

Section 1

# Introduction

# The YMCA Mission

*The mission of the YMCA is to put Christian principles into practice through programs that build healthy spirit, mind, and body for all.*

## **Brief History of the YMCA**

The YMCA movement was founded by Sir George Williams (1821-1905) in London on June 4, 1844. The first YMCA in the United States was founded by Thomas Sullivan in Boston on December 29, 1851. YMCA summer camping began in 1885 when Sumner Dudley, a YMCA volunteer from New Jersey, took a group of boys camping to Orange Lake near Newburgh, New York.

In 2006 there were YMCAs in more than 120 countries around the world, serving more than 45 million youth and families. Together, the more than 2,650 YMCAs in the United States, helped by over 560,000 volunteers and serving over 20.2 million members, form the nation's largest not-for-profit community service organization. The YMCA is for people of all faiths, races, abilities, ages and incomes. No one is turned away for inability to pay. The YMCA's strength is in the people they bring together.

## The McGaw YMCA Mission and Vision

*Mission: The McGaw YMCA is an open, charitable, membership association, that promotes growth in spirit, mind, and body through programs and services for all in our diverse community.*

*Vision: We welcome everyone; inspire youth, activate families, and impact our community, in spirit, mind, and body.*

### **Brief History of the McGaw YMCA**

The Evanston YMCA was founded in 1885. The present building was built in 1929, with major additions in 1992 and 2002. Renamed the McGaw YMCA in the late 1980s, our YMCA serves about 10,000 members from Evanston, Rogers Park, Skokie, Wilmette, Kenilworth, and Winnetka.

The original Evanston YMCA did not allow or service the African American population. Through the philanthropic efforts of Dr. Dwight J. Harris and religious leaders in Evanston, the Emerson Street Branch was formally dedicated on July 5, 1914. From 1957 to 1963 the Grove Street Branch implemented a plan for integration. The Emerson Street Branch was closed on March 15, 1969.

## Camp Echo's Overall Goal

*The overall goal of Camp Echo is to operate a fun, engaging program while fostering the physical, emotional, and spiritual well-being of our participants. We promote character development, celebrate diversity, encourage service learning, and teach our teen participants leadership skills. In order to accomplish this goal, we need a well-trained, quality staff serving a diverse population that mirrors the McGaw YMCA community, a progressive program with age-appropriate skills and challenges, and an appropriate facility adequate to support the program, all operated in a manner that is financially responsible to the association as a whole.*

### **Brief History of Camp Echo**

Summer camping for the Evanston YMCA began in 1899 when Evanston boys first attended Camp Hope on the shores of Phantom Lake, Wisconsin. The Evanston YMCA began its own camp in 1902 at Black Lake, Michigan, declaring the place "Camp Echo." Camp Echo moved to other Michigan lakes in subsequent summers (White Lake, Bear Lake, Portage Lake, and Diamond Lake) before the present site on Ryerson Long Lake was purchased and Camp Echo moved to its present home in 1923. Separate sessions for girls began in 1947 and Family Camp began in 1950. African American youth began attending Camp Echo regularly in the 1960s. Camp Echo went co-ed in 1982.

# Camp Echo Strategic Goals

Established December 1, 2001 by the Camp Echo Committee; updated November 8, 2005 & April 11, 2006

## Overall Goal

**To operate a fun, engaging program while fostering the physical, emotional, and spiritual well-being of our participants. We promote character development, celebrate diversity, encourage service learning, and teach our teen participants leadership skills.**

To accomplish this goal, we need a well-trained quality staff serving a diverse population that mirrors the McGaw YMCA community, a progressive program with age-appropriate skills and challenges, and an adequate facility, all operated in a manner that is financially responsible to the association as a whole. Additionally, as an entity located in Fremont, Camp Echo must become more than just a summer camp that serves the Evanston area. We must continue to be a “good neighbor,” and look for ways we can serve the population of the area, given the constraints of our human, physical, and financial resources.

## Strategic Goals Set in 2001 for 2002-2006

### 1. To attract and, most importantly, retain quality human resources

- Change Echo’s summer camp population to reflect the diversity of the McGaw Y community.
- Strive to attract an equal number of boys and girls to the main camp program at Echo.
- Fill camp with a diverse camper population, and create a program that makes them want to return.
- Attract, train, reward, and retain dedicated, diverse, and compassionate Echo staff members.
- Establish an Adult Volunteer Program at Echo with opportunities that extend all season long.
- Establish an Echo Alumni Association and encourage and facilitate linkages to Echo.

### 2. To create and operate purposeful, valuable, successful programs

- Emphasize a progressive program at Echo with age-appropriate skills and challenges.
- Maintain Echo’s excellent record of safety, and seek ways to improve health care at Echo.
- Increase the emphasis on cabin group time and activities within the overall program at Echo.

### 3. To design and maintain a facility adequate to support the program

- Fill Echo to capacity from April 15 to November 15, and experiment with some winter usage.
- Plan for one or two additional camper cabins but simultaneously reduce cabin size to 10 campers.
- Seek ways to use more of Echo’s acres, but be mindful of protecting the environment.
- Evaluate current usage of each building and area and plan for future needs on an annual basis.
- Evaluate current usage of each vehicle and motor boat and plan for future needs on an annual basis.
- Add technology to Echo in ways that enhance, and do not detract from, the Echo experience.

### 4. To continue to operate Echo in a financially responsible manner

- Create specific giving opportunities for donors whose Y affiliation is primarily Echo.
- Actively seek corporate, government, and foundation grants for specific Echo programs.
- Revive and update the Echo Alumni List and begin regular solicitation of those on the list.
- Create an annual marketing plan that places special emphasis on programs that have not filled.

### 5. To be a “Good Neighbor” and possibly expand our role in Fremont

- Strive to establish Echo as a well-known and vital participant in the local communities.
- Conduct an assessment of current and future needs of the population in the towns near Echo.
- Evaluate whether we are positioned to meet the needs, and whether we want to meet the needs.
- Plan for the changes in human, physical, and financial resources required to meet the needs.

