

CAMP IT UP INC.

Board Meeting Minutes

18-MARCH-2018

9:30am to 4pm

Location:

Prison Law Office (Alison Hardy's office):
1917 Fifth Street, Berkeley, CA 94710

Minute Taker:

Katie Angelot

Attendance:

Board members present: Lori Randlett, Liz Hendrickson, Em Howard (R), Katie Angelot, Kai West, Kevin O'Grady (R), Jay Sky, Leslie Nuccio, Brett Bradshaw, Alison Hardy, Roger Macdonald, Katie-Rose Breslin

Staff/Guests present: Mary Beth King (R), Aidan Cassel-Mace, Tyler Kavanaugh-Lynch, Ora Prochovnick, Susan Colson

Members not present: Rachel Venning, John Dalal, Leslie Baker

(R) = Remotely attending via web

***= Parking Lotted Items

Facilitator: Susan Colson

Purpose & Outcomes

- Deepen the Board's sense of connection and understanding of its role
- Reaffirm and further develop the mission and vision of CIU
- Develop shared understanding of CIU's strengths, weaknesses, opportunities and threats (SWOT)
- Explore key issues that emerge in SWOT
- Develop strategic thinking about issues and hopes

9:30 Arrive and schmooze

10:00 Intros, teaming

Introductions: name, pronouns, and tenure on board. Something people don't know about you. One thing you hope to talk about today. What brought you to CIU? What brought you to the board?

10:50 Working on CIU mission and purpose

- 2016 Mission and Purpose statements found below

Rolls Clarification: Liz and Lori are the co-chairs, Kevin is fundraising chair, Leslie N. is Marketing chair, Brett is rolling off in 10 days and Em will be the interim financial chair, Katie is the secretary.

Mission statement brainstorm:

Why do we exist? Our purpose--Create a community to support queer and unique families. Developing leadership skills of staff. Enhance self esteem of each individual. Stewardship of the natural environment. Affirm and validate all individuals. Embrace diversity *and* commonality

Means to achieve our purpose--Constellation of programs including social, camping, performing/visual art, and being in nature. This is ensured through structure, fundraising, development and fiscal integrity. Rite of passage for kids from growing up to giving back as staff.

What values/principles do we operate from?--Inclusivity, family, community. Who is part of our community? Who is welcome in our family? What impact do you want to have? Value of role modeling for both kids and parents. Value the opportunity to be the majority rather than being the only queer people in our lives/communities.

Allyship at Camp:

Kai: Do we include allies in our program description? This may create a safe space for questioning people to come to the community. Do we trust ourselves that if there's an ally who is taking up too much space at camp we can have guidelines and a conversation about it? What does this mean for our straight kids? Value of making the world a better place for LGBTQA+ people.

Camp as a safe and/or brave space:

Leslie: Need clarity on what our needs are as a community. What is a safe space? Do we need it? Tyler: As a trans person, yes we do need camp to be a safe space. Roger: One of our values is to change the world and to do that we have to start by creating a safe space. Ora: It was always important to our family that camp was a safe place both emotionally and physically. Yes there are places that are becoming safer for some people but definitely not trans people. Difference between tolerance and acceptance. Place where adults and kids are mirrored and don't have to explain ourselves. Kevin: We came to camp because it is a queer camp and our family would be completely safe there. Lori: I believe in these values as well but we are having safety issues already. Liz: Having safety be a top priority with CIC is key. It's also important to be aware of the fact that we are in Quincy. We need to be aware of our presence as having queer people, POC, etc. Kai: There's a great article about how we cannot promise a safe space because of the world we live in. Instead we need to develop brave spaces.

*How do we want to work with language of safe space?

*Our mission doesn't state anything about creating justice for our community in the broader world. That's been implicit, do we want it to be explicit?

****What is a queer family?** Shift from lesbian and gay parents to straight parents with gender non-conforming kids. This is a departure from our previous community structure. Tyler: important for trans kids to meet trans adults. Mary Beth: Looking towards the future, these kids will grow up to have kids. That's likely the direction our community is going in. Lori: I've heard queer used in the context of people who are cis and straight who don't fit in with majority culture. Is this appropriation? Language is important, how do we frame who queer is? This is about our values. In terms of families with gender non-conforming kids, we want to develop to fit these families into our community but do we have programming for these families? How to we develop programming for them?

