



Camp Fire

NATIONAL HEADQUARTERS

18-MONTH

*strategic
plan*



CREATING A PATH

forward

In August 2020, Camp Fire National Headquarters held a series of virtual community forums, seeking input from not only Council executives, board members, and staff, but also Camp Fire program participants. A community forum for Camp Fire program participants and National Youth Advisory Cabinet was attended by youth across the Camp Fire network.

Between September and December 2020, the Strategic Planning Task Force, composed of National Youth Advisory Cabinet members, council executives, national headquarters staff and leadership, and board members, studied the findings of the community forums to determine a vision and strategic commitments that will drive our strategy for the next five years. From there, the task force identified objectives for Camp Fire National Headquarters to focus on over 18 months, beginning in January 2021. The National Headquarters also hosted a virtual CEO summit in October 2020, during which council executives provided feedback on a draft of the strategic plan.

The community forums and task force were facilitated by Dr. Kim Sabo Flores, CEO and Co-Founder of Algorithm.

As a result of the process outlined above, Camp Fire National Headquarters will commit to implementing the strategic plan in addition to upholding its obligations named in the Camp Fire Charter Agreement and ensuring the overall health and sustainability of the Camp Fire network.

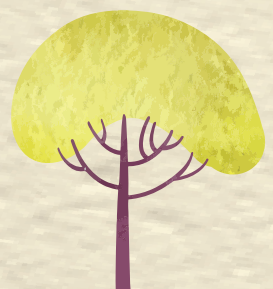
ACKNOWLEDGING THE

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Camp Fire and its Strategic Planning Task Force recognize the rapidly evolving reality we exist in. We are in the midst of the COVID-19 pandemic and an enduring struggle for racial justice. We must remain both committed and flexible.

As such, the Camp Fire network will be a unified force in striving towards its strategic commitments. The task force identified objectives for Camp Fire National Headquarters to work towards between January 2021 and June 2022. Local Camp Fire councils are invited to identify their own objectives for the same 18-month period.

With the economic and emotional impact to be determined, this plan is not meant to be all-encompassing but rather a compass to guide the organization forward. Camp Fire National Headquarters remains committed to ensuring the financial stability of all councils, with a focus on strengthening national and local boards.



the origin **OF OUR STRATEGIC COMMITMENTS**

The Strategic Planning Task Force, composed of Camp Fire council and national staff, board members, and youth, identified universal goals, called "strategic commitments." These will focus our mission and amplify three pillars central to the Camp Fire experience.

The pillars are key aspects of Camp Fire's program framework and serve as a foundation of the organization's past, present, and future:

- ✕ Diverse, equitable environments that are inclusive of all young people;
- ✕ Adults who prioritize youth;
- ✕ Experiential learning in, for, or about the community or outdoors.

They align and support Camp Fire's statement of inclusion:

Camp Fire believes in the dignity and the intrinsic worth of every human being. We welcome, affirm, and support young people and adults of all abilities and disabilities, experiences, races, ethnicities, socio-economic backgrounds, sexual orientations, gender identities and expressions, religion and non-religion, citizenship and immigration status, and any other category people use to define themselves or others. We strive to create safe and inclusive environments that celebrate diversity and foster positive relationships.

We recognize every young person deserves the opportunity to embark on the Camp Fire journey and can develop essential skills and mindsets that have long-term benefits and make a positive societal impact. These are the outcomes articulated through our program framework that we measure to hold ourselves accountable.

THE CONNECTION TO

social emotional learning

Camp Fire's 18-month strategic plan focuses and amplifies three core pillars of the Camp Fire experience, outlined in our program framework that support social and emotional development: co-creating of diverse, equitable environments that are inclusive of all young people; relationship-building with adults who prioritize youth; and experiential learning opportunities in, for, or about the community and outdoors.

These pillars rest upon a rich and growing body of research from the National Equity Project,¹ CASEL², and others, that show that social and emotional development is a mechanism for increasing equity. This is done by creating inclusive learning environments where all young people experience a sense of belonging and community, have agency to shape the content and process in Camp Fire programs, recognize their full potential, and develop skills to change the world. At Camp Fire, we take a whole child approach by intentionally creating the environment, experiences, and relationships needed to ignite potential in every youth participant.

We recognize every young person deserves the opportunity to pursue their passions, embark on a journey of self-discovery, and is capable of developing the essential skills and mindsets that have long term benefits and make a positive societal impact, that are articulated through our program framework.