## Strategic Goals Set in 2006 for 2007-2011

**1. Increase opportunities for children and families to experience Camp Echo** by expanding main camp capacity 30% within five years. **Concurrently, increase camper and staff diversity, retention rates, and the quality of the camp experience** by bringing Echo's spending on staff salaries, scholarships, and maintenance to YMCA of the USA benchmark levels within five years.

**2. Leverage the fundraising potential from Echo affinity groups** through increased annual giving to \$115,000, a \$1.25 million capital campaign, and the creation of opportunities for planned gifts to an Echo endowment of \$1 million, over the next five years.

# Camp Echo's Goals for Campers

Collected and Codified February 2005. Approved by the Camp Committee March 8, 2005. Modified November 2005 and November 2006.

- 1. To have fun.** Campers will actively participate in challenging, enjoyable activities in a beautiful outdoor location. To help campers achieve this goal, Camp Echo will provide an age-appropriate, entertaining program, taking advantage of our natural setting. *We offer a variety of land-, aquatic-, arts-, and nature-based activities for individuals and groups.*
- 2. To know the rules.** Campers will follow clearly stated rules that help to manage the risks involved in learning new skills. To help campers achieve this goal, Camp Echo will provide well-trained staff and a well-managed camp that meets industry standards. *The standards we follow include those of the State of Michigan and the American Camp Association.*
- 3. To feel secure.** Campers will both experience and foster a setting that does not permit bullying, intimidation, harassment, or conduct or statements that demean others on the basis of their race, ethnic origin, gender, sexual orientation, or any other dimension of diversity. To help campers achieve this goal, Camp Echo will provide adequate supervision and appropriate consequences for misbehavior. *Campers are encouraged to be sensitive to the feelings of others, and to report instances of the above.*
- 4. To develop strong character.** Campers will believe in, and make daily choices based upon, positive values that guide good behavior. To help campers achieve this goal, Camp Echo will provide encouraging, consistent role models who make appropriate choices themselves. *The values we teach are caring, honesty, respect, and responsibility, and all that they imply.*
- 5. To make new friends.** Campers will accept and include others as they learn that differences are strengths to be celebrated. To help campers achieve this goal, Camp Echo's staff will create and maintain an environment where everyone is respected and included. *We define diversity as the mosaic of people who bring with them a variety of backgrounds as assets.*
- 6. To give back.** Campers will engage in age-appropriate service activities that benefit the camp and the community. To help campers achieve this goal, Camp Echo's daily schedule includes time for service tasks; some groups will also do service projects. *When people participate in efforts to support the larger community it makes the world a better place.*

*And for our teen participants,*

- 7. To learn leadership skills.** Campers will have opportunities to set expectations for, inspire, and motivate others in a positive way. To help campers achieve this goal, Camp Echo will teach group management skills and give campers a chance to take on purposeful roles. *The leadership training thread runs through all teen offerings, not just the LIT and CIT programs.*

## Tools to Help Us Accomplish These Goals



See Page 1-5



See Pages 1-6 and 1-7



See Page 1-8

## Our Guiding Principle: Camp is for the Campers

# The YMCA Character Development Program



## What is YMCA Character Development?

Challenging people to accept and demonstrate positive values.

## Benefits of YMCA Character Development

- It is the positive effort our community needs.
- It gives us a focus for all that we do.
- It differentiates us from other organizations.
- It ensures we are doing what we say we do.

## The Four Core Character Values

### • **Caring** – **RED** (think: heart)

To love others, to be sensitive to the well-being of others, to help others.

Similar values: compassion, forgiveness, generosity, and kindness.

### • **Honesty** – **BLUE** (think: true blue)

To tell the truth, to earn other's trust, to have integrity, making sure your choices match your values.

Similar values: integrity, trustworthiness, and fairness.

### • **Respect** – **YELLOW** (think: golden rule)

To treat others as you would have them treat you; to value the worth of every person, including yourself.

Similar values: acceptance, empathy, self-respect, and tolerance.

### • **Responsibility** – **GREEN** (think: the green world around us)

To do what is right, what you ought to do; to be accountable for your behavior and obligations.

Similar values: commitment, courage, health, and service.

## Things We Do at Camp Echo to Teach Campers the Core Values

- The Camp Rules are stated as a Code of Conduct, in core value format. Campers and parents sign the Code of Conduct prior to camp, and we review the Code of Conduct on the first day of each session.
- Morning Reflections and Taps Talks each session will focus on the four core values by asking the questions, "What is Caring," "What is Honesty," "What is Respect," and "What is Responsibility."
- The Camp Echo community will recite this phrase together each morning: ***"Today we will strive to be caring, accept responsibility, show respect to all others, and be honest in all we do."***
- Counselors are encouraged to look for "teachable moments" when they can use the words caring, honesty, respect, and responsibility in the natural course of explaining rules or resolving disputes.
- Camp Echo T-shirts are available at the Trading Post each year in one of the core value colors.
- Service Tasks after breakfast are a way to "give back" to the Echo community. Some cabin groups plan and implement larger service projects, which are recognized on a plaque in the Dining Hall.
- The Camp Echo "Adopt a Highway" program assigns to each cabin group a physical area or path at Camp Echo near or on the way to the cabin. These areas go beyond the regular Service Task list. Each cabin is encouraged to keep their area or path clean and free of litter on a regular basis, or to set aside a specific time when the cabin group can work to improve the appearance of their area or path.
- The Camper Council reviews Core Value Award nominations and makes recommendations for one winner in each value, who is presented with a Core Value Hat on the last night of camp each session.

