

# **Friends Camp Governance Framework**

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## **1. Friends Camp Mission Statement**

The mission of Friends Camp is to give youth and families a unique outdoor camp for spiritual, emotional, and creative growth. Friends Camp strives to be a caring and accepting community that embraces the faith and practices of Friends (Quakers) as one of many ways of helping youth discern a true and healthy path into adulthood with group worship, recreational activities, artistic pursuits and work projects.

## **2. The New England Yearly Meeting of Friends (Quaker), as owner and operator of Friends Camp, has oversight and fiscal responsibility of the Camp in these areas:**

1. The sale and purchase of real property.
2. The approval of all loans, lines of credit, and mortgages lasting more than twelve months or beyond the end of the fiscal year.
3. The hiring, probation, supervision and dismissal of the Camp Director.
4. The convening of an ad hoc Friends Camp Review Committee every five years that will focus on one or more queries, such as: What is the mission of Friends Camp? How are Quaker values integrated into the programs and schedule at Friends Camp? What is the financial health of Friends Camp? Are there any safety concerns at Friends Camp? What is the condition of the camp buildings and property? Is Friends Camp an ongoing and vital ministry of the Yearly Meeting? Or any other issues of interest or concern.
5. Ongoing financial oversight, with regular professional reviews every third year, or as needed.
6. An outside review annually through the American Camp Association's accreditation system, including on-site visits every five years."
7. Implementing and maintaining a successful nomination structure for the Friends Camp Committee.
8. The indirect oversight of the Friends Camp annual program budget and capital budget.
9. The assumption of all payments and debts that cannot be paid out of Friends Camp budget or accounts.
10. The mission, duties and responsibilities of the Friends Camp Committee can be changed or modified only by Permanent Board and/or by New England Yearly Meeting Sessions.

## **3. Friends Camp Committee**

The Friends Camp Committee is part of the governing structure for Friends Camp with specific duties and responsibilities for oversight of the camp operation delegated to it by the Yearly Meeting. The Camp Committee is under the general oversight of the Permanent Board and the Yearly Meeting Secretary, which have responsibility for all property and programs of the Yearly Meeting.

The Friends Camp Committee will conduct business in the manner and practice of Friends. As guidelines for their process and their discernment of policy, the Friends Camp Committee will use the Faith and Practice of New England Yearly Meeting of Friends and the governance publications of the Friends Council of Education. The Committee will follow policies set forth in the NEYM Personnel Policy Manual in matters not specifically delineated in this document. In any discrepancy between the two documents, the NEYM manual will prevail.

## **4. Nominating Process for the Friends Camp Committee**

Friends Camp Committee members shall be nominated by the Friends Camp Nominating Committee, which

shall consist of two persons appointed by the Clerk of the Friends Camp Committee and three persons appointed by the Internal Nominating Committee of the Yearly Meeting Permanent Board. Appointments to the Friends Camp Nominating Committee shall be for two years, with an option for reappointment.

When considering individuals for the Friends Camp Committee, the Friends Camp Nominating Committee will seek members who have experience and skills in finance, development, property management, personnel, business/not-for-profit leadership, education, accounting, law, youth services, and Quaker service and process.

This committee will nominate members to the Friends Camp Committee annually, in time for the nominees to be listed in the Advance Documents, for a term that will start on the last day of New England Yearly Meeting Annual Sessions. These annual nominations will be announced in the Advance Documents for the Yearly Meeting Sessions and will be approved by the Permanent Board and Yearly Meeting Sessions in August.

Friends Camp Committee member vacancies may be filled at any time by the Yearly Meeting Friends Camp Nominating Committee. Midyear appointments will be presented to Permanent Board at its next scheduled meeting for approval.

The new Nominating Committee shall also work with the Camp Committee Clerk and the Camp Director to provide orientation and training for new and current committee members.

As needed, the Camp Director and/or the Yearly Meeting Secretary may serve as ex-officio members of the Friends Camp Nominating Committee. Any Friends Camp Committee member may resign at any time by giving written notice of resignation to the Clerk or to the Recording Clerk. The Recording Clerk will notify the full committee and the Friends Camp Nominating Committee.

## **5. Camp Committee Membership & Terms**

The number of Friends Camp Committee members shall be at least seven and no more than fifteen. At least two-thirds of the members of the Friends Camp Committee shall be members or active attendees of a Friends Meeting in New England Yearly Meeting. Each Friends Camp Committee member shall serve for a term of three years and shall be able to serve for up to three terms, or up to nine years. The terms shall be organized into classes of up to five members, so that one-third of the Friends Camp Committee is appointed or reappointed each year. A Friends Camp Committee member who has missed three or more consecutive committee meetings may be asked by the Clerk to resign.

