

CAMP IT UP INC.

Board Meeting Minutes

17-DECEMBER-2017

9:30am-12:30pm

Location:

National Equity Project (Brett Bradshaw's Downtown Oakland office):
1720 Broadway
Oakland, CA 94612

Minute Taker: Katie-Rose Breslin

Attendance:

Board members present: Brett Bradshaw, Roger Macdonald, Lori Randlett, Ora Prochovnick, Judy Schwartz, Jay Sky, Leslie Baker, Liz Hendrickson, Em Howard, Katie-Rose Breslin, Susan Colson, Rachel Venning, Katie Angelot (R), Kai West, Alison Hardy, John Dalal (R, arrived late)

Staff/Guests present: Mary Beth King (R), Jasper Venning, Aidan Cassel-Mace, Tyler Kavanaugh-Lynch

Members not present: Leslie Nuccio, Kevin O'Grady

(R) = Remotely attending via web

***= Bike Racked items

Agenda

10:00 Start, check-in, welcome new board members, goodbye to "old" board members, name timekeeper (20 min)

- New board members voted in last month are here even though they are not official (voting) till January 1: Kai, Alison, Kevin
- Engraved frame photos for outgoing board members Judy, Susan, Ora, and Brett
- Jill: Thank you to the outgoing board members for the thousands of hours you've spent since 2007 when the idea of the board came to be.
- Check-ins

10:20 Approval of Minutes (October & November) - Katie (10 min)

- Susan: We are approving two months worth of minutes
- Katie: Once we approve the minutes, we can publish them on our website so that the community members can see what the board is up to. The minutes are on Google Docs; contact Katie if you have questions about how to access.
- We need a cut-off time for edits so that we know we're all voting on the same version.
- October minutes: Ora moves that we approve the minutes; motion passes. 2 abstentions (Susan and Rachel), no nays, everybody else yay.

- November minutes: We need a bike rack for the issues that we have discussed but not voted on. (Like the discussion on adding lower camp safety requirements to the contract.)
 - Jay moves to approve the November minutes, Brett seconds. Roger: reads the changes that were recently made. Abstention: Ora and Em. No nays. Everyone else: Yay (8)

Both Judy and Jill need to leave at 11

NOTE: Policy and Procedures Polishing and in Writing

Deadline: January 1, by committee chairs.

10:40 Fundraising Report – Judy / Kevin (10 min)

- (Kevin not present)
- Judy: Fundraising-chair and campaign transition questionnaire for outgoing members.
- Our goal was \$130,000 and we met it.
- We had a high bar fundraising goal this year and we did not reach it. We were hoping for Kaiser grant and another \$15,000 anonymous grant that we received last year but did not happen again. This is why we did not reach our goal this year.
- Susan: The reason we set it so high was actually because we were hoping to lay a strong foundation for camperships.
- Judy: We set a higher goal than what we needed to fulfill in order to have a more robust campership program. Second part of the two-page report shows where we are at this moment in time. We are still missing \$4,100 outstanding 2017 pledges; Judy emailed those families and is confident that they will come through by the end of the year.
- Document: Recommended next steps for fundraising.
 - Mary Beth has the 2017 thank-you letters ready to go.
 - Mary Beth will be very involved in fundraising going forward. Big learning curve first year for implementing fundraising plan. Recommendation for next year: Mary Beth is the one to develop the fundraising plan in collaboration with Kevin (committee chair). A fundraising design gets designed very soon with a plan for a budget with a fundraising goal attached to it. Need plan, with timeline, with events and activities, goals, and specific staffing (who's going to do it). Giving a detailed report for all of you. Only way to accomplish this task is if the whole board steps up to support it and make it happen. You can do whatever you want with the recommendations.
 - Kaiser sponsorship is due in April.
 - We are using a master excel spreadsheet that doesn't work. We need a fundraising tool/database. Strategy in the fundraising plan--recommend that thank-you letters go out; we did a good job the first two years and not good this year.
 - To those of you who are joining the board and staying on: You guys rock and I am so excited to see what will come.
 - Liz: The people on the phone, please mute when you are making noise. (Remote meeting protocols.)
 - Any board members who have not made a contribution yet this year that is significant personally to you, please do.
 - Ora: In awe of the work that Judy has been doing. I have been receiving repeated reminders to pay pledges that I already paid in July.
 - Susan: Is there someone who can look through what we got/reconcile pledges with donations.
 - Thank you, Judy!