1 nationalequityproject.org/

2 casel.org/

Camp Fire's approach to social emotional learning is designed to support diversity, equity, inclusion and access in the following ways:

- ✕ Social emotional learning recognizes and invites in the wide range of identities and assets program participants and staff bring to Camp Fire programs.
- ✕ Social emotional learning is a pathway to youth voice, agency and action. In Camp Fire, young people develop the skills necessary to create a more just and equitable world.
- ✕ Professional development focused on social emotional learning provides a lens for adults to reflect on their own social and emotional skill sets, gain tools for reflection on systemic and individual biases and inequities, and engage in culturally-responsive practices.
- ✕ Social emotional development is a team effort. Camp Fire establishes authentic partnerships with young people, schools, families, and community-based organizations to understand and support the cultures, values, and lived experiences of program participants.
- ✕ Camp Fire acknowledges that most social emotional learning standards are rooted in Eurocentric norms. We actively work to integrate new and emerging best practices.

Why does this matter? At Camp Fire, we recognize that both access to and success in our programs requires intentional efforts and actions to cultivate respect, break down systemic barriers, and address injustice head-on. Our partners at Search Institute found that young people's perceptions of their environment as being welcoming and inclusive directly affects the quality of their school and program experiences. Emerging findings from the Developmental Relationships Survey Project reinforce that developmental relationships and diversity, equity, and inclusion are critical factors that underpin social-emotional development.

FIVE-YEAR *Vision*



We are committed to creating a sustainable organization to serve the youth and families of the present and future. We will do this by offering programs where every young person can be their whole self and connect with others and nature in a safe, affirming environment. We will strive to break down structural barriers and increase access to opportunities that allow youth, families, and whole communities to thrive.

To work towards this vision, we believe in becoming an equity-focused organization. We will act and hold ourselves accountable to five strategic commitments.



STRATEGIC COMMITMENTS

1. Advance diversity, equity, inclusion and access
2. Engage in actively anti-racist practices
3. Address and end cultural appropriation
4. Honor the power of young people with meaningful participation in decision-making
5. Promote environmental stewardship and action








advance

DIVERSITY, EQUITY, INCLUSION (DEI) AND ACCESS

We believe that all youth deserve to be seen, heard, and valued, so that they can live today and in the future as their full selves. This is Camp Fire's basic promise to our participants. To deliver on this basic promise, we strive to create safe and inclusive environments for Camp Fire youth while removing the barriers that keep some from full participation in our programs. These environments are created and evaluated intentionally and deliberately. Our commitment to advance diversity, equity, inclusion, and access within our organization is a commitment to action.

To actualize our commitment, Camp Fire National Headquarters will...

-  Author a clear mission, vision and goals that supports the "Promise" while including language related to advancing diversity, equity, inclusion and access.
-  Develop and implement a professional development plan that increases council knowledge, awareness, and urgency related to diversity, equity, inclusion and access.
-  Design a template and suggestions for tracking DEI measures of progress for Camp Fire National Headquarters and councils to utilize.
-  Provide a toolkit and guidance to support Camp Fire councils to assess community needs and contribute to collective impact.
-  Adopt unified child safety policies, practices and procedures across the Camp Fire network to ensure the protection of all youth served.







engage

IN ACTIVELY ANTI-RACIST PRACTICES

Being an anti-racist organization is not a static process. We—staff, volunteers, funders, youth, parents, partners—must commit to it each and every day. There are no shortcuts. Organizational commitment to anti-racist practices means that we at Camp Fire are not merely signaling support for anti-racism. We are doing the engagement work to proactively counteract social inequities.

To actualize our commitment, Camp Fire National Headquarters will...

-  Articulate clear, consistent messaging on organizational values related to equity and metrics to determine what it means to be an anti-racist organization.
-  Offer training that is tailored to the Camp Fire network on anti-racist practices.
-  Build organizational capacity to recruit and retain racially diverse staff and board members across the Camp Fire network.
-  Identify partnerships that embody and represent the lived experiences of BIPOC youth.

3.

address

AND END CULTURAL APPROPRIATION

A primary mechanism of cultural appropriation is power, especially when dominant-culture organizations trivialize and adopt aspects of other cultures without proper attribution, consent, or benefit to the people and cultures from which they were taken. Given Camp Fire's history of homogenizing indigenous symbols, words, and practices, it is imperative that we examine our responsibility in continuing to halt the misrepresentation and exploitation of Native American and Indigenous people and their cultures.

To actualize our commitment, Camp Fire National Headquarters will...

