2020: A Perfect Vision
CYJ TEXAS STRATEGIC PLAN
Over the past ten years, Camp Young Judaea - Texas (CYJ) has established itself as one of the preeminent Jewish summer camps in North America. CYJ has witnessed tremendous growth in many pivotal aspects of the organization including camper enrollment, year-round retreats, major facility upgrades and successful fundraising initiatives. Most importantly CYJ continues to provide our Jewish youth with an immersive Jewish experience that is deeply rooted in strong values, education and a love for Israel.

Recognizing that every organization should continuously strive to improve and grow, CYJ has begun a process of envisioning what the next 5 years could look like. After a yearlong process of strategic planning which involved a committee of 10 people and with dreams in hand, CYJ has laid out a number of strategic priorities. With an overarching emphasis to bring the CYJ experience to even more Jewish youth, addressing these priorities will enable CYJ to achieve its dreams. As Herzl once said, “Im tirtzu ein zo agada – If you will it, it is no dream.”

CYJ has identified the following four areas of priority with six major initiatives that are all encompassed in the Strategic Plan:

1. **Widening the Tent - Breaking Down the Barriers to be at CYJ**
   - Affordability
   - Accessibility

2. **Enhancing Elements of What CYJ Does Best; Summer Camp**
   - New Models & Structure
   - Teen Summer Programs

3. **CYJ Texas: 365 Days a Year, for Life!**
   - Year Round Engagement
   - Leadership Growth and Development

4. **Facility Growth for Expansion & Enhancement**
   - Develop CYJ as a model of sustainability showcasing Israeli technology

This report highlights the strategic priorities identified and adopted by the Camp Young Judaea, Inc. Board. It is intended to solicit constructive feedback to help further develop CYJ’s Strategic Plan.
AFFORDABILITY

The Vision: Jewish youth regardless of their family’s socio-economic background has the opportunity to be a part of an inclusive CYJ family, understanding of children’s needs.

**MAKING CAMP AFFORDABLE TO THE MIDDLE INCOME FAMILIES**

- Grow Retreat revenue to offset pricing of the Summer Camp
- Fix, Acknowledge, and treat tuition assistance as a long term commitment towards the Camp family
- Envision alternative pricing structures with tier levels
- Exploring new discounts for CYJ families with multiple campers

**REVAMPING HOW CYJ FAMILIES APPLY FOR FINANCIAL AID**

- Overhauling the financial aid process to one that is more effective, less daunting and more user-friendly
- Simplification of financial aid forms with earlier decision making
- Acknowledge that financial aid commitment is long-term and treat it as such

**WITH JEWISH ORGANIZATIONS**

to increase efficiency & exposure of financial aid

- Engage synagogues in a matching scholarship for families using internal congregational process
- Working with FJC to gain further insight on national database of scholarship recipients and explore any national application systems
All CYJ families have a variety of ways to make camp affordable for their family through easily accessible and user-friendly avenues. The CYJ family grows its number of kids with special needs having meaningful and high-quality summer experiences.

ACCESSIBILITY

Open camp opportunities for more children with special needs and improve care for our existing campers with special needs

1. **COMPLETED**
   - Determine target audiences and disabilities

2. **COMPLETED**
   - Hire an Inclusion Coordinator

3. **COMPLETED**
   - Build a camp culture that embraces diversity

4. **COMPLETED**
   - Provide in depth staff training

5. **COMING 2016: OCTOBER 28TH -30TH**
   - Establishing a Family Weekend for families with kids with special needs as a starting ground to new opportunities

**By 2020:** All CYJ families have a variety of ways to make camp affordable for their family through easily accessible and user-friendly avenues. The CYJ family grows its number of kids with special needs having meaningful and high-quality summer experiences.
ENHANCING ELEMENTS OF WHAT CYJ DOES BEST: SUMMER CAMP

NEW MODELS AND STRUCTURE

The Vision: Every summer spent at CYJ is better than the last because of the strong friendships developed, outstanding programs delivered and camper centric care provided.

Maximize the number of campers served and their experience

**COMPLETED**
Do an extensive review & research of different models & structures in the camping world

**COMPLETED**
Evaluate camp structure that increases number of sessions and/or increasing the length of summer sessions

**COMPLETED**
Review the current breakdown of aidot (roots) and explore other possibilities

Camper Capacities

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<th>Year</th>
<th>2016</th>
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<th>2018</th>
<th>2019</th>
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<td>Total Campers</td>
<td>600</td>
<td>648</td>
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INTRODUCING BONIM: NEW 10TH GRADE AIDAH WITH TEEN SUMMER PROGRAMS IN TEXAS

ENHANCING ELEMENTS OF WHAT CYJ DOES BEST: SUMMER CAMP

9TH GRADE | BUILD YOURSELF
The Segel trip offers campers the opportunity to practice leadership skills in the wilderness that can be readily transferred back home. They’ll learn how to operate effectively as a group and become a tightly bonded community.

