



We are proud of many things at Harlam, including the storied history, tradition and reputation as one of the finest Jewish camps in North America, and the Reform Jewish learning and living that has taken place for 60 years. **We are also proud of the commitment made by our leadership to challenge ourselves, aim higher, and initiate change in order to ensure success and a secure future. We see change as a necessary and critical aspect of the evolutionary process at camp.**

# 2011 – 2018

CHANGE	YEAR INITIATED	DESCRIPTION
<b>Automated Security Gates</b>	<b>2011</b>	Installation of fully remote-controlled gates at Main and Maintenance entrances
<b>Branding Process</b>	2011	Review and updating of logo and creation of preliminary brand standards for use in marketing and communications
<b>Harlam Council Development</b>	2011	Beginning stages of a renewed partnership between Pro Staff and lay leaders to restructure and guide the Council and membership
<b>Chadar Ochel (Dining Hall): Salad Bars &amp; Tables</b>	2011	Four salad bars added for lunch/dinner daily and table replacement begins for more efficient use of space
<b>Development: "A Culture of Giving"</b>	2011	Establishment of fundraising plans, volunteer leaders, hiring of professional, and first-stage of outreach
<b>Funds: Merfish Family Fund for Jewish Life</b>	2011	To support the Jewish Life program at camp, established with initial commitment of \$100,000
<b>Mitch Perlmeter Leadership Award</b>	2011	Awarded to Geshet (CIT) participant to recognize exceptional young leaders
<b>Staff: Policies &amp; Procedures</b>	2011	Introduction of Daily Camper Reports, staff sign-in, days off system, policy enforcement and other changes
<b>Alumni Relations: Transition</b>	<b>2012</b>	Move of Camp Harlam Alumni International (CHAI) from stand-alone entity to a vital part of camp operation
<b>CIT Program: <i>Machon/Geshet</i> Change</b>	2012	CITs of 2012 initiated process with leaders to change name from Hebrew "Institute" to "Bridge"
<b>Congregational/Institutional Partnership: Shared Jobs</b>	2012	Exploration and initiation of new shared positions with Temple Beth Ami (MD), Indiana University Hillel, and others
<b>Emergency Call Box System</b>	2012	Eight emergency/security and Pro Staff response boxes utilizing two-way radios in camp for use in crises
<b>Facility: Assessment &amp; Master Planning</b>	2012	With Domokur Architects, one-year process of research and needs analysis, and long-term planning (report completed in 2012 with \$23M of need)
<b>Funds: Mitch Perlmeter Scholarship Fund</b>	2012	In memory of Mitch, fund encompasses all primary scholarship gifts (exceeds \$300,000 by 2016)
<b>Girls Camp: Septic System &amp; Utility Replacement</b>	2012	Replaced water/wastewater system plus new utility access and landscaping
<b>Hilton: Welcome Center</b>	2012	Renovations of Hilton common room to be Welcome Center for all visitors and prospective families
<b>Jewish Teen Funders Network Philanthropy Program</b>	2012	Youth philanthropy curriculum with Chavurah campers funded through JTFN grant (run in 2012 and 2013)
<b>Lake: Facility Improvements</b>	2012	Aeration System, large Lake Toys, Shade Structure and new entrance
<b>Mirpa'ah (Health Ctr.): New Protocols</b>	2012	Introduction of full-summer Health Center Supervisor (which now has shifted to Head Nurse position), move to pediatric physicians on-site, and revised treatment planning (including for head trauma)
<b>Office: Facility Improvements</b>	2012	Renovations to create office space for all Pro Staff, Camper Care, and work area for all Supervisors

<b>Program: Year-Round Camp Gatherings</b>	2012	Introduction of annual Winter Reunion for all ages, <i>Tikkun O-Camp</i> (service) event at camp, <i>Shabbat Across America: Harlam-Style</i> , and others
<b>Ropes: High Challenge Course</b>	2012	Eight elements and 500-foot Zip Line built into trees (for all ages)
<b>Camp Signage</b>	2012	Production of new signage for camp facility including entrance, gates, buildings, parking and donors (continued in subsequent years)
