

Camp & Retreat Ministries Board

Organizational Policies

This document is also available on our GoCamping website: www.gocamping.org/resources

Revised February 7, 2015

Section One – Our Mission (ACA PD-6)

Mission Statement for Camp and Retreat Ministry

We are people dedicated to creating quality environments of Christian hospitality and learning. We nurture persons so that they may . . .

- Grow in wisdom and healthy self-esteem.
- Develop lifestyles of loving interdependence with each other and all of creation,
- Affirm and expand their faith in God and their service as Christian disciples within God's world.

We serve individuals, families, educational institutions, religiously affiliated groups, social service agencies, community service organizations, and other non-profit organizations that enrich life in the world.

The Purpose of CRM-sponsored Events

1. Within the total mission of Camp and Retreat Ministries, we provide specific Christian camp and retreat experiences. We invite people to grow in their relationship with Jesus Christ and others: their family, church home, and the world, through outdoor living experiences in a distinctly Christian community.
2. Criteria for planning and approving events: "Is this likely to create a community where lives are transformed in Christ?"

MISSION

Creating communities where lives are transformed in Christ.

CORE VALUES

Community – We complement the work of local congregations in creating communities where lives are transformed in Christ. People yearn for God, long to experience the love of Christ, and seek a spiritual center. Camp offers settings of great natural inspiration where people of all ages experience Christian community.

Volunteers – We value volunteers in all aspects of our ministries. We depend on people to contribute their gifts, time, and energy in ways that truly make a difference.

Excellence – We provide high quality, effective, responsive ministries. We pay close attention to protecting children and provide safe spaces for people to have new experiences.

Compassion – We are motivated by God's love to bring hope, love, and joy to people of all ages and needs.

Leadership – We encourage all our leaders to risk, innovate, and creatively apply their skill and knowledge. Specially trained, professional staff direct each of our ministries.

Teamwork – We are partners with Board members, staff, donors, parents, campers, local congregations, Districts, and conference-wide groups. We also collaborate with community and faith-based organizations that share a common mission.

Care for the Earth – It matters that we are "Outdoor Ministries"! The Biblical and spiritual roots of our faith affirm the sacredness of creation and teach us that stewardship is vital to discipleship.

Seven Foundations of UM Camp and Retreat Centers

These core areas of ministry have been identified by camp and retreat leaders from across the nation as the essential components and reasons that the church has established our centers and ministry.

1. Provide intentional places and experiences apart.
2. Extend genuine Christian hospitality and community.
3. Nurture Christian faith and discipleship.
4. Develop Christian spiritual leaders.
5. Teach creation care and appreciation.
6. Collaborate with churches and agencies.
7. Inspire and equip all guests to do love and service.

Episcopal Camp and Conference Centers- Mission Statement

Episcopal Camping, Conference and Retreat Programs develop servant leaders of all ages in the image of Jesus Christ. The mission of ECCC is to strengthen, grow and promote these ministries, so that we have a more just and peaceful world.

Five Marks of Mission

The Five Marks of Mission, developed by the Anglican Consultative Council and adopted by the General Convention of the Episcopal Church in 2009, are:

- To proclaim the Good News of the Kingdom
- To teach, baptize and nurture new believers
- To respond to human need by loving service
- To seek to transform unjust structures of society
- To strive to safeguard the integrity of creation and sustain and renew the life of the earth

Section Two – Camp and Retreat Ministry Board

A. Membership

- A. The CRM Board shall consist of the officers (Chair, Vice-Chair, Secretary, and Treasurer), the Chairs of each Division (Program Division, Council of Advocates, Facilities & Property Division, and Marketing/Research Division), one member appointed by the Episcopal Diocese of Oregon, and four at-large members, ensuring membership reflecting the diversity of the Annual Conference and Diocese, and those we seek to serve.
- B. All of the above shall be voting members.
- C. In addition, the Executive Director of Camp & Retreat Ministries and the Missioner for Camp/Retreat Ministry of the Oregon Episcopal Diocese shall be members without vote.
- D. Elections:
 - a. All voting members of the Board, including officers, shall be elected annually by the Annual Conference and shall serve a maximum of two consecutive four-year terms.
 - b. In the event of a vacancy during that period, the Conference Nominating Executive Committee may fill vacancies ad interim.
 - c. Any position on the Board shall be considered vacant upon two consecutive unexcused absences by the office holder and appropriate measures taken to fill the vacancy