CAMP IT UP MISSION STATEMENT 2016

(Used for grant proposals 2016)

Camp It Up! Supports and promotes a constellation of programs, including social, camping, performing and visual art, with particular outreach to lesbian and gay individuals and families, developed to create and sustain a community that supports each unique family and all family members.

CIU STATEMENT OF PURPOSE

(From our Articles of Incorporation)

The specific purposes for which this corporation is organized are to support and promote a constellation of programs, including social, camping, performing and visual art, with particular outreach to lesbian and gay individuals and families, developed to create and sustain a community that supports each unique family and all family members.

CIU OBJECTIVES AND PURPOSES

(From our Bylaws)

The primary objectives and purposes of this corporation shall be:

To run a constellation of programs, including social, camping, performing and visual art, with particular outreach to lesbian, gay, bisexual, transgender and queer individuals and families, and to create and sustain a community that supports each unique family and all family members;

To seek to enhance each individual's self-esteem through opportunities for involvement in community, successful participation in program activities, acquisition of new skills, personal growth experiences and the experience of having fun;

To strengthen family bonds and provide opportunities for families to experience each other joyfully and respectfully, and to see their family structure and values reflected in the larger camper community, thereby enhancing their individual and familial sense of safety, self-acceptance and pride;

To support LGBTQ families, affirming and validating same-sex parenting constellations, while honoring the validity and uniqueness of every family;

To build a community that embraces both its members' diversity and their commonality, and supports all families and family members, and fosters the belief that all parents –single, partnered, lesbian, gay, bisexual, transgender or heterosexual, as well as children, grandparents, aunts, uncles and special friends-create unique family structures that should be nurtured and respected;

To facilitate an appreciation of community, through experiences where a sense of cooperation and commitment to the greater good are fostered;

To foster a stewardship of the natural environment and provide opportunities for the camp community to experience living in harmony with the natural environment;

To provide opportunities for staff members to learn and grow in leadership skills, to share their talents with the larger community through participation in the children's program, family programs, environmental enhancement and specialized programs in the arts and recreation;

And to provide structure, fundraising and development, and fiscal integrity to ensure the long term viability of this constellation of programs.

11:35 Creating our vision for Camp's future

- Worked with small groups and our graphic from the Visioning session to imagine our hopes for CIU in 10 years
 - Youth leadership development, teen opportunities for those on and off staff, role modeling, empowerment
 - Mindfulness of purpose
 - Community building, curriculum for kids groups on social justice
 - More full time positions, stronger training for staff
 - Community that is empowered, brave, mindful of purpose, brave space
 - Inclusivity and diversity--racial, ethnic, overall, heterogeneous population, intergenerational community, economic and class diversity
 - Engagement, fun, playfulness, sustainable
 - Stable, welcoming, physically sound
 - Physical and emotional safety (trans, POC, everyone)
 - Become the premier LGBTQ camp in the country. Marketing and outreach is priority

12:05 Brainstorm SWOT (Strengths, Weaknesses, Opportunities, Threats)

Internal

Strengths: The board and ED, we own an asset being something that people have always wanted (camp itself), continuity, history, credibility, track record/reserve of good will, campers have a lot of talent (tapped and untapped), relationship with CIC, traditions and strong friendships (don't want our traditional culture to be sacrificed for diversity, that doesn't need to happen), amazing youth who are strong leaders with fierce commitment to camp

Weaknesses: cash flow, remaining buyout, debt, liabilities, outreach is weak (new people), tension between history and innovation (attract new families), clique/exclusivity mentality, lack of diversity, lack of support for diversity (diversity costs a lot of money, we would need to give full camperships to a lot of people to get where we want to be), lack of people of color on the board, lack of administrative infrastructure (policies and procedures updated, Ultra Camp, board member packet, etc.)

External

Opportunities: Grants/marketing/untapped community needs (gay men with kids, A's pride night, pre-existing LGBTQ community organizations), teen program/kids camp, programming for teens who don't want to be CIT (team building camp?), sponsorships for teens around the country who want to come to camp, possibly a camp for older adults or new programming/opportunities for them (adopt a kid for the week or silver camp for elders), asking OFRC to partner with us on grants, building an organization from the ground up

Threats: Staff retention due to youth age and transitions in life, expense of camp/user fees and donations, housing crisis of Bay Area--more difficult to pull diversity from this area, rumor/reputation that we lack racial and gender diversity, lack of structure and support for new families, need to create more structure in our plan, aging infrastructure and limitations of OFRC, global warming (fires), political crisis

12:30 Start Board Meeting, name timekeeper

12:45 Approval of Minutes (January) - Katie

Leslie motioned, Kai seconded, 1 abstention due to absence, unanimously approved the Jan 2018 minutes.