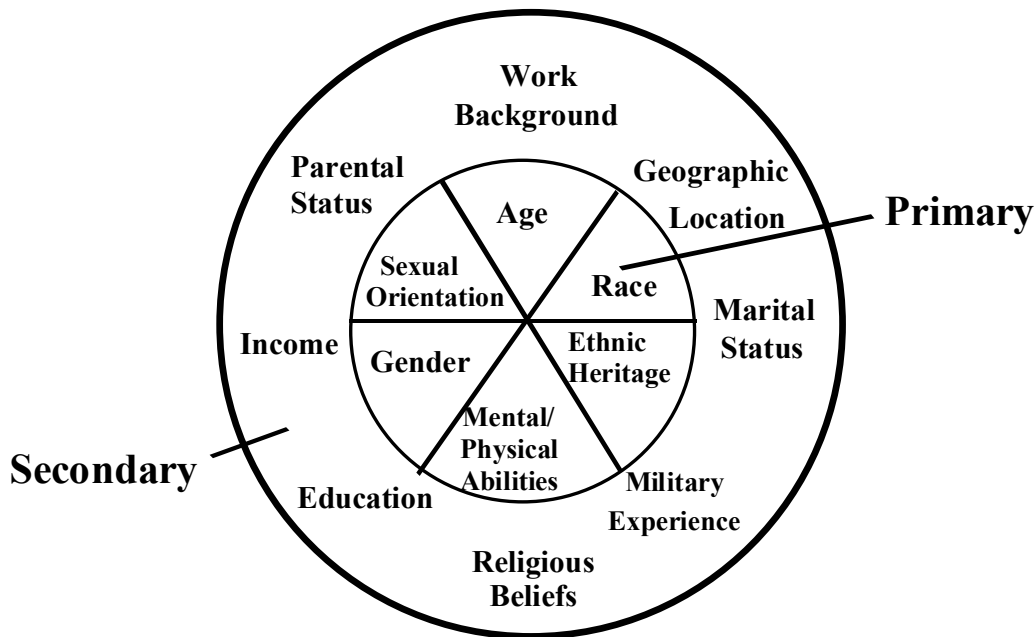
# The YMCA Diversity Initiative



## What is Diversity?

**Diversity is** the mosaic of people who bring a variety of backgrounds, styles, perspectives, beliefs, and competencies as assets to the Camp Echo groups and individuals with whom they interact.

## We Are All Diverse: The Dimensions of Diversity



- We are all **similar** and **different** on a variety of dimensions, which make each of us unique.
- We all have learned societal biases about others' dimensions that need to be acknowledged and transcended through learning, compassion, forgiveness, and healing.
- **Tertiary** dimensions of diversity are invisible at first glance. They include such differences as personality traits, learning styles, work style, task orientation, thinking style, management abilities, attention to detail, time management – anything that makes each of us different from the other.

## Benefits of the YMCA Diversity Initiative: The “Business Case” for Diversity

- We need to be true to the YMCA mission. We want to live the YMCA mission and core values.
- We need to expand the number of campers we serve by becoming more inclusive of all people.
- Diversity has been one of the largest trends in the United States for 10+ years. We need to catch up.
- Being known for diversity attracts donations. Diversity is often required for funding.
- We need to prevent tarnish to the YMCA's reputation and enhance Camp Echo's public image.
- We need to remain effective as community leaders, and leaders need to be role models.

*“If you always do what you've always done, you'll always get what you've always got – or less!”*

*“We cannot become who we need to be by remaining who we are. Invent yourself every day.”*

## What is Culture?

Culture is the lens through which we have been taught (for better or for worse) to view the world.

## What is Cultural Competence?

Cultural competence is a set of competencies and skills that individuals and organizations can use to create an environment that values diversity. We measure Echo's cultural competence by asking and answering these questions: How inclusive is our camp? To what extent do our campers reflect the people of the communities we serve? How inclusive do people in the communities we serve think we are?

Every Camp Echo job description includes the phrase, "Works to increase his or her own cultural competence and helps to create an environment that values diversity." How will you do this?

- **Knowledge:** Gaining information about trends and people who bring diverse assets to Camp Echo.
- **Awareness:** Learning about yourself, your biases, how you interact with others, and our environment.
- **Skills:** Developing behaviors that model a value for diversity and inclusion of everyone here at camp.

*We must address and change systemic issues that affect camp as a whole, not just interpersonal issues.*

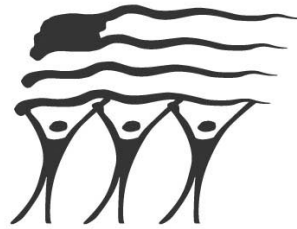
## What Happens in a Community that Does Not Value Diversity?

- **Bias** is when people screen out evidence that contradicts their existing perceptions. Many people were raised in homogeneous communities. They gravitate towards people like themselves, and they are uncomfortable with differences they don't understand.
- **Stereotypes** are fixed generalizations about others with certain dimensions of diversity. These judgments don't take into account the facts or the reality of the here and now.
- **Collusion** is cooperation with others, knowingly or unknowingly, to reinforce stereotypical attitudes, prevailing behaviors, and norms that limit people, through denial, silence, or active cooperation.
- **Prejudice** is when people see differences as weaknesses. Prejudice can turn into **discrimination**, **ethnocentrism** (seeing one's own group as superior to others), and in its worst incarnation, **oppression**.

## Things We Do at Camp Echo to Teach Campers to Value Diversity

- Our website states that Camp Echo's success is linked to the unique contribution of the many individuals that make up the camp community, representing the various dimensions of diversity. A diverse community fosters cooperation and innovation, creating a better experience; that's what keeps campers coming back to camp, filling camp year after year -- everyone wins!
- Counselors will incorporate diversity activities such as icebreakers, idea sharing, experiencing exclusion, giving feedback, appreciating others, and so on into their daily time with campers. Techniques such as visualization, examination of symbols, story telling, and drawing can help.
- Our international staff are a rich resource for information and awareness about cultural diversity.
- Morning Reflections and Taps Talks each session will focus on diversity by stressing the Platinum Rule: *Treat others as **they** want to be treated*. The Platinum Rule, an update of the Golden Rule (... as **you** want ...) gives others permission to be different from us, and reminds us to honor that difference.
- The core values of Caring (compassion, kindness) and Respect (acceptance, tolerance) give counselors many opportunities to address the topic of diversity with campers in a variety of situations.
- Counselors are encouraged to look for "teachable moments" when they can celebrate differences and help campers understand that the differences people bring to Camp Echo are valuable assets.