10TH GRADE | BUILD YOUR SKILLS
Our newest aidah provides campers the ability to develop their leadership skills at camp through service learning and opportunities to co-lead activities for younger aidot. They’ll learn about sustainability through Israeli technology, and MADIMOW (Making A Difference In My Own Way), the CYJ Texas program to teach campers about tikun olam. New for Summer 2017!

11TH GRADE | BUILD YOUR GLOBAL PERSPECTIVE
The CYJ Texas delegation to Young Judaea’s Machon program will allow campers to expand their worldview while participating in a trip to Israel. Machon Texas participants will have the unique opportunity to visit sites specific to Israel’s focus on environmental sustainability, and experience how Israel has become one of the greenest countries in the world. New for Summer 2018!

12TH GRADE | BUILD YOUR COMMUNITY
Help staff run programming while developing their leadership talents, allowing the CIT’s to become integral members of the CYJ Texas team. Teaching these teens how they can continue to make a difference in their communities when they go back home.

Teen Attendance Pipeline

By 2020: CYJ campers are a part of a new camp structure that allows them to spend more days at camp and a multitude of new opportunities for spending summers in a Young Judaea program.
The Vision: CYJ is not confined to what happens over the course of one summer in Wimberley, but rather the spirit of CYJ lasts all year long in regional communities and continues throughout life.

Launching year-round programming initiatives

Four fun camp-style events in each community

Unique Shabbatons / mini-retreats where families can sign up individually for the experience of their liking

After-school Clubs to bring camp to the community
LEADERSHIP GROWTH AND DEVELOPMENT

Develop future leaders

Setting up a year-round teen leadership program to create programming (for peers and youth) and tikkun olam (community service) in local communities

Staffing after-school Clubs and other year-round activities

Comprehensive statewide hadracha (leadership) program for current 10th graders

Maximize the opportunities for campers to return on staff

Introducing summer programs for each grade that build on one another where being a staff member at CYJ is a natural progression

Incentivizing staff who spend their entire camp career at CYJ and return summer after summer

By 2020: A CYJ family where campers, staff and alumni are active in their communities through regular programs and where the majority of campers (from each cohort) are returning on staff as part of their life long CYJ journey.
The Vision: CYJ is an immaculate, state of the art facility that supports this Strategic Plan so every family that wants a CYJ experience can have one.

**Summer 2017**

**Amphitheater Expansion**
Expand the current Amphitheater to accommodate 600 people and structural upgrades to provide better shade and cooling systems.
- $300,000

**Camper Sports Center**
A high performance basketball court and mini soccer field next to all the other athletic facilities in Camp
- $450,000

**Eco Ed-Venture Village**
Educational sustainable building demonstration sites to showcase CYJ’s commitment towards Tikun Olam.
- $100,000

**Summer 2018**

**Dining Room Expansion / New Terrace / Arts & Crafts Expansion**
Expand the current Dining Room into the Beit Ha’am in order to accommodate 550 people and allows for the division of the dining room during the Retreat Season.

**Summer 2019**

**Tree House Campsites**
A unique and innovative way for children to enjoy camping outdoors.
- $150,000

**Retreat Center**
Address the need for more staff housing in the summer by creating a new staff lodge. Transform the former Staff House into cabin space, and instantly grow teen camper capacity by 80 campers. Increase visitor, guest, and retreat potential with 40 private rooms and bathrooms to provide Jewish retreats to local and national organizations.
- $4,500,000

**Maintenance Shop**
A spacious housekeeping and maintenance workspace that is on the periphery of camp, removing it as the focal point of the athletic fields.
- $200,000

**Camper Activity Spaces**
Growth in campers requires several new activity spaces with protection from the sun.
- $900,000

**Waterfront Expansion**
Expand our existing lake by doubling its’ size, and making it deeper for endless programmatic possibilities
- $1,000,000

**Camper Activity Center**
Replace the old Beit Ha’am with a 8,000 sqft multipurpose activity center.
- $1,500,000

**3 New Camper Cabins**
Accommodate the growth in enrollment with 128 more campers a summer and ensures accessibility for all CYJ campers
- $1,350,000
Several new additions and enhancements to the CYJ facility that adds tremendously to the beauty of CYJ, capacity, and boosts the programmatic possibilities.

**By 2020:**

**Fitness Center**
A place for staff and Campers to be able to workout.
- $150,000

**Senior Staff Housing**
Housing is needed for the professional staff that allows them to take care of their families, in a private, clean, and safe environment.
- $500,000

**Great Lawn**
Build out a beautiful centerpiece of the CYJ facility where the entire camp will congregate on a regular basis and for special programs.
- $175,000

**Ongoing Needs**
Spread out over 5 years will be an extensive program to include:

**Bunk Remodeling**
Remodel existing bunks to modernize and make facility handicap accessible.
- **8 Bunks @ $150,000**
  = $1,200,000

**Deferred Maintenance catch-up**
Address the maintenance needs of the camp facility, and catch up on 20 years of deferred maintenance, to ensure the next 30 years of use.
- $1,000,000

**Sustainability Projects**
Projects to reduce our impact on the world, showcasing Israeli Technology. Projects involving water, electricity, recycling, and farming will lead the Jewish Camp World and help innovate the way our campers engage with the Green Initiative.
- $750,000

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