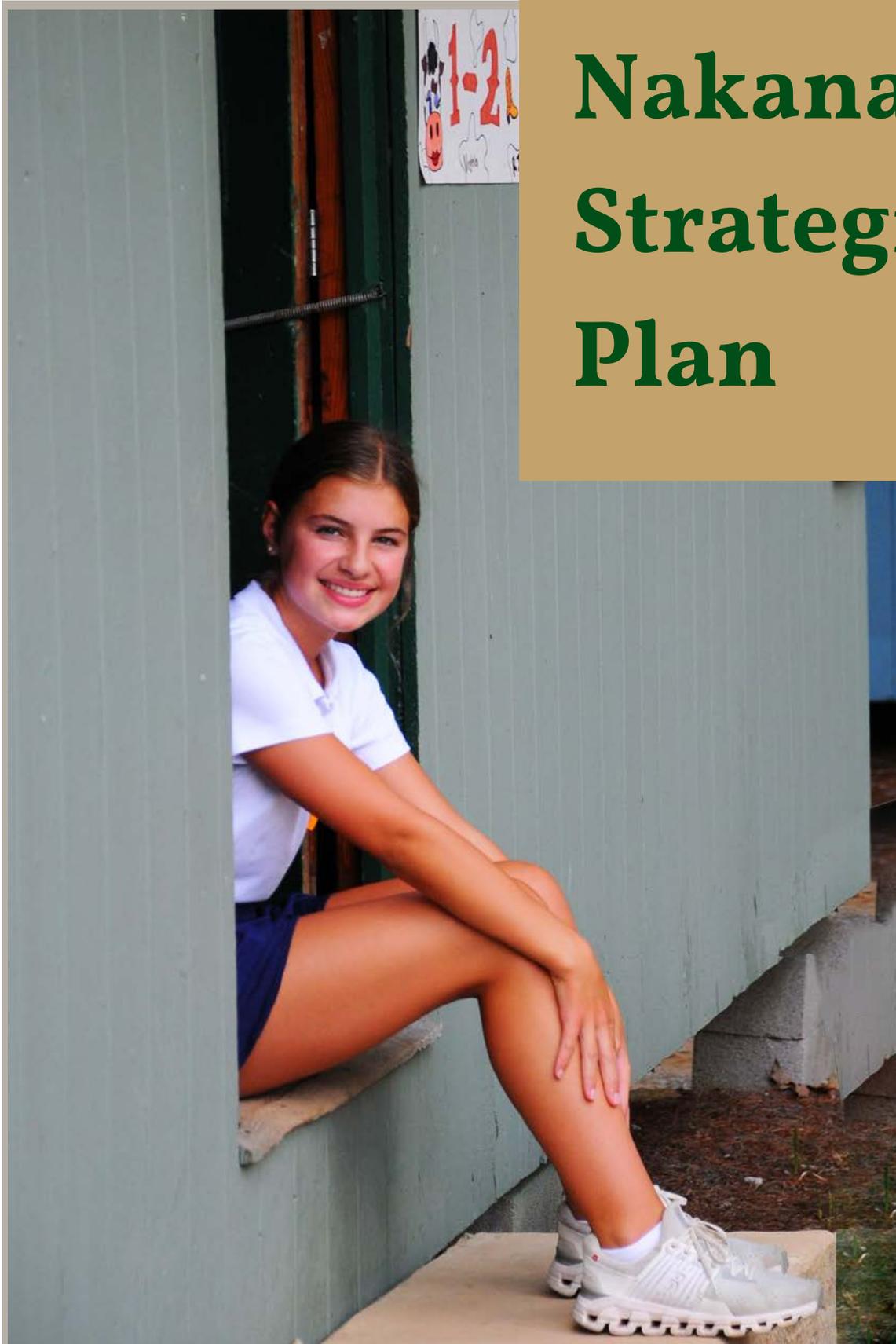


Nakanawa Strategic Plan



2021 / 2024

Camp Nakanawa

1084 Camp Nakanawa Rd.
Crossville, TN. 38571

Content Of Report

Camp Nakanawa has a long and storied past. Each of us associated with camp, whether for the summer or year round, can help ensure that Nakanawa will have an equally great future. After more than a hundred years of continuous operation as a privately owned traditional, all-girls summer camp, in October 2021 Nakanawa's owners filed official paperwork to convert to a non-profit governed by a Board of Directors. Nakanawa has been operating as a non-profit since that day and duly received its IRS 501(c)(3) approval in December 2022. Today, we operate with the same lasting, time tested values and traditions that have made Nakanawa so impactful in the lives of five generations of campers and counselors.