- ✕ Conduct further exploration of Camp Fire materials and council practices for cultural appropriation.
- ✕ Design and implement a professional development plan for councils in order to deepen understanding of cultural appropriation and culturally responsive programming.
- ✕ Work with indigenous communities to determine how to acknowledge and address harm.
- ✕ Develop a self-assessment tool to assess for cultural appropriation at the council level.
- ✕ Design and implement a youth-driven process to revise rewards and recognition items.
- ✕ Articulate minimum expectations for councils and identify a road map for programmatic changes to be accomplished in the next 18 months, and then, over the next five years.

4.

honor

THE POWER OF YOUNG PEOPLE WITH MEANINGFUL PARTICIPATION IN DECISION-MAKING

Racism, exclusion, inequity, and cultural appropriation are human-made. And they can be unmade. Camp Fire is an organization that exists for young people and we believe in sharing power and giving ownership to young people to create the program, organization, and world they desire. We do this by prioritizing youth participation in decision-making, both in our organization and in their lives more broadly.

To actualize our commitment, Camp Fire National Headquarters will...

- ✕ Conduct an audit of current youth voice and leadership opportunities and challenges within Camp Fire network to define a roadmap for change.
- ✕ Identify a clear purpose for the National Youth Advisory Cabinet and launch recruitment efforts.
- ✕ Upon completion of the above two objectives, create and curate tools, materials and training for councils about how to amplify youth power and action through programs, activities and governance structures.
- ✕ After completing the above objectives, designate a staff person at the national office to provide support and coaching on youth power and action.

5.