# Activate America



## What is Activate America?

Activate America is the YMCA's response to our nation's growing health crisis. The YMCA is redefining itself and engaging communities across the country to achieve and maintain well-being of spirit, mind, and body.

## Why is Activate America Important?

### *Our nation is facing an extreme health crisis:*

- The percentage of children who are overweight or obese has more than doubled in the last 20 years.
- The current generation of American children could be the first to lead shorter lives than their parents, according to the New England Journal of Medicine.
- Despite the proven benefits of physical activity, more than 50 percent of American adults do not get enough physical activity to provide health benefits: 26 percent are not active at all in their leisure time.

## Why is the YMCA Involved?

- Because of our over 150-year commitment to uniting communities around building healthy spirit, mind and body, no institution is better positioned than YMCAs to act as a unifying force in leading this aggressive charge.
- Health and wellness has always been an integral part of YMCAs' charitable mission. Activate America builds upon our track record of pioneering programs that respond to timely societal needs.
- YMCAs collectively are also one of the largest providers of health and wellness programs and youth sports in the country. They are working to incorporate physical exercise into all aspects of youth, family and community programming.

## What is a Health Seeker?

Health seekers are all children, youth, teens, adults and families whose successful pursuit of health and well-being in spirit, mind, and body requires continuous, supportive relationships and environments. In short, they are people of all ages who try to live healthy lives but struggles to do so. As YMCA staff members, our job is to support health seekers on their journey to better health.

## How do we Encourage Health Seekers at Camp Echo?

- We foster spiritual growth during Morning Reflections and Taps Talks by teaching campers to listen to others, appreciate community-wide values, stand up for what they believe, and share their feelings.
- We stretch campers' minds during camp activities and programs, in ways they might not experience at home, by encouraging wonder, inviting questions, promoting creativity, and building self-confidence.
- We live and play in a natural environment that encourages campers to enjoy and experience the outdoors.
- We make being physically fit fun by teaching campers engage in physical activities they *like* to do.
- We teach campers to make reasonable food choices and eat until they are satisfied by offering a nutritionally balanced menu and a variety of additional optional healthy foods and drinks at meals.
- We encourage campers to make good choices by offering some healthy snack options at Trading Post.
- We support campers as they struggle to make healthy choices by listening to them and offering guidance.

# General Camp Echo Operating Policies

Created April 1997. Revised September 2001 to include wording from the December 1994 Echo Long Range Plan.

Revised April 2002 to include wording from the November 2001 Echo Strategic Plan.

Approved by Committee April 9, 2002 and submitted for Board approval February 25, 2003. Revised after Board discussion.

Approved by Committee March 11, 2003. Approved by the Board of Directors March 25, 2003.

Updated and approved by Committee February 8, 2005. Approved by the Board of Directors March 22, 2005.

## • **Camp Echo Mission Statement**

The mission of Camp Echo is to operate a fun, engaging, safe program that emphasizes character development and respect, within the legal and organizational guidelines listed in this document. To accomplish this, we need a well-trained quality staff serving a diverse population that mirrors the McGaw YMCA community, a progressive program with age-appropriate skills and challenges, and an appropriate facility adequate to support the program, all operated in a manner that is financially responsible to the association as a whole.

## • **Relationship Between the Camp Echo Director and the Camp Echo Committee**

The Camp Echo Director is charged with the operation of Camp Echo and as such makes all decisions regarding the operation of Camp Echo. The Camp Echo Director reports to the Executive Director of the McGaw YMCA. The Camp Echo Committee is an advisory body that makes policy recommendations to the Board of Directors based on information from the Camp Echo Director, other McGaw YMCA staff, and the community at large.

The Camp Echo Director will maintain regular and open communication with his or her supervisor at the McGaw YMCA while camp is in session, especially regarding health emergencies, unusual occurrences, extraordinary misbehavior, or any other major problem. The Camp Echo Committee will be kept informed of same on a “need to know” basis.

## • **Relationship Between the McGaw YMCA and Camp Echo**

Camp Echo is a program department of the McGaw YMCA. The McGaw YMCA provides the leadership and direction for Camp Echo, as well as a forum for encouraging members and others to attend Camp Echo. Camp Echo provides an experience that not only fulfills the McGaw YMCA’s mission, but also encourages ongoing membership and fosters participation in other Y programs. For many people, Camp Echo is their first YMCA program experience, and as such lays the groundwork for a life-long relationship with the McGaw YMCA.

Because Camp Echo has a strong and exclusive connection with thousands of past participants who want to support it, Camp Echo runs an annual support campaign, coordinated with the Association’s in a way that seeks to maximize the potential of the Association (including Camp Echo) to cultivate donors. Because the Association has financial supporters who participated in Camp Echo and may choose to support it, Camp Echo’s donors must be educated to understand why a portion of their gifts should support other programs of the Association.

Accordingly, the annual budget approval process shall set levels of revenue and expense for Camp Echo that will permit Camp Echo to maintain its overall program in ways that do not compromise health, safety, or mission and result in a net positive variance that covers allocated Association expenses and helps fund other mission-driven subsidized Association programs. At the close of each fiscal year, Camp Echo surplus over and above the budgeted net surplus will be divided between the general fund of the Association (25%) and Camp Echo (75%).

## • **Applicable Laws and Standards**

The Camp Echo Director will ensure that Camp Echo operates according to all applicable statutes of Michigan and Illinois law. All camp policies and procedures, especially those that deal with the safety and well-being of campers, will be designed to comply with existing state laws. Camp Echo will strive to meet the same standards that are required for ACA Accreditation, whether affiliated or not.

The Camp Echo Director will ensure that Camp Echo will operate according to all applicable standards of the national YMCA and policies of the McGaw YMCA. All camp policies and procedures, especially those that deal with ethical and moral issues, will comply with existing YMCA standards and McGaw YMCA policies.