- Ora: We were terrified when we set the \$130,000 goal, and we did it.
- Judy: Hoped to go through the many many folders and supplies from fundraising. They're for Kevin. Give them to Lori, she'll put them in storage.
- Susan: Outgoing board members please spend 3 hours going through computer files, making sure everything gets passed on to current board members.
- CD proposal: Jill
 - Brett's question: Does the 7,000 budget include printing the CD's
 - What do we expect in terms of sales? Jill: Last time we printed too many, they sold well at the beginning. Think we would sell 75-100 at summer camp
 - Then we gave away some CD's as incentive for donations.
 - CD is a community builder. We will not make it all back in sales.
 - Hoping to raise \$5,000 through house concerts and GoFundMe.
 - Susan: What happens when a CD is sold? It all goes back to the board? Is the \$2,000 a donation or a loan?
 - Ora: Who owns the CD? Is it your CD, or does it belong to the camp? Because Jill has the rights to the songs.
 - Jill: Once the CD is done, it's yours to use also. Not asking for a personal,
 - Ora: You would need to give permission to camp to sell the CD's and keep the revenue.
 - Lori: Selling online/itunes: Who would be listed as the artist?
 - Ora: CD #1: How many are left?
 - Lora: There are some in a box. Between 20 and 30 left (estimate)
 - Should CD #2 have a reprieve of the family song? Request for a dance version.
 - Did you discuss trade with those involved in the CD?
 - We would offer Lisa Zeiler a trade and Alicia Champion's family a trade
 - Ora: We have another role in mind for Lisa Zeiler.
 - Mary Beth: If Jill raises more than \$5,000 dollars, do we still have to give the \$2,000? Jill: No.

10:50 Fiscal / Treasurer Report Approval of 2018 Budget – Brett (50 min)

Brett will send out documentation before meeting, please review so that we can stick to the schedule.

- We separated out an operating budget (revenue, fees, registration, merchandise), and keep that separate from anything we fundraise. It's helpful to see the gap between operating costs and capital expenses associated with the purchase of camp
- Paid Jill in down payment and then additional payments over three years. Brett explains offer. We've done the down payment and one payment of earn-out plus loan repayment and interest. We are about to have the second year of that.
- If you combined everything that's on the operating with the capital campaign, our overall budget is about \$251,000.
- If you look at our projected revenue on the operating budget spreadsheet, the total expected revenue is \$207,645--includes winter camp, summer camp, anything we sell to them.
- I'm also suggesting that we raise \$43,000 in grants/gifts.
- Brett breaks down the \$251,000 further.
- If we add the CD, would we have to do \$45,000 in fundraising? We'll answer that later.
- Katie-Rose: Whose job is it to schmooze high wealthy potential donors for money?

The ED?