B. Meetings

1. The CRM Board will meet quarterly. The Chair shall be the presiding officer of the meetings of the Board.
2. In the absence of the Chair, the Vice-Chair shall preside.

C. Officers

1. There shall be a Chair, a Vice-Chair, and a Secretary of the Board. The Conference Treasurer shall serve as Treasurer of the Board.

D. Responsibilities of the Board

1. Provide vision and mission for camp and retreat ministries in the Oregon-Idaho Annual Conference of The United Methodist Church and Oregon Episcopal Diocese.
 - a. The Board shall consider both the mission of the Oregon-Idaho Annual Conference of The United Methodist Church/Oregon Episcopal Diocese and the special place of camp and retreat ministries within the overall ministry of the church. This responsibility also includes a conscious sensitivity to the cultural and environmental context in which our ministry is located. In light of this awareness, the Board shall continually articulate a coherent vision and mission for our camp and retreat ministries. The Board will consistently engage in long-range planning in fulfillment of this responsibility.
 - b. The Board shall review and approve long-range plans for each of the sites.
2. Establish and Monitor Policy for the Board and Camp & Retreat Ministries
 - a. The Board shall establish policies and priorities with the aim of carrying out its mission.
 - b. The Board shall also engage in constant monitoring and evaluation of its programs with regard to their quality, effectiveness, safety, and risk management..
 - c. The Board shall, through its professional staff, always maintain procedures and policies that assure our operations meet or exceed accepted industry accreditation standards.

- 3. Election of Members to Divisions of the Board**
 - a. The Board shall elect persons to all of the positions (except chair) on the Divisions of the CRM Board.
 - b. Persons in the Divisions will serve 4-year terms.
 - c. Nominations may come from the Divisions or from the Board.
 - d. Elections for these positions will be held at the conclusion of each term, or when they are vacant for any other reason.
- 4. Oversee alignment of Camp and Retreat Ministry Programs to core mission.**

The Board shall receive reports and coordinate the work of Ministry Teams, Divisions, committees, and professional staff. The role of the Board in this work will be to see that our resources are being fruitfully focused toward the fulfillment of the mission and vision that drives our camp and retreat ministries.
- 5. Provide Fiscal Oversight**
 - a. The Board shall establish financial policy for Camp and Retreat Ministry programs subject to the policies and oversight of the Conference Council on Finance and Administration (CF&A).
 - b. The Board shall approve an overall budget for our Camp and Retreat Ministry and programs and receive and approve annual financial reports covering all of our operations.
 - c. The Board shall receive and approve an annual audit of the financial operations of our Camp and Retreat Ministries.
- 6. Personnel Matters**
 - a. The Board shall establish the annual compensation of the Executive Director.
 - b. When a vacancy occurs in the position of Executive Director of Camp and Retreat Ministries, the Board is responsible for the selection of a new Executive Director.
- 7. The Board will communicate with stakeholders regularly to sustain support and keep people engaged.** This may happen through a printed annual report, newsletters, celebrations, and annual meetings with “camping champions” to train and empower them to go out into their communities with current messages and promotion of camp/retreat ministries, and other strategies as warranted to keep a broad base of involvement and support of camping ministries.
- 8. Provide Connection to Jurisdictional and General Church Camp & Retreat Bodies**

The Board shall elect or otherwise provide for representatives to any ecumenical, jurisdictional, or General Conference bodies related to Camp and Retreat Ministries as may from time to time be appropriate.