12:40 Executive Director Report – Mary Beth

Survey--

The survey was sent out after Winter camp to all of the camper. Very few responses, none were surprising.

Summer Camp Registration--

Summer registration is open. We've received a few registrations and some money. We have to continue to promote it.

A's Pride Night--

Pass around the Oakland A's flier for their Pride Night. This is a great opportunity for us to be visual by wearing our t-shirts. We might be able to get a space in the kids area to advertise. Staff

training can be the same weekend as Pride Night so that Mary Beth can attend both.

Summer Camp Staff--

An email was sent to the staffing list to determine interest for this summer. We need a better communication method because MB's received few responses via email. We'll probably need to hire about 5-6 staff (JCs and SCs) from outside the CIU community. Fliers will be sent to YAC and the board. Jill used to table at events in the Bay Area. Hopefully we can get some volunteers to get involved in this. We have a small marketing budget for printing that can be used for this.

Camperships--

Developed a campership application with Jay's help. It's a one page document. Trade and campership policies are outlined as well. Trade work can be done at camp or outside of camp as long as there is consistency. People who trade must also do co-op time. Only up to 49% of board members may receive trades or camperships and no board members may receive trades for their board work. Trade policy is new and has never been published on the website. Do we want it up there? Do we want trade applications available online? The campership application should include a question about trade.

Side note, we need our acronym to be consistent as "CIU" across everything (no CIUI)

Expectation of pay: The campership application needs to say "families *may* be expected to pay a portion of the fees" instead of "will be expected". Or we could leave it because it is an expectation, not a requirement. Expectation is a strong message

Admin fee: It's an extra expense that we tack on. We could change this to a cancellation fee amount that people don't get back if they cancel at a certain point to discourage cancellation. Do we need this fee?

Campership+Trade: "Camperships cannot be combined with trades." Can this be changed? Maybe they can be combined depending on the family situation.

Dates: A lot of families have to have their summer plans figured out before June 1 so we may need to push the campership deadlines back. The application will be due May 1 and decisions will be given by May 15

Proof of financials discussion: Do we ask for an explanation of the family's financial situation? We do not want to ask for physical evidence (paychecks, etc). If we want economic diversity we probably need to ask for some details because everyone's situation is different. Having some information is helpful for our grant writing as well. Asking for a range of the family structure income may work, but with our sliding scale people might feel uncomfortable offering to pay mid range and also saying they make more money. Single parents are a totally different situation from 2+ income households. A federal assistance cut off may make people feel discouraged to apply. Level of income numbers don't always tell an accurate story. Families experience unexpected expenses, lack of extra spending money, cost of housing. We don't want to place judgement on how much people spend and where they spend it. We need both the numbers and space for family to share their story so that we can have the whole picture and also have numbers for grants. Numbers aren't sufficient but they are necessary, and everyone should have the opportunity to share their situation. We could ask: "Family Income: _____...What are the circumstances that lead you to apply for a campership?" The YMCA uses a worksheet where you fill out estimate monthly income and expenses so that the whole picture can be explained.

Motion to approve language for campership applications:

There will be a date of destruction--all identifying information will be destroyed by Dec 31 after camp and confidentiality will be held strictly before the date of destruction.

We will ask some form of a question about the family's financial situation such as income and expense numbers, and we will ask an open ended question for expression space/narrative about their circumstance.

We will not ask for proof of income/expenses in any way.

Brett moves to approve this language in our campership application, Lori seconds, all in favor.

CIT Application: Make "past employment/volunteer experience" be "if possible" because many CIT's have no experience. Mary Beth wants it to mirror a job application. Kai: We could say "do you have any work or job experience?" "Birth date" and "grade in school" should both be on the application.

1:40 YAC – Aidan, Tyler

YAC meeting was yesterday. Discussed possibility of increasing CIT training or lowering cost of CIT program. Easier to focus on training because this year's budget is set. Some suggestions are to create workshops with senior counselors who can present to CIT's about subjects they have knowledge in.

Certifications: YAC wants to fundraise to pay for staff to get CPR/first aid, EpiPen certifications. Maybe through YMCA, fire department, REI or Sports Basement. This could be through a single use grant (Kaiser grant). Individual fundraising methods include Go Fund Me and bake sales at schools. We can find donors through the Go fund Me and use evidence of successful fundraising for advertising and grant writing. We need to decide where the money would be held if they do a GoFundMe. Kai will support the YAC and their needs.