- Susan and Brett: The board members.
- Katie-Rose: And specific grants, is that the ED?
- Brett: Yes, for the most part.
- 2016 was a good year for enrollment. (See budget sheet for details). We raised rates \$5 in each category.
- We were under-enrolled in 2017. Do we raise rates again this year? Budget says no, and data from the community is that it's already expensive.
- The \$177,000 implies that we HAVE to fill camp. If we're under-enrolled this year, that would not look pretty.
- If we raise rates again by \$5, that only nets us \$8,000
- This budget suggests roughly the same amount of revenue as last year for winter camp.
- Mary Beth shares update on current winter camp enrollment. We're in pretty good shape; we hope to get more enrollment in January like last year.
- Brett: the \$177K includes \$7K in camperships, \$12K in trades. (We'd still bring in 177 given that absence of revenue.)
- Mary Beth: Might be a good idea to focus our fundraising on that number: Roughly \$20K in camperships and trades.
- Susan: Tell Judy if you're willing to make year-end calls.
- 53% of our budget goes to Camps in Common for our summer rental.
- Camps in Common is also a non-profit. Over the course of their summer, they have their own camps. They also rent out camp to people like us. We get a sweet deal for rent because Jill was a founder of Camps in Common. Our rate is 40% lower than other years. Their board asked why we get such a good deal. We put in our deposit really early, but the discount is still disproportionate. We agreed that Camps in Common would raise fees to us by \$5 per person per night a year over three consecutive years to get a little closer to parity with what other groups pay. This is the last of the three years. We have not always passed on the cost of that \$5 increase to campers.
- Mary Beth: I don't think that we're safe from not going up again, to be honest. It will not stay flat after this year.
- Brett: We do have leverage
- The contract that we currently have (which is not yet finalized)--five dollar increase, but we pay less for staff for the whole week. (That's what we negotiated with Mark.)
- Camp pays at least a third to a half of what it costs for the staff to stay at camp.
- Staffing: When Mary Beth hires staff, she hires commensurate with enrollment.
- Proposing increase of 7K, and Mary Beth will make a proposal to the board about how the personnel line is expended (whether it's for hiring a bookkeeper or admin person, or giving staff raises, or something else).
- Ora: We're competitive with other camps
- Katie Rose: Only if our staff doesn't work unpaid overtime by going over their hours, which is a big if.
- Brett explains consulting fees.
- Discussion of insurance. We're now compliant.
- CD: Any fundraising for the CD ultimately comes out of Camp it Up Inc because it's drawing from the same donation pool.

- We want to focus on camperships and staff salary.
- We can always change the budget at a later date; mid-year revisions are not unheard of for non-profits
- Sounds system purchase? Capital or equipment budget? Capital.
- **Amendments added to the budget: Add line items for camperships and trades.**
- Move to approve the budget WITH amendments listed above.
- Motion passes with 0 Nays, 0 Abstentions.
- Brett: Our current cash flow: Pre-registration for summer camp, registration for winter camp, donations.
- We owe \$22,500 to Jill in January.

12:10 **YAC – Aidan, Ty** (10 min)

- Changing bylaws to gender-inclusive language
- Let's bike rack it for next session, with official bylaws change procedures. We have officially been notified. We don't want to amend the bylaws too often. It looks bad to constantly change governing.

12:17 **Executive Director Report – Mary Beth** (10 min)

- Put on the table for next month: Vote on winter camp based on enrollment.
- Let's put up camp registration/go live on website right after winter camp with no delay.
- Needs five more staff for Winter Camp.
- Susan: Have you solicited past staff members from winter/summer as much as you hoped to?
- Mary Beth: Has emailed full staff, will reach out to individual staff soon.
- It's tough to get staff/CIT's because schools are in session on the Friday that winter camp starts. We could have staff come that night after opening evening activities.
- Tyler is going to reach out to first-year CIT's to try and recruit more for winter camp.
- We're trying to get a big social media campaign going and we're trying to get all board members to become a member of our FB page for fundraising purposes. SHARE POSTS with your friend list.

12:00 **Executive Session** (30 min)

Board Recruiting Report – John & Em

Discuss Transition plan, including:

- Vote in Lori or Liz as President (by-laws require new President)
- Schedule orientation for new board members
- Onboarding new committee chairs, etc.

Closing executive session: 1:04pm; all in favor, no abstentions.

- Liz moves to make Lori president of the board.
 - Abstention: 0
 - Nay: 0
 - Yay: Everyone else.
- Katie-Rose and Kai agreed to join Susan in making phone calls to past donors who haven't given this year. Susan will pass this info onto Kevin and Judy.

12/17/17--Approved 1/21/18

12:30 **Next Meeting scheduled: 1/21/18**

Location: National Equity Project (Brett will confirm)