Section Three – Executive Director of Camp and Retreat Ministries

- A. There shall be an Executive Director of Camp and Retreat Ministries, a full-time professional executive staff person.
- B. The Executive Director shall be hired by the Board.
- C. The compensation for the Executive Director shall be set by the Board.
- D. The Executive Director is accountable to the Camp and Retreat Ministry Board.
- E. The Executive Director has supervisory authority over all staff of Camp and Retreat Ministries and will oversee all camp and retreat ministry operations. A complete job description is in the appendix of these policies and procedures documents.

Section Four – Program Division

A. Membership

1. The Program Division shall consist of a Chair, Secretary, and Episcopal Representative.
2. There shall be four members at large recruited to broaden the representation and skills represented on the Division.
3. All members of the Program Division (except the Chair) will be elected by the Camp and Retreat Ministry Team and serve in non-concurrent 4-year terms

B. Meetings

1. The Program Division will meet on a regular basis as deemed necessary.
2. The Chair, Executive Director, or any three members of the Division may call special meetings
3. The Chair will preside or the Secretary may preside in the absence of the Chair.
4. Various professional staff, including (but not limited to) the Executive Director, Directors, and Camp Registrar may be regular participants in the meetings.

C. Responsibilities

1. Policy standards for Health, Safety, and Quality
 - a. ACA (American Camp Association) standards will guide all policies relevant to health, safety, and quality for all programs.
 - b. The Program Division will provide routine monitoring of the consistency and quality of our programs and report these to the CRM Board.
2. Staff recruiting, training, and tracking
 - a. The Program Division will develop and propose standards for staff recruiting, training, and tracking.
 - b. In cooperation with the Executive Director and Directors, the Program Division may also provide services in these areas to the various programs and sites of our camp and retreat ministries.
3. Program Development
 - a. The Program Division will share responsibility with program staff to plan and propose new programs that respond to emerging needs and that hold promise in extending the mission and goals of camp and retreat ministries.
 - b. The Program Division will monitor the effectiveness of current programs.

Section Five – Council of Advocates

A. Membership

1. The Council of Advocates will consist of a Chair, Secretary, the CRM Treasurer, and other members at large recruited by the Council for particular skills in financial development, fundraising, grant writing, and estate planning.
2. Members of the Council (except the Chair) will be elected to a maximum of two consecutive 4-year terms by the CRM Board.

B. Meetings

1. Meetings will be held regularly as needed.
2. The Chair will preside at meetings of the Council or the Secretary may preside in the absence of the Chair.
3. The Executive Director, Directors, or other professional staff may be regular participants in the meetings of the Council as appropriate.

C. Responsibilities

1. The Council will be responsible for the financial development of all ministries and programs of the CRM Board.
2. The Council of Advocates will actively engage in the development of financial resources supplementary to user fees. These may include Annual Fund, capital campaigns, endowment funds, grants, and investments.
3. The Council will report annually to the CRM Board on the status of their efforts, including what resources are available for various ministries.
4. The Council will devise and maintain a gift acceptance policy, gift acknowledgment policies and practices, and advise the CRM Board and staff in building good donor relationships.
5. The Council of Advocates will be responsible for developing policies to present to the board regarding investment of CRM funds.
6. The Chair of the Council of Advocates will serve as the chair of an investment sub-committee and will work jointly with the CRM Treasurer.

Section Six – Facilities & Properties Division

A. Membership

The Facilities and Properties Division will consist of a Chair, Secretary, and five members at large selected for their knowledge of property and facilities management. Members (except the Chair) will be elected by the CRM Board for a maximum of two consecutive 4-year terms.

B. Meetings

1. The Division will meet regularly as needed.
2. Special meetings may be called by the Chair, Executive Director and any other member, or by any three members of the Division.
3. The Chair will preside or the Secretary may preside in the absence of the Chair.
4. The Executive Director, Directors, or other professional staff may be regular participants in the meetings of the Division as necessary or helpful.