Friends Camp Committee Members who are given a midyear appointment will be assigned by the Recording Clerk to one of the three classes and will serve their first Friends Camp Committee term for one, two, or three years, based on openings in one of the three classes.

## **6. The Governance Practices of the Friends Camp Committee**

The key areas of responsibility for the Friends Camp Committee are twofold: firstly, supervision and evaluation of the Camp Director; secondly, ensuring that the duties and responsibilities outlined in the committee position descriptions and the committee descriptions are carried out effectively to promote the mission and objectives of Friends Camp. The Friends Camp Committee shall have the responsibility and authority to define the vision, values, and the short and long term objectives of Friends Camp. It will be the responsibility of the Camp Director to define and implement the tasks and actions needed to accomplish the objectives that have been outlined by the Friends Camp Committee.

Furthermore, the Camp Committee will define clearly the scope of authority of the Camp Director, and it will define the limitations of what the director can and cannot do.

Meetings of the Friends Camp committee shall be held three or four times each year, at a reasonable time and place designated by the Clerk. As needed, the Clerk may designate additional meetings.

The Friends Camp Committee meeting held between the end of Sessions and November 15<sup>th</sup> shall be designated as the Friends Camp Committee Annual Meeting. During the Annual Meeting the Executive

Council, committee chairs, and committee memberships are defined and will be in place until the next Annual Meeting.

The members of the Friends Camp Committee shall receive ten days of advanced notice of all meetings. This notice may be given in writing, in person, by internet, by phone, or by any other effective method. A quorum for the Friends Camp Committee shall be 50 percent of the current active members.

Members shall be able to attend the Friends Camp Committee meetings and sub-committee meetings in three ways: face-to-face, telephone, or internet, so long as all of the members can be heard and can share ideas and opinions. Friends Camp Committee members participating by telephone or by internet will count as part of a quorum.

The Friends Camp Committee may set up sub-committees and appoint additional non-committee members to sub-committees, as it is deemed necessary, to help fulfill the mission and objectives of Friends Camp. The Camp Committee will be informed of the names of all persons serving as sub-committee members.

All Camp Committee members will be expected to join at least one of the standing sub-committees and to attend virtually all the Friends Camp Committee meetings. In addition to the regular committee members, non-committee member volunteers may be asked join one of the five standing sub-committees. Members of these sub-committees who are not on the Friends Camp Committee will have the option to serve without terms or limits on the length of service.

## **7. Budgeting, Financial Reporting and Fiscal Controls**

The Friends Camp fiscal year runs from October 1 through September 30.

Each year, near the conclusion of the camp season, the Friends Camp Director will prepare a proposed budget for the upcoming fiscal year in consultation with the Friends Camp Treasurer. The budget will consist of both an operating budget and a capital budget.

The operating budget will include both income and expense projections, based on the expected availability of funding and of the expected expenses needed to maintain the camp's operations for the year.

The expense side of the capital budget will include capital improvement needs and their projected costs as determined by consultation between the Camp Director and the Friends Camp Buildings and Grounds subcommittee. The capital budget will also identify the expected sources of funding for the improvements.

In late August or early September the two proposed budgets will be circulated to the Friends Camp Finance Committee for review and approval. The Camp Director and the Camp Treasurer will then meet with the YM Secretary and YM Treasurer to review the budgets. This meeting will focus on informing the YM Secretary and YM Treasurer of salient issues related to the proposed budgets, and ensuring the proposed budgets substantially conform to generally accepted accounting principles and reflect realistic and sound fiscal and overall management. Following this consultation, and with the YM Secretary and YM Treasurer's endorsement, the Camp Director will submit the proposed operating and capital budgets for review and approval by the Friends Camp Committee at its September meeting. Finally, the budget will be submitted to the Yearly Meeting Permanent Board for approval at its September meeting.

This schedule allows the Camp Director to prepare the budgets with the knowledge of the results of the most recent camp season, but compresses the approval process into a short time frame. If any disagreements arise during this process, the parties involved will endeavor to approve a provisional budget while any concerns are being addressed, allowing the Camp Director to operate through the first two months of the fiscal year, with final approval being made at the Permanent Board and Friends Camp Committee meetings in November.