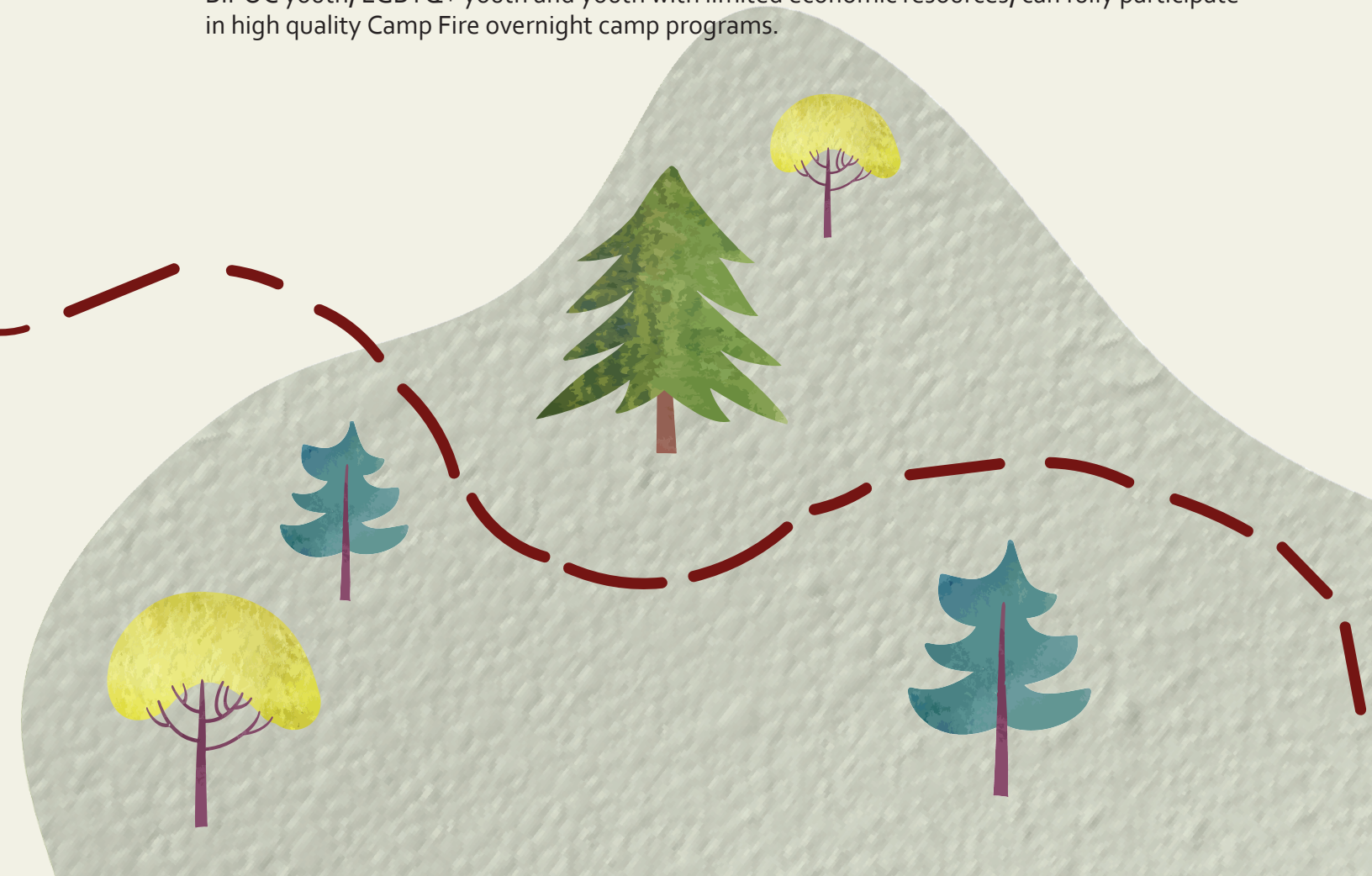
promote

ENVIRONMENTAL STEWARDSHIP AND ACTION

Connecting young people to nature has been a core aspect of Camp Fire programs since 1910. We recognize the realities of identity, power, and agency inform the environmental issues affecting young people and communities. Camp Fire strives to create opportunities for young people to connect with and learn about nature and advocate for environmental justice in their own communities. By promoting environmental stewardship and justice, Camp Fire is acting within and toward a framework of social justice while youth learn how to engage and contribute to the world around them.

To actualize our commitment, Camp Fire National Headquarters will...

- ✕ Identify and elevate council best practices and programs related to environmental stewardship and action.
- ✕ Upon completion of the above objective, align current programmatic efforts to environmental stewardship and action.
- ✕ Create tools, curricula and competency-based training on how to integrate environmental stewardship and action based on findings from the above objectives.
- ✕ Scale the Camp Accessibility, Meaningful Participation, and Equal Representation (C.A.M.P.E.R.) Initiative across an additional 7-10 councils to ensure that youth with disabilities, BIPOC youth, LGBTQ+ youth and youth with limited economic resources, can fully participate in high quality Camp Fire overnight camp programs.



glossary

ACCESS: Access refers to a person's ability to enter into and participate fully in a physical or social setting. It's helpful to imagine a building with a lock on the door. The lock creates a barrier preventing access to the building. There are many barriers, both physical and social, that keep different types of people from having access to the world around them.

ANTI-RACIST: Actively and intentionally working to end racism. This includes commitment to listening to and lifting up voices of color, recognition that Black, Indigenous, and People of Color do not have equitable access or representation and ALWAYS taking action in the face of racial injustice. Anti-racism is an active process and practice and cannot be passively practiced.

BIPOC: Acronym for Black, Indigenous, People of Color.

**CITIZENSHIP/
IMMIGRATION STATUS:** Immigration status refers to the way in which a person is present in the United States. *Everyone* has an immigration status. Some examples of immigration status include: US Citizen, Legal Permanent Resident, Conditional Permanent Resident, Asylee, and Non-immigrant.¹

COLLECTIVE IMPACT: Describes multiple people, groups, or organizations working together to achieve a common goal, to maximize the impact of their collective efforts.

**CULTURAL
APPROPRIATION:** Refers to a particular power dynamic in which members of a dominant culture take elements from the culture of people who have been systemically oppressed by that dominant group.²

✕ The use of one culture's elements by a group or individual who does not belong to that culture. The adoption of these elements from another culture typically occurs without the consent of the people who belong to that culture and who have been historically marginalized.

✕ Acts of appropriation and their implications are not determined by the intent or awareness of those engaged in such acts but are instead shaped by, and in turn shape, the social, economic, and political contexts in which they occur.

✕ Undoing the harm that has been caused by cultural appropriation requires engaging in dialogue with individuals and communities that have been impacted.

DISABILITY: Physical, mental, emotional, or cognitive differences that impact a person's daily life and for which barriers often exist.

DISCRIMINATION: The act of treating an individual or group differently, most often unjustly, based on pre-judgments and opinions.

DIVERSITY: The presence, recognition, and celebration of differences. Diversity focuses on representation. Some examples of social differences are race, gender identity or expression, sexual orientation, disability, religion, socioeconomic status, age, language and culture.

ENVIRONMENTAL STEWARDSHIP: The responsible use and protection of the Earth through nature conservation, education, and sustainable practices.

ETHNICITY: Describes a person's cultural expression or place of origin.

EQUALITY: The Oxford Dictionary defines equality as, "The state of being equal, especially in status, rights, and opportunities."

