

Camp Governance Study Group: Document Guide

Why are we considering this change in governance for camp?

Baltimore Yearly Meeting (BYM) Camps are a precious, vital ministry. Our camps speak to the deep needs of young people, their families, and the world - and as a result they have grown dramatically in scale and scope since they were first structured as a “program” of the Yearly Meeting in the 1960s. In fact, today the budget for camp is approximately double the size of the budget for all the rest of what BYM does, and camp employs 160 people while the rest of the Yearly Meeting activities employ fewer than 5 people.

The current governance system—which spreads oversight and decision-making across five separate committees (CPC, CPMC, Stewardship & Finance, Trustees, and Supervisory)—has resulted in communication breakdowns, confusion for families and volunteers, and barriers to effective leadership and administration. In 2023, the Yearly Meeting approved the Camp Strategic Plan, which named clarifying and simplifying camp governance as a core priority. This moment presents not a rupture, but a chance to faithfully evolve—preserving the deep spiritual and communal connection between camps and the Yearly Meeting while ensuring long-term sustainability, clarity, and legal protection.

- To read more about the Why, read the [Corrected Annual Session Report from the Camp Governance Working Group](#)

What specific problems are we trying to solve?

- **Ineffective Governance:** The current governance structure for the camps is diffuse, spread over several committees, with the result that there is not a single small group that can focus on the more difficult governance tasks, such as long-term financial planning, and our governance isn’t nimble enough to be able to make quick decisions on the timeline of a large, dynamic, seasonal program.
 - See how camps decisions are currently made: [Decision structure, pre and post LLC](#)
- **Budget deficit:** The camps have been running a deficit, which is unsustainable.
 - To learn more about the camping budget, read: [2026 Budget Memos](#)
- **Camp insurance, without action, will become unattainable:** Insurance companies are requiring separation between “church” and “camp” entities.
 - To learn more about the insurance issue read: [The Insurance Situation](#)

What solution is proposed?

- **Create an LLC** to separate entities for insurance but keep a close relationship with BYM.
 - To understand why an LLC was selected over other options, see: [Why LLC ppt v. 12-12-2026](#)

- **Delegate authority:** Appoint Board of Directors (with all members proposed by BYM's Nominating Committee and approved by BYM) with the decision-making authority necessary to make the hard decisions to keep camp viable.
 - To read the draft Operating Agreement for the LLC, see: [DRAFT BYM Camp articles and operating agreement_1-14-2026](#)
 - To understand how BYM will continue to support, influence, and oversee the work of the Camps, see: [Decision structure, pre and post LLC](#)
- **Create an annual Resource Sharing Agreement** between LLC and BYM to clarify BYM financial support of camps and parameters for BYM staff support to camps.

How will this work? How will the transition be handled?

- **Trustees approve the Operating Agreement:** The Camp Governance Study Group worked with Trustees throughout December 2025 to update the Draft Operating Agreement. Trustees met in January to finalize and approve the Draft Operating Agreement (see minute from Trustees below). Trustees may amend the operating agreement later, if needed.
- **BYM approves the formation of the LLC:** If approved at the called Interim Meeting on January 31, Trustees will form the LLC as early as practicable.
 - To see the minute requesting approving LLC formation, see: [Camp Governance Minute - Called IM Jan. 31 2026](#)
- **Nominating Committee nominates Board of Directors**
 - To see list of qualifications for Board of Directors and/or apply, see: [BoD Application](#)
- **BYM approves Board of Directors** nominations at Spring Interim Meeting
- **BYM continues to provide in-kind services to camp**, including development/fundraising, HR, bookkeeping, compliance, etc via the annual Resource Sharing Agreement
- Transition activities will continue through 2027
- There will be some specific costs associated with the transition (such as providing training to the Board, and possible overlap between some current staff and new staff). These costs are estimated to be minimal, able to be handled within normal budget management

Statements from current Camp-related committees/entities in support of the creation of the LLC:

Statements with active links have been received, those without active links are pending receipt.

- [Statement from Catoctin Quaker Camp Director, Dyresha Harris](#)
- [Minute from Camp Program Committee](#)
- [Minute from Camp Property Management Committee](#)

- [Statement from BYM Development - Camp Fundraising Plan](#)
- [Minute from BYM Development Committee](#)
- [Minute from Trustees](#)
- [Minute from Stewardship and Finance](#)

What concerns have been addressed?

- To see all the questions and concerns that have been gathered and considered to date, see: [Camp Governance Feedback Folder](#)
- To see how these questions and concerns have been analyzed, categorized, discussed, resolved and/or the proposed steps to address any unresolved concerns, see – [Updated Camp Governance Suspense Log](#) - this will be updated as new feedback is gathered. If preferred, here are the same items [formatted as an FAQ](#)

Camp Governance Study Group Members:

- Anne Bacon, Hopewell Centre, liaison to Stewardship and Finance
- Arthur Boyd, Stony Run, liaison to BYM Development Committee
- Katie Bliss, Frederick, liaison to Growing Diverse Leadership Committee
- Gary Gillespie, Homewood, liaison to Trustees
- Betsy Roush, Sandy Spring, liaison to Camping Program Committee
- Richard Thayer, Charlottesville, liaison to Trustees
- Greg Tobin, Frederick, liaison to Camping Property Management Committee