

Standard AO-810-B: The council has a camp program and property strategic plan that:

- >Identifies one or more areas of improvement and one or more areas of strength that the council will address over the next four to seven years
- >Which collectively address at least five of the continous camp improvement categories
(CCIP Categories: Staff, Program, Program Equipment, Facilities, Sustainability, Marketing & communications, Attendees & participation)
- > For each identified area, the plan sets forth:
 - Camp improvement category
 - Improvement measures in that category (if any)
 - An approximate time for intitiation and completion of the measures
 - How the camp will determine the success of its measures

THE GOALS MUST BE MEASURABLE

Areas of Strength to Maintain				
Standard Category	Goal	Success Measure	Plan / Timeline	Results
STAFF	Maintain an exceptional, enthusiastic staff that providing high levels of customer service.	Achieve at least 9, on 10 point scale, for "overall Staff satisfaction" rating from Camp Evaluations.	Annually, 2023-2027: Introduce Staff leadership to Customer Service expectations and delivery model during initial Staff Development weekend.	2023 Score: 1- 2024 Score: 2025 Score: 2026 Score: 2027 Score:
			March	
			2- Use Camp Staff leadership to teach Customer service model to all staff.	
			3-Each Program Area Director identifies with their staff, what they will do to make their program remarkable for their customers.	
			4-During each Friday night Staff meeting, the highlights of the session's Feedback Surveys will be reviewed and needed improvements for the next session will be discussed.	
			June-Aug	
			5-Customer service posters are displayed in Staff Areas as visual reminders.	
			June-Aug	

Areas of Strength to Maintain				
Standard Category	Goal	Success Measure	Plan / Timeline	Results
Program & Program Equipment	Continue use and enhancement of Mentor prepared Lesson Plans for all classes & process for assuring adequate class materials and equipment	All classes have Mentor/SME prepared Lesson Plans and are approved by the Program Director. All program equipment and class materials are secured and in camp for staff week.	Annually, 2023-2027: 1- Mentors validate rank requirements change. Jan 2- Mentors write Draft Lesson Plans, to include equipment and materials required for maximum class size & additional resource aides. Jan-Feb. 3- Mentor & Prog Area Director refine DRAFT Lesson Plans & compiles equipt and materials needs list for Director. Mar-Apr 4-Program Director approves Lesson Plans. Apr 5-Camp Director orders needs lists + 10% reserve. May 6-Mentors & Area Directors train the Staff to deliver Lesson Plans. May-June 7-Area Directors, Mentors & Program Director monitor delivery. Weekly, June-Aug	2022: Achieved /Completed 2023: 2024: 2025: 2026: 2027:
Attendees / participation	Maintain high level of Customer satisfaction with "Total camp experience."	Achieve at least 9 on 10 point scale for overall average rating from Camp Evaluations.	Annually, 2023-2027: 1-Review Camp Feedback Surveys to identify future areas of improvement. 3rd Qtr. 2-Develop desired improvement & incorporate into following year Annual CCIP, as appropriate. 4th Qtr. 3- During each Friday night Staff meeting, review the session's Feedback Surveys for improvement or additional change, as needed. June-Aug 4- During the morning Camp Leaders meetings seek feedback on instruction, facilities, experience. Management reports back solutions to Leaders ASAP. June-Aug	2022 Score: 9.38 2023 Score: 2024 Score: 2025 Score: 2026 Score: 2027 Score:

Areas of Improvement				
Standard Category	Goal	Success Measure	Plan / Timeline	Results
Facility	Bring the Camp HQ up to at least a "C"	Using CFET definition, achieve at least a "C" rating	1-Obtain estimates for roof replacement. 2023 2-Obtain financing for roof replacement. 2024-25 3-Repair ceiling and any other damage caused by roof leaks. 2025-26	
Facility	Replace Staff Shower / Rest Rooms with new facility	Completion of new Staff Shower/ RR	1-Design completed & estimate obtained for funding purposes. 2021 2- Obtain funding 2022-2023 3-Secure construction estimates when funding in hand 4- Construction 2024-?	1-COMPLETE
Sustainability	Maintain financial sustainability of the SBSA LT Camp.	Achievement of the SBSA LT camp budgeted net revenue and returning same to the council operating budget by October.	Annually, 2023-2027: 1-Monitor camp fees among neighboring camps and our budget results to remain competitive and profitable. 4th Qtr. 2-Establish budget and set camping fee for the next year with Camping Committee to achieve proposed attendance and budget. 4th Qtr. 3-Monitor expenses throughout the summer. 4- Develop alternative income sources Year-round	2022 Baseline: 1,201 2023: 2024: 2025: 2026:
Attendees / Participation	Increase attendance by at least 30%, and with focus on filling week 6	Achieve at least 30% increase by 2026. (2026 attendance of 1,561)	1-Determine baseline for current % of ONSC SBSA attending CSR SBSA LT camp. 2nd Qtr. 2023 2-ID new Camping Committee Vice-Chair for Marketing 2023-24	

- 3-Develop & implement an aggressive, focused marketing campaign. **2024-25**
- 4-Focus marketing toward filling week 6 to a level that will justify continuing to offer week 6. **2024-27**
- 5-Focus marketing toward increasing the % of ONSC SBSA attending SBSA LT camp, in relationship to council's SBSA membership growth. **2024-27**
- 6-Continue marketing focus on growing our significant out-of-council SBSA LT participation. **2023-27**

Note: The Council Board is actively discussing and beginning the planning for a Capital campaign to address Camp maintenance and improvements. Much of the "facilities" goals are dependent upon a successful and timely outcome to this effort.