## • **Diversity and Cultural Awareness**

Diversity is the mosaic of people who bring with them a variety of backgrounds, styles, perspectives, beliefs, and competencies as assets. The primary dimensions of diversity are race, gender, ethnic heritage, sexual orientation, age, and mental/physical abilities; secondary dimensions include religious beliefs, income, education, and others. The Camp Echo Director will create and maintain a culture at Camp Echo that values diversity, and will market the camp to staff, families, and campers in ways that help us to achieve our goal of being an “inclusive” camp.

The Camp Echo Director will implement outreach efforts that build on existing relationships within, and draw upon the diverse population of, Evanston and the McGaw YMCA service area. Ideally, we would like to serve an equal number of girls and boys; the 9-to-7 ratio of girls to boys we have maintained since 1992 is an appropriate response to market demands, and should not be cause for concern – neither would a 7-to-9 swing in the other direction. A world-wide focus on diversity and cultural awareness implies that the Director should plan for and hire several qualified international staff through recognized exchange programs such as ICCP.

## • **Quality, Training, and Evaluation of Staff**

One of the driving forces of the success of Camp Echo has always been the superb staff. Staff salary, housing, and benefits will reflect our desire to attract and retain quality staff that will ensure the continued quality of the camper experience. The Director will strive to attract and retain quality staff by stressing the appeal of the Camp Echo experience and maintaining a salary scale that is as good or better than the average of similar YMCA camps.

The Camp Echo Director will review all Camp Echo policies and procedures on an annual basis, and will distribute them to all staff in a Staff Training Manual. The contents of the manual will be presented and discussed at a Staff Training period. The Director will stipulate that Camp Echo counselors will handle their duties in a manner that guarantees the well-being of their campers, according to acceptable, effective, and recommended strategies such as those disseminated by experts in the field of camping.

Camp Echo staff are McGaw YMCA staff and as such fall under the umbrella of the McGaw YMCA personnel policy. Camp Echo staff will also be subject to and apprised of additional personnel policies that are specific to Camp Echo. The Director will implement an evaluation process that will encourage the best efforts of every staff member and guarantee that the best staff members will return to Camp Echo in future years.

## • **Alumni Relations and Volunteers**

The Camp Echo Director will ensure that Camp Echo maintains an ongoing and lasting relationship with Camp Echo alumni. Alumni should be kept informed about current camp staff, changes in facilities, and new camp programs. Alumni should be encouraged to volunteer at Camp Echo in both support and program roles. Alumni should be encouraged to contribute to Camp Echo through mechanisms established by the McGaw YMCA Development Director, both for the annual support campaign as well as capital campaigns.

## • **Progressive Program, Main Camp, and Teen Camp**

The Camp Echo Director will ensure that Camp Echo offers a progressive program, with age-appropriate challenges and rewards, designed so that campers have something to look forward to and want to return year after year. Every effort must be made to link programming at Camp Echo with that of the Evanston facility to maximize the synergies. Collaboration with other Evanston groups is encouraged to the extent that both groups benefit.

Main camp has the most intense impact on the greatest number of people. Since the financial health of main camp is essential, the Director will ensure that main camp is fully enrolled and funded as a first priority. To the extent that additional dollars are available, they may be committed to expanded and innovative ancillary programs that have a positive impact on main camp and are consistent with the guiding principles listed above.

The Camp Echo Director will ensure that Camp Echo programming offers a variety of options that can best promote the learning of life skills and enable all youth to become effective, mature, and self-actualized individuals. Leadership development begins in main camp, and evolves into increasingly more challenging programs for teens and staff-in-training. Leadership development enables all youth to identify their own areas of strength; it is as important to be a good follower and a cooperative group member as it is to be a good leader.

## • **Preservation of Assets**

The Camp Echo Director will ensure that Camp Echo assets (land, buildings, vehicles, equipment) are used with care and well-maintained at all times. Repair and replacement will occur with all due haste, balancing budget constraints with the need to offer a safe and high quality program. Physical structures must provide adequate health and safety and must be compatible with the environment of the camp. The property must be maintained in a natural setting that fosters outdoor education. Expansion of physical structures cannot detract from the natural setting and must be compatible with current structures. Above all, preserving the main camp site is important for the stability and tradition of Camp Echo, and any adjacent property owned by Camp Echo must be developed in a manner that is compatible with Camp Echo.

The Camp Echo Director will work with the Property Manager to maintain lists and data that highlight the need for, and the cost of, the replacement of capital assets at camp, both in the near and far future, and will inform the Camp Echo Committee and the McGaw YMCA Director annually of such needs.

## • **Relationship to the Local Community**

As an entity physically located in Fremont, Michigan, Camp Echo must become more than just a summer camp that serves the Evanston area. We must continue to be a “good neighbor,” and look for ways we can serve the population of the area, given the constraints of our human, physical, and financial resources. The Camp Echo Director will ensure that Camp Echo maintains its status as a good citizen and a good neighbor and operates in a manner that results in the camp being perceived as an asset to the community in which it is located (Long Lake, Fremont, Michigan). Camp Echo will endeavor to maintain good business relationships with local vendors, to be an active participant in community affairs, and to welcome participants from the local area.

## • **Camp Echo Calendar**

The Camp Echo Director will review the Camp Echo calendar on an annual basis and will recommend a schedule that maximizes the summer camping season given the constraints of school ending and starting dates in Evanston and the McGaw YMCA service area, while allowing appropriate time for staff training and family camping. Camp Echo will also offer appropriate pre- and post-season educational and retreat opportunities for Michigan schools, churches, and businesses given the constraints imposed by cold weather. Opportunities for year-round programming should be pursued selectively and carefully, and such pursuits must simultaneously plan for adequate staff and physical facilities.