The time horizon for Nakanawa is long and the actions we undertake now, focused on 2021-2024, ensure the seamless transition to non-profit operations, a new Executive Director, and the many tasks that are done each day to prepare for and deliver wonderful summer experiences to our campers. The Board of Directors commits significant time to its task and has relevant experience in business, construction, medicine, engineering, law, real estate and non-profit management. The Board is assisted and complemented by many alumni serving on Board Committees who bring even deeper and more diverse skills to benefit camp.

Why do we work, live, volunteer, and send generations of our families to Nakanawa? Why do we think about it all the time and laugh and draw strength from our camp experiences? Current camp parents put it this way in response to a recent survey:



Please read more below and learn how we operate today as Camp Nakanawa. You'll see our 2024 goals parsed out by the responsible Board Committees. You will also see that many of these goals are already accomplished. That's what happens when Nakanawa girls get together!

It's a magical place filled with caring people who will help your daughter grow and learn new things, and it gives them an opportunity to be off the grid for a summer. - Parent Survey Response 2022



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Letter to Committee Members



Lyn Brantley

**Board President
TR'81**

Written January 2023

Welcome to 2023 and another happy-am-I Nakanawa year! Thank you for all your good deeds on behalf of Camp last year and your continued high energy as we take on the challenges in the new year. I think of you all often and am ever thankful for your important work and dedication in moving Camp into its new chapter as an IRS approved 501(c)(3) non-profit.

Our IRS approval - received in December - is a landmark event for Camp. Not only do charitable donations dating back to October 1, 2021 now have the government's official seal of approval, but our non-profit status will open additional doors for us - still more fundraising, recognition, and discounts for our operations. We had no doubt that IRS approval would ultimately be received, but the timing and possibility of IRS delay were hanging over us. It is a relief to reach this milestone! Thank you to all who labored hard for more than a year to make this happen - Ann and Pepe, Georgia Graham Mattern, and Ginny Bass Carl in particular.

With the hard work of the excellent Communications Committee, we are all better informed about events at Camp via The Valkazon. It is content rich and looks great every month. These folks are professionals! If you have an idea for content including a news item or a feature story, please reach out to

Sally Tubb Welch and her team. Also, have you seen Camp's new website? Campnakanawa.org is awesome.

The next major event in our non-profit life is completing an annual required financial audit. We will then file our first tax return later this summer. Pamela Pabian and the Finance Committee are diligently working on these and other projects. We are always looking for financially minded and detailed oriented people to lend a hand in this interesting work. Please contact Pamela - and send your friends to Pamela - if interested.

The Marketing Committee under Amanda Forgason Dempsey and the Facilities Committee under Bree Parker Pattillo also have a lot happening. Marketing is leading many projects ranging from new swag to camper and counselor recruitment ideas. (You know to send camper and counselor prospects immediately to Karen Hale - right? I think you do.) Facilities has a little building project coming up - you may have heard about it - THE JUNIOR DOCKS! A big thank you to the Dock Subcommittee for locating and working with a builder, getting a price and design and launching us toward a brand new Junior dock in time for the summer of 2023. Look at the December Valkazon for the design and see all the space for those passing lines and landings!

Wyeth Outland Burgess and the Governance Committee got the Board into its second year dotting the i's in all the formalities. This Committee also drafts policies and procedures required of a non-profit. The Committee has completed an employee handbook, placing all updated policies impacting counselors in one document. The handbook should be a very helpful guide for head counselors in pre-camp this summer.

Key to everything we will do for the many years ahead, Mary Shearer Baker and the Development Committee are working hard every day. Fundraising is a critical task and this Committee delivers! They have put together a beautiful brochure and two web sessions (led by our own professional Ginny Bass Carl) on planned giving - that is - giving to Nakanawa via wills, trusts, IRAs, insurance, donor advised funds and other methods. We are all experiencing the same rising costs that are impacting Camp. Active and effective fundraising is mission critical, particularly to build the docks! If you have a fundraising idea or know of a camp person who would appreciate a direct contact regarding a gift to Nakanawa, please let Mary know.