The budgets do not need to be approved at the Annual Sessions of New England Yearly Meeting. Instead, each year the Camp Director will present a report at the Annual Sessions summarizing the activities of Friends Camp, including the current year's budgets and notes on key metrics of financial performance as they relate to the program and to capital plans.

Friends Camp is authorized to make adjustments to the approved budgets during the course of the fiscal year with the following constraints. Adjustments to projected income and expenses that reduce projected net income by no more than 3% of the total budgeted expenses do not require a revised budget and can be made by the Camp Director and Camp Treasurer without further review or approval. Adjustments to projected income and expenses that reduce projected net income by more than 3% of the total budgeted expenses must be reported to the clerks of the Friends Camp Committee and Permanent Board, and approved by both bodies if at all practicable. If circumstances do not allow for the timely approval by these bodies, the approvals of the Clerk of the Friends Camp Committee and the Clerk of Permanent Board shall be required to authorize budget adjustments over the 3% threshold.

The Friends Camp monthly profit and loss statement and balance sheet are reviewed by its accountant and by the Camp Treasurer each month. The Camp Treasurer reports on the financial health of the Camp to the Camp Committee at each of its meetings, approximately quarterly. These monthly and quarterly reports will be shared with the Clerk of the YM Finance Committee, the YM Treasurer and the YM Secretary. If needed, the YM Finance Committee can request that the Camp Committee provide progress reports on any capital projects.

Final annual financial statements will be distributed to the Friends Camp Committee, the YM Finance Committee Clerk, the YM Secretary, the YM Treasurer, the YM Office Manager, and Permanent Board, and will be published on the NEYM website with other financial reports and statements.

The Friends Camp Committee shall adopt, and from time-to-time review and amend, fiscal policies and procedures that govern internal controls and other significant aspects of a sound fiscal operation. The YM Finance Committee will periodically review the Friends Camp financial policies and procedures to ensure they are appropriate and responsible. These policies shall assure that Friends Camp will have sound financial controls that substantially conform to generally accepted accounting principles, ongoing financial oversight, and regular professional reviews every third year or as needed, conducted in

concert with the NEYM Operating Division.

The Friends Camp Director, following NEYM policy and in consultation with the YM Secretary, is authorized on behalf of the New England Yearly Meeting of Friends to review and accept contributions, bequests or legal devises, and trusts earmarked as donations for the benefit of Friends Camp.

## **8. Professional Leadership**

The Camp Director is responsible for administering the programs of Friends Camp. The Camp Director is accountable to the Friends Camp Committee and shall work closely with the Friends Camp Committee to fulfill its visions and objectives. The Camp Director, consistent with relevant policy of the Yearly Meeting, shall sign checks and enter into agreements which are necessary to carry out the objectives of Friends Camp. The Camp Director may hire staff members as authorized in the annual budget. The Camp Director shall be an ex-officio member of the Friends Camp Committee and all of the sub-committees, except the Personnel Committee.

All seasonal and permanent staff shall be supervised by and accountable to the Camp Director. Seasonal hiring shall be conducted in full compliance with the New England Yearly Meeting policies. Friends Camp shall not hire any employees who are members of the immediate family (spouse, grandparent, parent, brother or sister, son or daughter) of the Camp Director or any Friends Camp Committee members, unless the members of Friends Camp Committee approve.

## **9. Hiring & Evaluating the Camp Director**

When needed, the Friends Camp Committee Clerk, Clerk of YM Personnel Committee, and the Clerk of Permanent Board will appoint a hiring committee. (They will follow the guidelines of the Yearly Meeting Personnel Policies in bringing the name of a new Camp Director to New England Yearly Meeting Sessions for hiring.)

In some situations, an acting or temporary Camp Director may be needed to manage Friends Camp because of sabbatical, illness, resignation or dismissal. If a temporary Camp Director is needed for these reasons, the Camp Committee Clerk, Clerk of Permanent Board, and the Yearly Meeting Secretary will meet to appoint an acting Camp Director, who may begin work immediately. The appointment of a temporary Camp Director will be confirmed or rejected by the Permanent Board at its next scheduled meeting.

If needed, and only in situations that are critical to the safety of campers, staff, and guests, a major financial concern and/or any serious issue concerning the overall reputation of Friends Camp or the New England Yearly Meeting of Friends, the Clerk of Permanent Board or the Yearly Meeting Secretary can put on probation or dismiss the Camp Director.

An annual evaluation of the Camp Director shall be implemented and facilitated by the Friends Camp Personnel Committee as described below. The Camp Director is hired at the New England Yearly Meeting Sessions and, following a probationary period, works until resignation or termination.

