize needs, communicate with the community, and start the fundraising process.	6-12 months	Site Planning Team, board, staff
	Develop and implement a plan for New Land. Possibilities include creating and maintaining a space dedicated to our rich tripping tradition, environmental stewardship and experiential learning, or selling or trading the property.	1-3 years	B&G Comm
	Explore available conservation options to preserve camp property.	3 plus years	Exec Comm

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3. Continually review and revise the policies, practices, and procedures that regulate the operation of camp, the hiring of staff (including full time employees, seasonal staff, and volunteers) and the duties of and expectations for all camp employees to ensure that Clearwater can respond effectively, efficiently, and expertly to any new challenges while remaining faithful to its traditions, vision and mission.	Maintain the scheduled phased review of all policy and procedure documents to follow ACA regulations.	Ongoing	P&P Comm
	Continue creating a “quick tab” reference index for the Staff Manual and existing policy and procedure documents.	6-12 months	P&P Comm
	Formulate policy concerning staff consumption of alcohol to further define expectations for off-campus staff behavior.	6-12 months	P&P Comm, team
	Review policies and procedures for embedded bias and to ensure that they consistently reflect Clearwater’s strategic goals and commitment to diversity, equity, and inclusion.	1-3 years	P&P Comm, board
	Optimize hiring practices and workflow – review organization chart to identify jobs that require specific skills or knowledge; describe role and responsibilities of these positions and their relationship to other staff positions; examine need to hire additional staff for positions requiring specific skills and review how we recruit for these positions.	1-3 years	P&P Comm, Liz
	Review current compensation practices for summer staff.	1-3 years	P&P Comm, Finance Comm, Liz
	Expand community involvement by convening a Parent Advisory Council and developing a formal Volunteer Policy and Agreement.	3 plus years	P&P Comm

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4. Strive to increase the diversity of the Clearwater community and to embrace pluralism; nurture our common traditions and heritage while encouraging and supporting the celebration of differences; work to build mutually respectful relationships between girls and women of all backgrounds; develop and demonstrate a commitment to inclusive excellence.	Continue to observe and evaluate Clearwater through a diversity and inclusion lens, evaluating key elements of our practices, program, and policies to further advance Clearwater's commitment to pluralism and to facilitate a community in which everyone feels the spark of belonging and calls Clearwater home. Consider establishing an advisory group to help advise and advance these goals.	Ongoing	Board, staff
	Define and establish a shared philosophy for diversity, inclusion, equity, and belonging at Clearwater through discussion facilitated by an outside consultant working with the board and year-round staff. Consultant to be researched and identified by a team of board and staff.	6-12 months	Team, board, staff
	Consider ways in which our recruitment practices, marketing materials, and existing or new relationships/partnerships can help attract and retain a broader diversity of families, campers, and staff.	1-3 years	Board, staff
	Foster a culture of inclusion, equity and belonging in which all members feel welcomed and valued by providing ongoing resources and training to staff and board.	1-3 years	Board, staff

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5. Work towards financial sustainability by building a strong philanthropic culture; generate revenues in excess of expenses on an annual basis; increase financial reserves on an ongoing basis; grow the Clearwater Camp Endowment.	Create and implement a comprehensive fundraising strategy that includes donations, planned giving opportunities, and special campaigns to support current and future needs.	Ongoing	Sheila, staff, Fundraising Comm, board
	Increase the size of the Clearwater Camp Endowment and determine when the endowment is large enough for the board to authorize the use of endowment funds as governed by the Clearwater Camp Endowment Policy.	Ongoing	Finance Comm, staff, board
	Create and implement a camper recruitment strategy to maximize tuition revenues.	Ongoing	Staff
	Develop and implement training for board regarding financial sustainability, fundraising, and board member roles and responsibilities.	Ongoing	Finance Comm, Sheila, Fundraising Comm
	Articulate and utilize shared board and staff definition of financial sustainability.	6-12 months	Finance Comm
	Create a cash reserve policy to consider the need to use cash reserves for annual operations, how cash reserves are held and/or invested, and to clarify appropriate uses of cash reserves.	6-12 months	Finance Comm
	Determine the optimal blend of revenues (currently 80% tuition, 20% donations) and implement desired goal by increasing the number of donors and the size of donations.	1-3 years	Finance Comm, Fundraising Comm, board, staff

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6. Continue to demonstrate commitment to marketing/communications by further developing the marketing team; keep materials relevant, focused, and intentional; strive for consistency across platforms and clarity in messaging to uphold Clearwater's values and culture.	Strive for marketing operational excellence by better defining ways to collaborate; align communication strategies with key strategic objectives.	Ongoing	Mktg Comm, Sheila
	Ensure marketing tools articulate mission, vision, and values, including Clearwater's unique value, specifically focusing on recruiting materials.	1-3 years	Mktg Comm, Sheila, Liz
	Review all communication tools and methods through a lens of diversity, inclusion, equity and belonging.	1-3 years	Mktg Comm, staff, board

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7. Maintain and strengthen Clearwater’s long-held philosophies of creating a culture that is one of belonging and inclusion, of providing a wide range of daily activities that encourages skill development and personal growth, of ensuring that equity and inclusiveness are guiding principles in all aspects of camp programming and camp life.	Seek outstanding individuals to hire as staff and provide them with the training, feedback, and support structure they need to be effective teachers and mentors.	Ongoing	Liz, P&P Comm
	Consider expanding camp by purchasing property if any becomes available near to or adjacent to camp.	Ongoing	Board, staff
	Develop and articulate a programming philosophy that aligns with all strategic objectives to use in recruiting campers and staff, communicating with parents, attracting donors, etc.	6-12 months	Liz, P&P Comm, board
	Explore ways in which to offer and measure age-appropriate skill development.	6-12 months	Liz, P&P Comm
	Clarify expectations and job descriptions for summer staff leadership roles.	6-12 months	Team
	Ensure that ACA policies and guidelines are appropriately incorporated into all aspects of camp life.	1-3 years	Liz, P&P Comm, staff
	Evaluate the Leadership program for effectiveness and impact.	1-3 years	Liz
	Identify and eliminate elements of cabin life and daily activities that could contribute to a feeling of not belonging.	1-3 years	All
	Evaluate new program areas for consideration to add to the curriculum.	1-3 years	Liz, team

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8. Devote appropriate resources to recruiting, training, supporting, developing and retaining the highest caliber staff – a staff that is consistent in all respects with Clearwater’s commitment to diversity, equity and inclusion.	Consider adding staff positions and/or program content.	Ongoing	Liz, P&P Comm, staff
	Explore creating an internship program to fill specific camp needs as well as to provide opportunities for personal growth.	6-12 months	Staff, P&P Comm
	Work with partners to increase staff diversity.	1-3 years	All
	Increase staff retention.	1-3 years	P&P Comm, Liz
	Engage alums, AAT members, local volunteers to support staff and camp experience.	1-3 years	Liz, AAT, staff
	Evaluate seasonal and year-round staff compensation for competitiveness, comparison with other camps, benefits offered, etc.	1-3 years	Finance Comm, Exec Comm