CIT training should include some kind of tangible training. They should be able to walk away with a certification or new skill.

1:50 Fundraising/Marketing Report – Kevin & Leslie N.

Fundraising: (Kevin)

Not much to report. We have a goal and list of donors, but Kevin needs more support with how to move forward. Lori and Liz will have a call with Kevin to help him get started. Leslie Baker is currently working on two Kaiser grants (one for CIU and one for CIC). This won't be a big amount of money but will still be great. Kevin will join Leslie and Liz on this.

Marketing: (Leslie)

Brand questionnaire went out to board members last week. Spoke to Jill about her marketing techniques in the past. Primary organizational goal for this summer is to get as many registrations as possible. Longer term goals need to be flushed out. Need to centralize everything. We'll allocate 30 minutes at next month's meeting to get everyone on the same google group. Needs more clarity on organizational priorities to move forward with a plan. Going to create a crew of people to work on marketing.

1:55 Fiscal Budget / Treasurer Report – Em & Brett

Banking Summary Jan-March 2018 Document

We need summer registrations RIGHT NOW--Leslie will head registrations marketing and Kevin will head donations. We had a lot of expenses this month and we have a lot of expenses coming up and not enough income so far.

Consideration: We could change banks and get a new credit card. We need the cash from our current credit card's CD (\$11,000). Possibly Capital One small business credit card would work for us. Probably have to finance some of our expenses on a credit card.

Lori: Has some website related expenses to give to Brett.

Susan: Can campers pay in installments? Mary Beth: Yes, Ultracamp allows for this.

Brett-- Our immediate needs are registrations. Need an incentive for early registrations and for referrals.

Broader fundraising campaign: Board member contributions should come in sooner rather than later. Donors need to be contacted ASAP.

****Decisions and process of board approval--How do we make decisions outside of board meetings? Who needs to see what decisions?**

Camp 2018 Winter Camp Budget Document

Expenses--came in under budget

Revenue--came in a little lower than had hoped but still okay

****Winter Camp feels very full even when it's not full. We could host spring and fall camps at Richardson to expand. Families could rent the cabins to have more space, more accessible for introverts.**

****Might need to alter the budget at mid year to accommodate our needs.**

2:15 **Adjourn**

2:30 Strategic priorities and directions

Split into groups to engage more deeply in one issue and come up with a one year goal and a 3-5 year goal with ideas on concrete actions to get us there.

New Era--Diversity, Equity and Inclusion (DEI), purpose of CIU, who comes to camp, old and new transitions and tensions

Ora, Jay and Lori

Define Issue:

CIU strives to create

- A safe space – physical safety, socio/emotional safety
- A place where you are free to be yourself
- For LGBTQ Families and Allies and Staff

What Do We Want to Achieve:

1 YEAR GOALS

- Take Shabbat off the schedule:
 - People can create affinity groups to worship and cultural gatherings amongst other things
 - Leaving it on the calendar as the only religious/cultural celebration does not fit the value of DEI
- Demonstrate an increasing all populations, also mentioned in 5 year goal by beginning to increase
 - The number of working class, lower middle class, and low income class families

- The number of families who have never been to camp – so that they have a great experience and bring their friends
- Same for POC.
- Goal 5 new families in first year.

5 YEAR GOALS

- We want CIU to still be around with diverse campers: racially gender spectrum, socio economical, culturally
 - The numbers would be 50% POC
- Significantly increase the following in the camper population, while retaining the current camper base
 - Gay Men
 - Trans Families
 - Families of LGBTQ Kids
 - Increase the number of working class, lower middle class, and low income class families to at least 20% of our camper population
- Goals specific to staff
 - While honoring our goal of allowing those who grew up at camp to continue to be on staff

§ Significantly raise diversity of staff in the areas of race, gender identity, sexual orientation

How We Get There:

1. Take Shabbat off the official camp schedule
2. Fundraise for Camperships – goal of 5
3. Change Hair Dye to “Hair Clinic” for a variety of hair types - do things like clipping patterns, etc
4. Provide opportunities to have multi generational conversations
5. Anti bullying, conflict resolution work with kids groups
6. More ethnic and culturally diverse music at dances
7. When there are gatherings with music, just do family song and add more ethnic and culturally diverse music all through camp, kids groups. Etc.