<b>Staff: Development &amp; Training</b>	2012	Year-round commitment through hiring, training and supervision to continued education and skill-building
<b>Staff: Leadership &amp; Supervision</b>	2012	Creation of "Leadership Team", including Pro Staff, Supervisors and Assistant Supervisors
<b>Tents: "Big Top" &amp; "Little Top"</b>	2012	8,000 square feet of covered space at two locations in camp
<b>Teva Campsite: Renovation</b>	2012	New fire circle and equipment storage
<b>Camper Care Team</b>	2012	Expansion of support services for campers, staff and families (includes year-round Camper Care Manager and social workers/psychologists/educators)
<b>Communications Resources: External</b>	<b>2013</b>	New means of communication externally utilizing blogs, video, Facebook and Twitter, three photographers
<b>GaGa Courts: Replacement</b>	2013	Two new courts with playground (cushion) surface, roofs and ADA access
<b>Girls Camp: Cabins</b>	2013	Three fully-renovated cabins with decks, expanded facilities and ADA access
<b>Irwin Field: Renovation</b>	2013	New infield, outfield fencing, pitcher's mound, backstop and equipment
<b>Israel Connection: Year-Round <i>Shaliach</i></b>	2013	First URJ camp with shared year-round Israeli staff position (with Temple Beth Ami, Rockville, MD)
<b>Jewish Life: "Good to Great" Process</b>	2013	Revised educational structure that moves from " <i>Shiur</i> " to integrated model
<b>Kanofsky Fire Pit</b>	2013	Built at Misrad field for use by camp, often by staff
<b>K'far Noar: Outdoor Showers</b>	2013	Addition of four showers for girls in village
<b>Program: Activity Development</b>	2013	Increased daily programs, including expanded athletics, rafting trips, Garden, Woodshop and Yoga
<b>"Open &amp; Safe Community" Initiative</b>	2013	Start to efforts that are aimed at sensitizing the community to the unique differences between each other and educational and community support to assure that every individual at camp feels safe
<b>Camp Map: New Design</b>	<b>2014</b>	Artist's (Lynne Clibanoff) design of camp map to be used in all platforms
<b>CampMinder: Online Management/Enrollment/CampInTouch</b>	2014	Switched to industry-best system that allows for more seamless enrollment and communication between camp and its community
<b>Girls Camp: Cabins</b>	2014	Three fully-renovated cabins (like 2013) with additional improvements
<b>Harlam Day Camp: First Summer</b>	2014	Inaugural season of the first-ever community URJ day camp, located on the campus of Jack M. Barack Hebrew Academy in Bryn Mawr, PA. Over 100 campers attend. HDC ultimately runs through the summer of 2017.
<b>Shared Professional Position: Pilot &amp; Expansion</b>	2014	First year of shared year-round position (with Indiana University Hillel) ultimately grows to include as many as 9 year-rounds staff at Harlam and a partner organization, and eventually becomes funded to expand throughout URJ camping system
<b>Mountain Bikes: Replacement</b>	2014	Purchase of 30 new high-performance mountain bikes for use by campers
<b>Staff Residential Cabins: Renovation</b>	2014	Improvements to the Girls Camp and Boys Camp staff cabins to provide better accommodations for male/female counselors and assistant supervisors
<b>Funds: James &amp; Linda Wimmer Scholarship Fund</b>	2014	To support the growth of financial assistance reserves to supplement annual contributions to families at Camp Harlam and Harlam Day Camp
<b>Girls Camp: Cabin</b>	<b>2015</b>	One fully-renovated cabins (like 2013 and 2014) with additional improvements
<b>Inclusion Efforts</b>	2015	In our continued "Open & Safe" and Camper Care efforts, addition of year-round Inclusion Coordinator position that is partially funded and fully-supported by the Foundation for Jewish Camp and a grant from the Ruderman Family Foundation.
<b>Inclusion Efforts: RUACH Team/Training</b>	2015	As part of our efforts to best equip our campers for success universally at camp, we selected 20 counselors to work with Camper care to gain awareness and skills in working with various challenges in the cabins. This

		included certification training in a special 8-hour Mental Health First Aid program.