## • **Camp Echo Budget**

The Camp Echo Director will review the Camp Echo budget on an annual basis and will recommend a fee structure that balances price increases with the need for Camp Echo to maintain excellent facilities, to provide excellent programs, and to attract quality staff members who will return to Camp Echo in subsequent summers, all in a manner that is mindful of the relationship between the McGaw YMCA and Camp Echo as detailed above.

## • **Cabin Capacity and Budget Impact**

While recognizing that Main Camp is the financial engine for Camp Echo, it is essential that the upper number of individuals living in a cabin at any one time ensures the achievement of Camp Echo’s goals, continues to meet Michigan Fire Safety Standards (square footage limits us to 11 campers + CIT + AC+ SC per cabin), and meets the criteria for successful group work as espoused by recognized experts in the field of camping. Accordingly, our plan is to add two camper cabins, at the same time reducing individual cabin capacity from 11 to 10 campers, thereby raising overall Main Camp capacity from 176 to 180 campers, with no negative impact on the budget.

## • **Operation of Camp Echo**

The Camp Echo Director will operate Camp Echo responsibly, and in a manner that protects the physical and emotional well-being of all campers and staff. This includes, but is not limited to, establishing an atmosphere in which campers and staff are free of harassment; staffing program areas with appropriately certified personnel; and staffing and operating health services and food services according to all applicable standards.

# Program Progression at Camp Echo

Updated May 13, 2009

## **Family Camp**

Family Camp is an opportunity for children from infant age on up to enjoy the camp experience with their parents. The program includes both "take your choice" times and structured evening programs.

## **Pathfinders**

Entering grades 4-5. A program identical to Main Camp, except that the counselors are especially trained to provide a "safety net" to assist with the specific problems sometimes experienced by younger campers. The one-week Session 1 is ideal for first-time campers, and allows campers entering grade 3.

## **Main Camp**

Entering grades 6-8. The "core program" at Camp Echo, where campers learn skills in activity areas such as archery, small craft, drama, horseback riding, sports, sailing, water skiing, mountain bikes, fishing, nature, and others. Progressive challenges within each area give campers something to look forward to as they return to camp each year. The one-week Session 1 is ideal for first-time campers.

## **Trailblazers**

Entering grades 7-8. An extended off-camp experience (hiking and canoeing in the Upper Peninsula) for middle-schoolers that serves as the entry point and introduction to the Adventure Trip Program.

## **Explorers**

Entering grade 8. Living in Outpost and preparing their group dinners daily, campers experience a blend of rustic living and in-camp activities.

## **Ranchers**

Entering grades 8-9, Ranchers live with Explorers or Voyagers and spend all morning with horses.

## **Voyagers**

Entering grade 9. A challenging program for teens similar to the "Main Camp" experience. Voyagers @ the Village do service projects in Fremont; Voyagers @ Outpost take a longer off-camp camping trip.

## **Rangers (Responsibility Achieved through a Non-regimented Group Experience in a Rustic Setting)**

Entering grade 9. Living in the Birches and preparing all their group meals daily, teens focus on the core value of Responsibility as they do high ropes, a Pine River canoe trip, and an optional SOLO overnight.

## **Leadership Training**

Entering grades 10-11. LITs spend time as a group and observe counseling techniques. CITs live in camper cabins assisting counselors, learn from group meetings, and learn team elements facilitation.

## **Teen xTreme**

Entering grades 10-11. In-camp challenges and a five-day-four-night climbing trip to Rattlesnake Pointe.

## **Adventure Trips Beyond Trailblazes**

Entering grades 9-12. Canoeing, backpacking, kayaking, and biking trips to challenging locations that teach Leave No Trace skills, leadership, and stretch participants beyond the regular camp experience.

## **Staff Positions**

Starting after junior year of high school and continuing through college and beyond. Echo offers new positions and challenges for returning staff on both the Main Camp and Teen Adventure paths.

## **Family Camp**

Family Camp is an opportunity for parents and adults of any age to enjoy the camp experience with their children. The program includes both "take your choice" times and structured evening programs.

## **Alumni Opportunities**

Former campers, staff, and family campers volunteer at work weekends and fill in as summer staff in appropriate positions (Maintenance Staff, Town Run, Health Officers, etc). Alumni are kept informed about camp through the Camp Echo E-Newsletter and often donate money or expertise to camp.