## **10. Friends Camp Committee Executive Council**

The Friends Camp Committee shall have a Clerk, a Recording Clerk, a Supervisor of the Director, Clerk of Buildings & Grounds and a Treasurer with the Camp Director serving ex-officio. These positions will make up the Executive Council. Any committee member may hold two or more of the committee positions, except the Clerk, who may not also be the Treasurer. The Executive Council can conduct business on the phone, on the internet, or face-to-face, if a majority of the members are able to participate in the meeting. As needed and between Friends Camp Committee Meetings, the Executive Council may set important and time-sensitive

policies in the areas of personnel, safety and finance.

## **Friends Camp Governance Document Appendices 1-4**

### **Appendix 1:**

#### **Relationship of Camp Director to the Yearly Meeting Secretary and to the Yearly Meeting:**

- Attends most of the full day Yearly Meeting staff meetings;
- Reports to the YM Secretary, meeting two or more times per year, and as needed;
- Submits Annual Work Plan to the YM Secretary;
- Reports to Permanent Board annually;
- Reports to Yearly Meeting Sessions verbally and with a written report as part of the advance documents;
- Meets, as needed or when asked, with the Coordinating & Advisory, Finance, Development, Youth Programs, and Personnel committees of the New England Yearly Meeting of Friends.

#### **Relationship of Yearly Meeting Secretary to the Camp Director and to the Camp Committee:**

- The Yearly Meeting Secretary shall meet with the Camp Director two or more times per year, and as needed;
- The Yearly Meeting Secretary is an ex-officio member of the Friends Camp Committee and of the Friends Camp Nominating Committee and will attend meetings as needed and appropriate;
- The Yearly Meeting Secretary receives the minutes of the Friends Camp Committee and the Camp Director's quarterly and annual reports and the annual work plans.
- If needed, and only in situations that are critical to the safety of campers, staff, and guests, a major financial concern and/or any serious issue concerning the overall reputation of Friends Camp or the New England Yearly Meeting of Friends, the Clerk of Permanent Board or the Yearly Meeting Secretary can put on probation or dismiss the Camp Director.
- As needed, the Yearly Meeting Secretary will serve as a member of the hiring team for a temporary Camp Director.

## Appendix 2: Friends Camp Committee – Volunteer Portfolio Descriptions

The **Clerk** shall preside at all meetings of the Camp Committee and Executive Council. The Clerk shall request that committee members and others join one or more of the six standing and, if needed, any ad hoc committees. The Clerk also:

- Oversees the Friends Camp Committee and all of the sub-committees, except the Friends Camp Nominating Committee;
- Works in partnership with the Camp Director to make sure that the Friends Camp Committee minutes and resolutions are carried out;
- Ensures that “Friends” decision-making practices are used during the Camp Committee meetings;
- Calls special Friends Camp Committee and sub-committee meetings, as necessary;
- Ensures that each of the five sub-committees has a chair and that each sub-committee has an appropriate number of members to complete the work of the sub-committee;
- Assists the Camp Director in preparing notices and agendas for the Friends Camp Committee meetings;
- As needed, works with the Friends Camp Personnel Sub-Committee to coordinate Camp Director's annual performance evaluation;
- Periodically consults with Friends Camp Committee members on their roles and helps them assess their effectiveness and overall performance;
- Provides Leadership to define the purpose and the successful long-term objectives needed for the implementation Friends Camp’s mission;
- As needed, works with the Clerk of NEYM Permanent Board and the Clerk of NEYM Personnel Committee to appoint a committee to recruit and make hiring recommendations for a new Camp Director;
- Serves as the Friends Camp Committee’s liaison to the Permanent Board;
- Writes the Annual Report for the Yearly Meeting Sessions.;
- Supervises and supports the five sub-committee chairs and other key positions on the Friends Camp Committee;
- Designs and implements an every third year evaluation of the Friends Camp Committee with the help of an independent consultant;
- The Clerk shall perform all of the duties that are approved by the Friends Camp Committee.

The **Assistant Clerk** shall carry out the duties of the Clerk when the Clerk is absent or incapacitated. He or she shall have the same power and duties as the Clerk and shall perform all of the duties approved by the Friends Camp Committee. Some of these duties are: Carries out special assignments as requested by the Camp Committee Clerk; Understands the responsibilities of the Committee Clerk and is able to perform these duties in the Clerk’s absence; as needed, Sets up Camp Committee meetings with internet, phone, and face-to-face options; Assists the Committee Clerk with the annual Camp Committee evaluations; and Participates as a vital part of the Camp Committee leadership. The Assistant Clerk ordinarily will become the next Camp Committee Clerk.