<b>Jewish Life: Siddur (Prayer Sheet) Creation Process</b>	2015	With support from stakeholders and the Merfish Family Fund for Jewish Life, start to one-year process of creating a new Harlam-specific prayer book
<b>Bar/Bat Mitzvah Gift Program</b>	2015	All campers of-age from prior year receive a gift from camp (Harlam Challah Cover) that is presented by their URJ congregation
<b>Professional Development: NFTY Partnership Programs</b>	2015	Co-branded and facilitated programs for local (Southeastern PA) URJ youth professionals, featuring Rabbi Jonah Pesner (youth), Rabbi Rex Perlmeter (mindfulness), Scott Hertz & Paige Ehrlich (social media), Aaron Selkow (leadership) and Lisa Friedman (inclusion)
<b>Professional Development: Nachshon Fellowship</b>	2015	Participation in new program for one summer camp leader that affords Israel educational experience, graduate school stipend and continued support for tenure at camp
<b>Program/Facility: Lake Beach Project</b>	2015	Awarded \$35,000 grant from Gottesman Foundation to create beach area at Lake Joshua
<b>Family Camp</b>	2015	First post-camp family camp weekend for current families, prospective families and alumni on-site
<b>Staff Development: Family Groups</b>	2015	Our counselors are meeting each Saturday in small groups with a facilitator in order to share experiences, feedback and support throughout the summer
<b>Facility: Kitchen &amp; Dining Area</b>	2015	The <i>Chadar Ochel</i> was upgraded with 50 new cafeteria-style tables, a new primary service area (complete with specialty foods area) and additional upgrades in various equipment
<b>Girls Camp: Cabins</b>	<b>2016</b>	Two fully-renovated cabins (like 2013, 2014 & 2015) with improvements
<b>Inclusion Efforts: Legacy Heritage Grant</b>	2016	One of two URJ camps to be invited into match program with over \$200,000 in support of special needs program, scholarship and capital improvement
<b>Inclusion Efforts: Chill Zone</b>	2016	Construction and opening of first-ever multi-sensory space for campers in inclusion cohort on-site
<b>Rookie Day</b>	2016	Introduction of full-day on-site program for young pre-campers (usually limited to 25 children)
<b>Staff Development: Daniel Shore &amp; Staff Engagement Supervisor</b>	2016	Partnership and consultation with PhD candidate, Daniel Shore, to focus on staff engagement and workplace morale, leading to hiring of first Harlam Staff Engagement Supervisor, Evan Pavloff
<b>Staff Development: Independent Study &amp; Camp Visits</b>	2016	Continuation of efforts tested last summer to allow Leadership Team members the chance to work one-on-one with a member of the Pro Staff for their own growth, and two multi-camp visit days throughout the summer to allow Leaders the chance to see more of the potential and diversity of the field and enhance their understanding of where Harlam can grow
<b>Program Revamp: Fun.</b>	2016	Along with tweaks to trips, Maccabiah and other programming schedules and options, introduction of "Fun." (Fun, Period) to allow staff to lead activities not normally offered to campers 6x per session
<b>Facility: "Marika's Place"</b>	2016	First stage of construction of central gathering space beside Chadar Ochel, including patio, gas fire pit, signage, trees and landscaping, dedicated in memory of Marika Winheld (z"l)
<b>Food Service Program Re-Vamp</b>	2016	Partnership with John Turenne of Sustainable Food Systems for complete overhaul of program for camp that includes serving only fresh foods, menu expansion, production and budgeting systems, new staffing strategy and leadership, enhancement of existing specialty foods (allergies, dietary restrictions) program, and many other changes beginning in 2016
<b>Professional Development: Shared Position Expansion</b>	2016	Increase of shared positions between camp and other organizations (including URJ congregations and Jewish Federation) to include – as of September 2016 – 9 professionals
<b>Pop-Up eStore</b>	2016	Beta test (in Spring 2016) of first online apparel store for camp, lowering prices for customers, improving quality control, eliminating risk and inventory for camp, and still earning \$4,000 in one two-week sales window
<b>Girls Camp: Cabin</b>	<b>2017</b>	One fully-renovated cabin (like 2013, 2014, 2015 & 2016) with improvements
<b>Development &amp; Program: Harlam@60</b>	2017	Launch of 18-month celebration of Camp Harlam's 60 <sup>th</sup> anniversary, including volunteer committee of over 50 alumni/friends, 12 events and projects, 1958 Club fundraising of \$1M and investment of alumni and donor engagement
<b>Facility: "Fendrick Commons"</b>	2017	Second stage of construction of central gathering space beside Chadar Ochel to take Marika's Place (which is incorporated into expansion) to 2,000