# History of Camp Echo

*Summarized from the Historical Research done by Maggie Wildman in 1986*

- 1885 Organized YMCA camping began. A group of 7 boys and their leader, Sumner F. Dudley, went camping for eight days to Orange Lake, near Newburgh, New York.
- 1899 The Evanston Y began sending groups of boys to Camp Hope, Phantom Lake, Wisconsin.
- 1902 The Evanston Y began their own camp, "Camp Echo," on Black Lake near Holland, Michigan.
- 1905 Site moved to White Lake.
- 1906 Site moved to Bear Lake near Muskegon, Michigan.
- 1911 Site moved to Portage Lake near Onekama, Michigan.
- 1922 Y Board Members and Staff began looking for a permanent home for Camp Echo. After rejecting two other sites they arrived at Ryerson Lake and were "electrified by what they saw -- a beautiful lake with a peninsula in the middle, cleared except for trees around the edge." 47 acres of property were purchased and Camp Echo moved to Fremont in 1923. Twelve rustic cabins, the Social Lodge, the original Dining Hall, the Clinic, and Mecca (now KYBO East) were built over the next five to fifteen years.
- 1947 First girls session offered.
- 1950 First Family Camp session offered.
- 1953 The Snyder family gift paid for the Director's cabin (Lakeside) and the Boat House.
- 1955 First integrated camp sessions offered.
- 1958 12 acres added with the purchase of the Louis Weber land.
- 1960 Construction of the present cabins is initiated and occurs as donors are found. First Outpost.
- 1962 360 acres added with the purchase of the Carl Lindner land.
- 1963 Horseback riding and stables added.
- 1969 Featherstone Lodge dedicated.
- 1973 Doug Monahan Resource Center (PO) dedicated.
- 1982 Coed camping begins at Camp Echo; Judy Rouse Memorial Chapel dedicated.
- 1983 First Pioneer Village experience offered.
- 1985 Kristin Kent Memorial Nature Trail dedicated.
- 1986 Bill Behrends Memorial Hill dedicated.
- 1987 Dining Hall expanded, kitchen renovated, Gate House built. First Timers Camp began.
- 1989 Quonset Hut leveled.
- 1990 Jay Johnson Tripping Center built. Ten Soviet campers visit. Trip program expanded.
- 1991 Health Center expanded. Outdoor Discovery Center concept and program expanded.
- 1992 Metz Lodge and KYBO Way North built. Jay Johnson Tripping Center renovated. High Ropes Course constructed through funding from Earn & Learn Foundation.
- 1993 60 acres added with the purchase of land from Doug Frens. New riflery site built.
- 1994 Birches as a wilderness site. First trip to Alaska offered. Vertical Playpen and Pamper Pole.
- 1995 Swimming piers replaced with floating dock sections.
- 1996 Alumni Lodge built. Horse Stables renovated.
- 1997 New Winterized Shop built. Sailing piers replaced.
- 1998 Storm devastated Echo Forest May 31. Ben Snyder, Bungalow, Dugdale need structural repair.
- 1999 New staff housing (Peaks 1 & 2), Al Butler Memorial Amphitheater, and Dining Hall Deck.
- 2000 Peaks 3, 4, 5, and 6 added – also popular as Family Camp housing.
- 2001 Director's House built.
- 2002 Lakeside porch enclosed; computer lab added to PO; TP renovated; Bell and Moose repaired.
- 2003 Kybos upgraded and spruced up. New double swing constructed.
- 2004 Peaks 7 & 8 added. Wireless Internet tower to NCATS; PO computer lab goes wireless.
- 2005 Peak 9 added. Shower stalls in Kybo East & Kybo West. Hitching Rail. Backup generator.
- 2006 Peak 10 added. Counselor area upgrades and ventilation in 8 cabins. Heaters in 4 cabins.
- 2007 Main Camp Riding Ring expanded. Finish counselor area upgrades. Heaters in 4 more cabins.
- 2008 Courts renovated; Boulderling House; wrap-around deck on Dining Hall; Low Ropes course; carpet ball games and Gaga pits; four square courts; Big Peak 6 (11 total). Heaters in 6 cabins.
- 2009 Steffek Lodge and Codor Lodge built. Heater installation done in 18 cabins, 11 peaks, and DH.

# Camp Echo Directors through the Years

1902	A.W. Bass
1903-1905	W.Y. Reithard
1906	Graham Stewart
1907-1908	Harry Hedge
1909	Jay Northrup
1910	J.W. Bixby, B.V. Edworthy

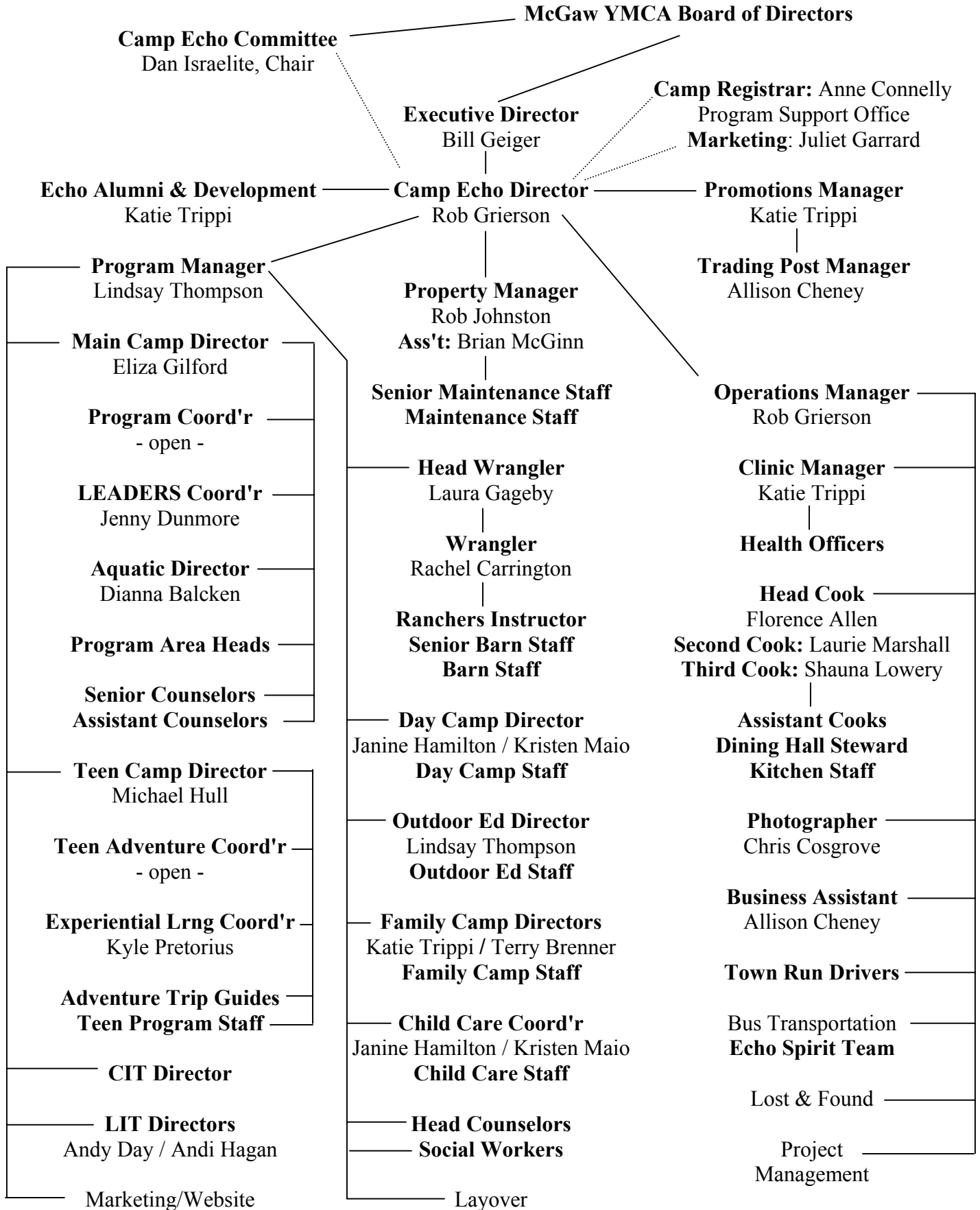
... research in progress ...