Thank you again for all you do for Nakanawa! Please keep up the momentum through 2023. Mark your calendars to join me at Service Weekend where I look forward to light duty tasks, laughing endlessly, and "christening" a new Junior dock!

Strategic Plan

Everything we do as a Board of Directors, as the Executive Director, as Committee members, and as employees of Nakanawa is grounded in our Mission and Vision.



Our Mission

Camp Nakanawa provides an overnight summer camp to educate girls and young women through outdoor experiences to gain confidence and reach their full potential.

Our Values

Our Nakanawa values are the key to ensuring the next one hundred years of camp. With our one thousand-plus acres of forests, fields and private lake, Nakanawa embodies the spirit of goodwill and friendliness. Camp Nakanawa is committed to providing an environment for girls to experience new adventures, build strength of character and develop a sense of unselfishness. Nakanawa girls and young women have camp experiences that will last their lifetimes. Nakanawa will positively impact your path in life by providing a strong sense of self, confidence and values. The Spirit of Nakanawa is boundless; it can only continue to grow in each of us.

Our Vision

Camp Nakanawa develops the potential of girls and young women in a nurturing environment where they discover their own excellence and develop lifelong friendships. This vision is fulfilled by cultivating character, confidence, courage, kindness, and leadership.



Nakanawa Is Relevant.

We know that kids need camp more than ever! We know because we are lucky to be both parents and Nakanawa alumni! Surrounded by endless social media, over scheduling, shallow socialization and increasing academic pressure, young people have a crucial need for summer camp. Nakanawa provides wholesome play, healthy mentoring and screen-free, happy times for campers. We offer well-rounded programming and experiences that truly prepare our campers for bright, accomplished futures. Nakanawa consistently provides a nurturing environment where young women and girls discover and achieve their own excellence while finding friendships to last a lifetime. We value each camper and each Nakanawa experience whether it be in 2 Week Junior, 4 Week Junior, 2 Week Intermediate, 4 Week Intermediate or 4 Week Senior, as a camper or as a counselor, for one summer, or for many.



Top Priorities

We know what we're doing at Nakanawa because we've been doing it, literally, for generations. From the Board of Directors, here are the top priorities for camp:



Provide an exceptional and safe camper experience every summer.



Maintain good condition of grounds, facilities, and property.



Recruit excellent and inspiring counselor staff.



Ensure financial sustainability for future generations.



Operate successfully as a 501(c)(3) non-profit.

2024 Vision Goals & Key Performance Indicators

Over the next years, we will ensure that Nakanawa remains a viable and flourishing institution moving it from a successful privately owned camp into its new self as a 501(c)(3). Acting as a non-profit, overseen by an active Board of Directors and a camp experienced Executive Director, Nakanawa will secure its future for the next hundred years. While we place the highest value and honor upon our past (many traditions original to Nakanawa's first summers are still followed today), we flex as necessary to align with our evolving environment. Our 2024 Vision Goals and Key Performance Indicators are listed below. Importantly, these do not exist in a vacuum. Each goal is numerically measurable and progress trackable



Enrollment

Year over year enrollment increase per program to appropriate maximums.

Wait list growth in 3 of the 5 programs.

Revenue

Intentional, gauged revenue growth keeping tuition competitive with peer camps.

Growth in total monetary support and number of Annual Fund participants.

Staffing

Counselor retention increases.

Property Use & Improvements

Growth in rental use.

Rolling capital Improvements.

Outreach

Growth in newsletter recipients and alumni engagement.

Post camp feedback including through outreach and surveys.

Benchmark with peer camps and participation in meetings and other leadership and development activities to network and maintain best practice standards.

Committee Reports

Marketing & Communications Committee

This Committee is responsible for the Content Calendar, Newsletters, Merchandising, Social Media and Website Content, Alumni Relations, and other tasks as developed or assigned by the Board. The Committee builds relations with alumni and brings awareness to current camp families with continuity and informative communication. We increase visibility and awareness with marketing efforts across different platforms which touch every style of communication.

2024 Marketing & Communications Goals

- Create and distribute monthly newsletters, have an annual content calendar accessible on the website [Accomplished and on-going]
- Create merchandise to support the ongoing merchandise offerings to expand branding efforts - accessible on website, available to parents before camp session starts, available year round at camp events [Accomplished and on-going].
- Assist and support staff with content with creative and fresh content for social media and website needs [Accomplished and on-going].
- Create communication plan for past 5 year alumni -create internship option for counselors research for camp app and/or summer photo app.