Sustainability--infrastructure, fees, costs, containment, staffing, cash flow, debt, assets, goodwill, camper talent, CIC, policies and procedures

Visibility--marketing, FRC, DEI, perception and realities, plan for marketing, grants, CIC, OFC partners for marketing

LONG-TERM GOAL:

Articulate a new mission/vision/values

Raise visibility of CIU to be a nationally-recognized LGBT camp model

- Clone model to other parts of the country?

SHORT-TERM GOALS:

Fill summer camp!

- 30-40 new families
- Less 2-occupant tents

PROCESS GOALS:

- Outreach to new demographics
 - Younger kids
 - Gay Dads
 - Straight folks with queer kids / Allies - is there an ideal percentage? (For this year: 3-5 families?)

PROCESS:

- Video / FAQ / training: how to be in queer space as a straight person
- Underserved communities
 - POC
 - Trans
 - Socio-economic diversity

PROCESS:

- Support groups
- Meet-ups for that sub-group
- Buddy system
- Geo-located:
 - Reno
 - Quincy
 - Lamorinda / Peninsula
- Technology presence and execution
 - CONTENT:
 - Testimonials
 - Case studies
 - Landing Page
 - Homepage
 - CHANNELS
 - Social Media
 - Email
 - Brand Ambassadors
 - HOUSEKEEPING
 - Segmentation of existing customers and donors
 - Website messaging and design
 - Mission / vision / values
 - Primitive nature of camp
 - Where does the money go?
 - Blog?
 - New FAQ's
- Outreach & Programmatic Partnerships

- Queer Camp Bay Area
 - Can we partner to help them run in-SF camp? They're trying.
 - Outreach to fill summer camp: can they fund / help fund some diverse families?
- Gay rights groups (NCLR, HRC, etc)
- Diversity committees / chairs of the big tech companies
- Dedicated queer space: queer gym in Oakland, queer yoga, queer mindfulness, new LGBT center
- Private schools with affinity groups (Park Day?)
- Local public schools (blurb in the principal newsletter?)
- Advertising & Marketing
 - Social Media
 - Events: Pride, A's game, Berkeley Y

Programs/Mission--CIT programming, clique culture, new family support, essential weirdness culture, staff training, new programming, allship ???involvement, elders at camp, youth not on staff, teen camp

Trans Inclusivity--

- We need to work on including trans people in our community. There was some resistance this last year. Our philosophy is that campers pay to come to camp so it should be considered a vacation, AND campers should have opportunities at camp to participate in challenging and exciting conversations, AND we must hold a standard that transphobia and exclusion is not tolerated. This balance has to be achieved with honey not vinegar. It's an opportunity to learn and grow if you want to.
- More robust adult workshops on trans issues/diversity

How we can achieve these--develop our culture to the point where wider diversity is embraced, where people feel safer and supported

Success looks like--wider portion of staff and campers who identify with minority identities and these people feel safer at camp. Creating new traditions, willingness to evolve (drag show/dance)

One year goal: Energy and thoughtfulness into creating safer spaces. Dances don't have a gendered theme at all but in marketing/on calendar have a clause that says "come in whatever outfit honors you!" Staff are informed of this at the first staff meeting. Conversation groups during adult discussion hour led by educators or people knowledgeable. This can be achieved through outreach and offering a partial trade.

Staff Training--

- Staff needs basic communication skills training, how to talk about issues that arise in and out of group, we can start discussions about communication in the teen groups.
- ED deals with emotional safety issues staff are experiencing

One year goal: Either have internal staff or if possible a volunteer or trade to do sensitivity training. Also, YAC will fundraise for CPR first aid training.

3-5 year goal: Staff training should be a day or two long right before camp session at OFRC. We can apply for grants to cover these costs. Also, we need a developed job description and budget for a staff trainer. Sensitivity trainings should be done by educators who can trade or partial trade

New family support--

One year goal: Buddy family introductions happen before camp starts. Add a line on registration that asks if you're willing to be a buddy family (if not already in Ultracamp). Include an explanation of what it means to be a buddy family: buddy families can be any family who have been to camp at least once before, responsibilities include reaching out before camp (text, email, call), have at least one meal together, give them a tour of camp, being a buddy family counts as co-op time. Buddy family cabins should be close to each other.

Add to registration form for 2018--how many years have you been coming to camp?

3-5 year goal: Develop a full time committed Administration role which will allow for more coordinated and centralized actions to facilitate new family integration and buddy family coordination

3:00 Whole group report back and discussion

3:45 Next steps, close

4:00 Home