1937-1940+	Roger Treloar
------------	---------------

... research in progress ...

1947-1957	Cliff Maxwell, Zenol Moore
1958-1969	Neil Featherstone, Zenol Moore
1970-1971	Larry Meyer, Carolyn Morby
1972-1974	Ralph Maxfield, Carolyn Morby
1975	Roger Marshall
1976-1979	Ken Mulsoff
1980-1981	Bill Geiger
1982	Muriel Brunger and Marie Roche
1983-1985	Fred Brown
1986-1987	Rob Grierson
1988-1991	Sally Donohue Courtney
1992-1995	Christopher Hart
1996	Dave Allen
1997-2001	Bob & Deb Guy
2002-	Rob Grierson

# Camp Echo Organizational Chart 2009



# Leadership Ladder: Overview

Updated May 13, 2009

## Main Camp Path

### Explorers, Voyagers

Entering grades 8 & 9  
Live in the Village and Outpost

### LITs

Entering grade 10  
Live in the Village

### CITs \*

Entering grade 11  
Live in Camper Cabins

## Teen Adventure Path

### Trailblazers

Entering grades 7 or 8  
Introduction to Adventure Trips

### Rangers @ Birches, Teen xTreme

Entering grade 9 & grades 10-11  
Wilderness Living, Challenging Activities

### Adventure Trippers

Entering grades 9-12  
Biking ... Canoeing ... Kayaking ... Backpacking

\* CITs are issued staff shirts, have some staff privileges, are part of the cabin counseling team, and are viewed as counselors by campers.

## PROGRAM PARTICIPANTS

## STAFF

### First Year ACs

Entering grade 12.

Assist Senior Counselors in cabins. May also work kitchen, barn, day camp, or maintenance.

### Second Year ACs

High school graduates.

Assist Senior Counselors in cabins. May also work kitchen, barn, day camp, or maintenance.

### Senior Counselors

Typically, 18-19 year olds at least one year out of high school.

They are in charge of a camper cabin. Some SCs also work as Area Heads.

## Main Camp Path

### Teen Program (Main Camp) Directors

Typically, 20-21 year olds  
at least three years out of high school.  
Work with Explorers and Voyagers

### Senior Support Staff

Photographer/Computers, Barn, Maintenance

### Leadership Positions

Main Camp Dir, Aquatics, Leaders C, Prog C  
Area Heads, Wrangler, LIT/CIT Directors

## Teen Adventure Path

### Teen Program (Teen Camp) Directors

Typically, 20-21 year olds  
at least three years out of high school.  
Work with Rangers and Teen xTreme

### Trip Guides

21 year olds who have worked with Rangers  
Lead the Adventure Trips.

### Leadership Positions

Teen Camp Dir, Teen Adv C, Exp Learn C

# Leadership Ladder: Focus on Teens

Updated May 13, 2009

## Leaders In Training (LITs)

LIT's, entering grade 10, are full-fee program participants. They are enrolled in the first year of a two-year training program that leads to a staff position at Camp Echo.

LITs live in staff village in two cabins, one for male LITs and one for female LITs. LITs observe Campactivities, participate in activities as a group, and have an off-camp social or camping experience. They eat some meals with a cabin, and spend at least one night in a cabin as an observer.

## Counselors In Training (CITs)

CIT's, entering grade 11, are partial-fee program participants. They are enrolled in the second year of a two-year training program that leads to a staff position at Camp Echo. CITs are issued staff shirts, have some staff privileges, are part of the cabin counseling team, and are viewed as counselors by campers

CITs, live in camper cabins. CITs assist in Campativity areas, with Cabin Group activities, and with olympics. CITs are reimbursed for Lifeguarding classes taken anywhere, and passed, within one year.

## LITs and CITs

Staff members are role models for the LITs and CITs. Please take time to work with them if they are assigned to your cabin or your area. The CIT/LIT Director will ask you for feedback on the LITs and CITs you work with. The feedback you provide will help these campers become better staff members.

LITs and CITs are not allowed to be in the Computer Lab, Staff Lounge, or at staff meetings except as scheduled. LITs and CITs will have their own late evening campfires and discussions in the Village with the LIT/CIT Directors. Other staff members may be asked to join them from time to time.

LITs and CITs are program participants. They can never be left alone in charge of a cabin at any time. Furthermore, a personal relationship between a staff member and a LIT or CIT would be inappropriate.

## First Year Assistant Counselors (ACs)

Entering grade 12, paid staff members. They work for two to six weeks. Most are working for at least two weeks in a camper cabin. Most are working for at least two weeks as kitchen staff, barn staff, day camp staff, or maintenance staff. They have all the privileges of staff while in camp.

## Second Year Assistant Counselors (ACs)

High school graduates, paid staff members. They work for two to nine weeks in cabins or as kitchen staff, barn staff, day camp staff, maintenance staff, or maintenance staff. As adults in the state of Michigan, 18-year-olds are no longer supervised on their nights out and days off.

## Special Notes about 16- and 17-year old Staff

Nights out for ACs under the age of 18 are scheduled and supervised by a staff member age 21 or over. ACs under the age of 18 do not count as staff when calculating a supervisory ratio. Entering seniors need Work Permits, but 17-year-old high school graduates do not. When an SC goes on a night off, and the AC is under 18, an older member of the leadership or support staff will sub into the cabin. Staff members must be 18 years old or older to transport other staff members in their cars while on time off.