		square-foot multi-use area with fire pit, seating, concrete patio, signage, lighting, trees and landscaping, and other assets dedicated in memory of Alan Fendrick (z"l)
<b>Facility: Gender-Neutral Bathrooms</b>	2017	Installation of four new private bathroom spaces on site, bringing total in 2017 to five. 2 installed in Beit (Rec Hall), and 2 installed in Chavurah (teen village) replete with showers
<b>Facility: Bayit &amp; Lodge Renovations</b>	2017	Interior and exterior improvements to Bayit (Gesher/CIT residential building) and Lodge (Carmel Girls camper residence) including bathrooms, decking, and painting
<b>Youth Mental Health First Aid Training: Expansion</b>	2017	After utilization of 8-hour certification training for RUACH program staff (includes training of 30 people in 2015 and 2016), expanding to include entire counselor staff at Camp Harlam. Future work will now include use of certified instructors (Aaron Selkow and Cori Miller) to support/lead training with community partners
<b>Congregational Outreach Pilot</b>	2017	In conjunction with URJ Youth program staff (NFTY, 6 Points, Kutz, Mitzvah Corps, NFTY in Israel), test of new strategies for youth engagement and partnership with 7 URJ congregations in Harlam region
<b>Inclusion Efforts: Transgender Campers</b>	2017	Continued work to provide accommodations for campers with non-conforming gender identities to be enrolled and successful at Camp Harlam and Harlam Day Camp (including facility renovations, staff training, education, and communication)
<b>Facility: "Jyl's Office"</b>	2017	Construction of community gathering platform with seating under shade at Girls Camp in honor of alum, Jyl Skolnick (z"l)
<b>Leadership Transitions</b>	2017	Shift for Aaron Selkow (from Director) to Executive Director and elevation of Lisa David (from Associate Director) to be CH's sixth Camp Director
<b>Public Address System</b>	<b>2018</b>	Replacement of outdated equipment with new wireless camp-wide system
<b>Staff Engagement</b>	2018	After third year of establishment of Staff Engagement Supervisor position, continued work with staffing and research expert, Daniel Shore, on strategies to assess engagement impact and opportunities for growth
<b>Unit Operations Position</b>	2018	New role for adult staff member to support key functions in unit/age groups, including scheduling, clean-up, and assisting Unit leadership with administrative tasks
<b>Dining Hall Manager Position</b>	2018	New role for adult in Food Service leadership to manage front-of-house operations during all meal times
<b>Facility: Arie Gluck Chapel in the Woods</b>	2018	Full renovation of sanctuary used for Saturday <i>Torah</i> service including replacement and expansion of seating, new <i>bima</i> , improvement of ritual objects, creation of art and landscape installation into woods to reclaim privacy, dedicated to longtime director, Arie Gluck (z"l)
<b>Facility: New Community Platforms</b>	2018	Addition of two new community gathering decks, one in K'far Noar and another in Boys Camp
<b>Facility: Chavurah Firepit Area</b>	2018	Construction of large firepit with customized "Chapel" fire ring and bench seating for 75 people
<b>Facility: Holly's Sports Hut (<i>Machsán</i>)</b>	2018	Replacement of sports equipment storage building ( <i>Machsán</i> ) with new structure in honor of Holly Smukler Walter (z"l)
<b>Facility &amp; Program: Teaching Kitchen</b>	2018	Creation of large commercial teach kitchen space in <i>Mercáz</i> building to be used for daily and special cooking activities
<b>Facility: Rozenberg Welcome Center &amp; Harlam Gallery</b>	2018	Completion of full renovation of Welcome Center/Hilton building including facelift to all residential rooms, replacement of windows, addition of awning, repainting and addition of ADA-accessible entrance to Welcome Center, installation of extensive Gallery in Welcome Center, dedicated in honor of camp founders and leaders, Rabbi Martin and Estelle Rozenberg
<b>Program: Activity Development</b>	2018	Introduction of expanded day-long clinics (in lacrosse, basketball, digital photography and hip-hop dance, as well as new daily Science elective activity)
<b>Program: Expanded Teva Offerings</b>	2018	Changes to Galil hike program, along with addition of new evening beach cookout and out-of-camp experiences
<b>Council Task Force: Sessions in 2020</b>	2018	Partnership between volunteers, Council members and professional staff to consider summer session structures (with potential for changes in 2020)
<b>Council Task Force: Open &amp; Safe Areas</b>	2018	Partnership between volunteers, Council members and professional staff to address important areas including LGBTQ issues, addition of Pride flag at camp, interfaith families, creation of first camp GSA, and support of addition of resources and accommodations for transgender campers at camp