C. Responsibilities

1. Policy and evaluation for property and facilities
 - a. The Facilities and Property Division will provide for periodic inspection and evaluation of all facilities and properties used by the CRM Board (this may include sites we do not own).
 - b. Reports of these inspections/evaluations will be provided to the sites, the Executive Director, the Directors, and the CRM Board.
 - c. Special attention will be given to health, safety, and quality.
 - d. The division may develop and propose policy regarding the property and facilities of the CRM Board.
 - e. Review long range/master plans for each site biennially and bring recommendations to the CRM Board.
2. Property and facility purchase and consultation services
 - a. Under the direction of the CRM Board, the Division may be responsible for the purchase of property or other facilities to meet emerging ministry needs.
 - b. The Division will provide consultation regarding camp properties being offered for sale by the Conference Trustees.
 - c. The Division may also propose priorities and goals related to property and facilities development for the CRM Board.
 - d. The Division will provide consultation and support to each site Director and the Executive Director in the first phases of design for all projects involving new buildings, remodeling projects that change the size or use of permanent structures, or substantial changes in vegetation management. The Division will similarly provide consultation for projects involving the acquisition of facilities.
3. Allocation of CRM Board resources for property and facilities
 - a. The Facilities and Property Division will allocate certain CRM Board funds (such as the CARE Fund) available for system-wide use.
 - b. The Division will maintain procedures for application and prioritization of requests.

Section Seven – Marketing and Research Division

A. Membership

The Marketing/Research Division will consist of a Chair, Secretary, and five members at large selected for their appropriate skills or knowledge for specific projects.

B. Meetings

1. The Division will be in contact regularly with at least one face-to-face meeting a year.
2. Special meetings may be called by the Chair, the Executive Director and one member, or by any three members of the Division.
3. The Chair will preside at all meetings of the Division, or the secretary may preside in the absence of the Chair.
4. The Executive Director, Directors, or other professional staff may be regular participants in the meetings as needed or helpful.

C. Responsibilities

1. Research our outreach populations
 - a. The Division will seek and interpret current data on the characteristics, needs, and expectations of our outreach populations.
 - b. These populations may include (but are not necessarily limited to) current campers and their families, members of our local churches, ethnic and cultural groups within the bounds of our Conference, other denominations that may utilize our sites, and un-churched people among whom we may be called to extend our ministries.
 - c. This data and its interpretation will be made available to the CRM Board, the Executive Director, Directors, the Program Division, and to other requesting groups within the church.
2. Research other camp and retreat programs

The Division will seek relevant data about what other camp and retreat programs are doing and how it is working.
3. Provide marketing consultation services to our programs and sites.
 - a. The Division will offer expert consultation to our sites and programs when they seek it regarding promotional materials and placements, marketing opportunities, et cetera.
 - b. These services may be offered on a fee basis.
4. Provide macro-marketing for our camp and retreat ministries
 - a. The Division will plan and place generalized marketing for our camp and retreat ministries.
 - b. The goal will be increased awareness of the camp and retreat ministries both within the church and in the public at large.

Section Eight – Ministry Teams

A. The Team

1. Every component of camp and retreat ministries (e.g., Sites, Creation Vacation, SFTJ, day camps, Trip and Travel, etc.) shall be supported by a Ministry Team.
2. Each Ministry Team shall be headed by a Director. Members of the Ministry Team will be those recruited by the Director for the purpose of carrying out the ministry of the particular team.
3. Each Ministry Team is free to organize appropriate to its unique ministry setting provided that its organization is consistent with CRM policy, The United Methodist Book of Discipline, and applicable civil law.
4. It shall be the responsibility of the Executive Director of Camp and Retreat Ministries to support the Ministry Teams needed to fulfill our mission.

B. Meetings: The Ministry Teams shall meet as needed.

C. Responsibilities

Organization for effective ministry – The Ministry Teams will:

1. Provide structure appropriate for their particular ministry settings and effective in fulfilling their mission.
2. Provide feedback to the CRM Board regarding policies and procedures for the entire camp and retreat program.
3. Provide consultation as requested by the Executive Director