The **Recording Clerk** shall, in general,

- Have charge of such books, documents, and papers as the Friends Camp Board may determine;
- Keep, or cause to be kept, a true and complete record of the meetings of the Friends Camp Committee;
- Keep, or cause to be kept, a record containing the names of all persons who are members of the Friends Camp Committee, showing their names, places of residence, and contact information.

Some additional duties may include:

- Attend the Camp Committee meetings and, if needed, finding a replacement Recording Clerk if unable to attend a meeting;
- Ensure the safety and accuracy of all Camp Committee records;
- Take the Camp Committee meeting minutes and shares these minutes with the Camp Committee, Yearly Meeting Coordinating and Advisory Committee, the Permanent Board Clerk, and others as

needed (Every five years the Camp Committee minutes and other important documents that are no longer in current use will be transferred to the Yearly Meeting archives.);

- Keep a master minute book that is paper or online format and is updated and accurate;
- Send the minutes and other Friends Camp documents to the Yearly Meeting Archivist.

The **Treasurer** shall have responsibility for all of the Friends Camp funds and securities subject to minutes or directives from the Friends Camp Committee. The Treasurer shall give to the Clerk and/or the Friends Camp Committee, whenever they require it, an account of financial transactions and of the financial condition of Friends Camp and shall, in general, perform all other financial duties that are approved by the Friends Camp Committee. Some additional duties of the Treasurer include:

- Serve as the chair of the Finance and Development Sub-Committee;
- Work with the Camp Director to ensure that appropriate financial reports are made available to the Friends Camp Committee;
- Present the annual operational and capital budget to the Friends Camp Committee for approval;
- Review the accountant's audit reviews and answer questions about the audit review;
- Recruit non-Camp Committee members to join the Finance & Development Sub-Committee;
- Conduct a monthly review of the program budget, capital budget, and the balance sheet;
- Review and make regular financial reports to the appropriate Clerks and staff members of the New England Yearly Meeting;
- Serve as Camp Committee's liaison to the Yearly Meeting Finance Committee.

The **Supervisor of the Camp Director** will have regular supervision meetings with the Camp Director. He or she also:

- Collaborates with the Camp Director to create an annual evaluation instrument that elicits input from the Yearly Meeting Secretary and various constituencies such as camp staff, parents, other Committee members, etc.;
- Writes and/or reviews the expectations and the limitations of the Camp Director;
- Serves as a member of Friends Camp Committee Personnel Sub-Committee;

### **Appendix 3: Friends Camp Committee – Sub-Committees, Responsibilities and Tasks**

The Friends Camp Committee maintains subcommittees in order to delegate some of the work of the camp committee to smaller groups of members. These sub-committees will each be led by a Clerk who is a member of the Camp Committee, and they may contain members who are not on the Camp Committee. Sub-committees may be created by the Camp Committee as required, but they will always contain at least: Buildings & Grounds, Finance, Personnel, Development, and Health & Safety.

#### **Sub-Committee Clerks:**

- Convene between one and four sub-committee meetings per year and any additional meeting as needed;
- Set dates and locations for sub-committee meetings;
- Coordinate the use of internet, phone, and face-to-face options for all sub-committee meetings;
- Submit a written sub-committee report for each of the Friends Camp Committee meetings;
- Recruit non-Camp Board members to join the sub-committee;
- As needed, communicate with the Friends Camp Committee Clerk and the Camp Director.

### **Appendix 4**

#### **Mission**

The goal of Friends Camp is give youth and families a unique outdoor camp for spiritual, emotional, and creative growth. Friends Camp strives to be a caring and accepting community that embraces the faith and



practices of Friends (Quakers) as one of many ways of helping youth discern a true and healthy path into adulthood with group worship, recreational activities, artistic pursuits and work projects.

### **Friends Camp Objectives**

- To live the Quaker values which include **Simplicity, Peace, Integrity, Community, Equality and Sustainability**.
- To create an atmosphere of love and acceptance where special friendships can develop in a natural environment.
- To develop a Quaker community of counselors and campers who see the Light of God in everyone.
- To offer interesting, creative, non-competitive, competitive, and fun activities that help young people grow into healthy and responsible adults.
- To promote sustainable environmental practices.
- To expand socio-economic and racial diversity by providing affordable tuition and camperships.