It is the best place for growing independent girls and to give them the experiences you wish all girls could have. - Parent Survey Response 2022

Facilities Committee

This Committee is responsible for the development, prioritization and implementation of an on-going maintenance schedule and prioritized list of capital assessment needs as well as other tasks developed or assigned by the Board.

2024 Facilities Goals

- Resurface Junior and senior tennis courts [Accomplished].
- Replace senior sailing dock [Accomplished].
- Junior Dock - to replace prior to camp season 2023 [Accomplished].
- Senior Dock - to replace prior to camp season 2024.
- Other Camp Facilities – List for both Senior and Junior by priority.
- Develop landscaping and shade strategy long term.
- Update Egypt and upgrade septic system.
- Plan for shading and cooling camp with rising temperatures.
- Update kitchen to maintain efficiency [Accomplished and on-going].
- Align Annual Fund message / parent expectations / Director needs.

Committee Reports

2021-2024

Development Committee

This Committee is Responsible for the Annual Fund, Endowment, Special Programs & Events, Gift Acceptance Policy, Donor Database, as well as other tasks developed or assigned by the Board. This Commit-

tee develops donor relation and retention strategies. It develops and implements marketing plans that raise awareness for capital projects. There is a focus on growing available events for gathering and interaction with alumni. The Committee seeks

to foster and protect Camp Nakanawa and all its assets in perpetuity.

Development Update

With only one year of activity, 2022 closed with 241 donors giving over \$400,000 to Camp Nakanawa a 501(c)3. Restricted gifts were received and applied to resurfacing the Junior and Senior tennis courts and replacing the Junior docks. These are expensive but necessary and timely projects for camp. We had 8 donors of \$10,000 or more and 11 donors who make a donation every month. To date more than 30 donors provide gifts to Nakanawa through wills and trusts ("Legacy Gifts"). Educational materials in both hard copy and video were developed and distributed to alumni, parents and friends considering Legacy Gifts.

2024 Development Goals

- **Establish a healthy annual fund following with annual giving increasing year over year by ten percent (10%).**
- **Establish an endowment through Community Foundation of Greater Chattanooga with a goal of \$2.5 Million raised within ten years [Accomplished and on-going].**
- **Create weekend events and city parties to bring alumnae together while raising funds to support the programs – Formulate to offer Reunion Weekend(s) outside of summer camp.**
- **Raise funds and complete individual projects for the enhancement of camp to include the resurfacing of all the tennis courts, replace the sailboat dock, replace Junior and Senior dock systems, Prioritized action [Accomplished and on-going].**
- **Create, implement, and review a gift acceptance policy [Accomplished].**
- **Research, implement and build a donor database [Accomplished].**



Committee Reports

Governance Committee

This Committee is responsible for the Policy Review Committee, Bylaws, Board Nominations, Employment Handbook, Policies and Procedures, and policy awareness as well as other tasks developed or assigned by the Board. This Committee participates in the creation of policies. It reviews, researches and recommends necessary changes to Board approved policies and statements. The Committee presents candidates best suited for the needs of the Board of Directors.

2024 Governance Goals

- Draft and update and present all required non-profit board materials including bylaws, policies and statements [Accomplished].
 - Present slates of candidates to fill the vacated Board positions and grow the Board of Directors as needed [Accomplished and on-going].
 - Load select policies to the camp website.
 - Develop a Board Matrix/Succession Plan [Accomplished and on-going].
 - Create a Human Resources Committee.
 - Draft job descriptions for full-time titled employees.
-

Finance Committee

This Committee is responsible for the Annual Budget, Financial Policies, financial management as well as other tasks developed or assigned by the Board. This Committee seeks to develop a strong fiscal management plan for Camp Nakanawa's financial resources through careful planning and sound policy making while following GAAP (Generally Accepted Accounting Principles)

2024 Finance Goals

- Create a balanced budget for the annual needs of Nakanawa [Accomplished and on-going].
 - Draft and implement Financial Policy [Accomplished].
 - Complete conversion to QuickBooks Online [Accomplished].
 - Develop and approve pricing structure for special weekends, groups rates, tuition, and merchandise.
 - Develop Employee Emergency Assistance Program (EEAP) [Accomplished].
 - Develop a program for annual staff salary increases.
 - Interview and assist with Payroll Companies, bookkeepers and accountants and contract with best fit [Accomplished].
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