Equality focuses on sameness in rights, resources, and opportunities without recognizing that barriers still exist for people who do not fit historically social defaults.³

EQUITY: The Oxford Dictionary defines equity as, "The quality of being fair and impartial."

Often erroneously compared to equality, equity focuses on creating opportunities for everyone's success through meeting individual needs rather than providing a one-size-fits-all solution. Equity recognizes that the playing field itself is not always equal and strives to remove barriers and provide support to increase everyone's opportunity for success.

Camp Fire's working definition of equity is "all youth participating in programs, hosted by Camp Fire councils, feel welcome, emotionally affirmed, and physically comfortable, especially those whose circumstances limit their opportunities for quality youth development experiences."

EQUITY FOCUSED: To actively place equity at the forefront of one's mission, committing to actionable change and accountability.

A race-equity culture (aka equitable institution or equity focused organization) is focused on proactive counteraction of social and race inequities inside and outside the organization.

A race-equity culture is one where: ⁴

- ✗ Leadership ranks hold a critical mass of people of color
- ✗ Staff, stakeholders, and leaders are skilled at talking about race, racism, and their implications
- ✗ Programs are culturally responsive and explicit about race, racism, and race equity
- ✗ Communities are treated as stakeholders, leaders, and assets to the work
- ✗ Evaluation efforts incorporate the disaggregation of data
- ✗ Expenditures reflect organizational values and a commitment to race equity
- ✗ Continuous improvement in race equity work is prioritized

GENDER IDENTITY: An individual's sense of their own gender.

- GENDER EXPRESSION:** The way in which an individual presents their gender outwardly to the world, made up of socially constructed cues like hair, clothing, makeup, and mannerisms.
- INCLUSION:** Inclusion is actively creating spaces that not only represent diversity but create a sense of belonging and value. Unlike diversity, inclusion is about more than representation, it is about involvement and belonging. Camp Fire’s statement of inclusion reads:
- Camp Fire believes in the dignity and the intrinsic worth of every human being. We welcome, affirm, and support young people and adults of all abilities and disabilities, experiences, races, ethnicities, socio-economic backgrounds, sexual orientations, gender identities and expressions, citizenship or immigration status, religion and non-religion, and any other category people use to define themselves or others.*
- NON-RELIGION:** Not belonging to a specific system of worship or faith.
- OPPRESSION:** The exercise of authority and power in an unjust, unfair manner that prevents certain people or groups from having opportunities for freedom or advancement.
- PREJUDICE:** Prejudice literally means to “pre-judge”. Prejudice is a personal pre-conceived opinion not based on facts that often plays out in irrational fear, hostility, and negative views toward people perceived to be members of a particular group. Prejudice can be exercised by anyone, regardless of power. For example, racial prejudice is the irrational pre-judgement of an individual or group based on the color of their skin or perceived race.
- RACE:** Race is a social construct used to categorize people based on physical characteristics such as skin color and hair texture.
- RACISM:** Rooted in power, racism is a system of advantage and oppression based on race. Racism is the use of power of a dominant group to shape society by perpetuating racial prejudice and discrimination through institutional policies and practices. Racism is different than racial prejudice because of the power and advantage granted to the dominant group to shape systems and structures.
- SYSTEMIC RACISM:** Systemic racism refers to the policies and practices that create systems and structures that disadvantage people of color. An example of systemic racism is the wealth gap. In 2010 Black Americans made up 13% of the population, but only had 2.7% of the country’s wealth. Another example is employment in America. Black unemployment in America is steadily twice that of white Americans, and several studies have shown that people with “white sounding names” are more than 50% more likely to receive a callback from a potential employer.⁵
- RELIGION:** Belief in or adherence to a specific system of worship or faith.
- SEXUAL ORIENTATION:** Describes a person’s sexual, and often romantic attraction.
- SOCIO-ECONOMIC STATUS:** Describes the social and economic factors that are currently known to have predictive outcomes.

STRUCTURAL BARRIER:

Obstacles that disproportionately affect a group which collectively limits access or perpetuates predictable outcomes based on social identities. Some examples of structural barriers would be:

- ✘ A building without wheelchair access represents a structural barrier preventing access to anyone using a wheelchair. On a larger scale, the lack of compliance checks, accountability, and enforcement of disability law perpetuates these barriers and becomes a structural barrier on its own.
- ✘ Degree requirements that prevent people without access to higher education from applying for certain jobs.
- ✘ Identification/income requirements to access social services can be a barrier for people without documentation. The amount of time, money, and resources required to obtain identification are also barriers.

THRIVING:

A forward, purposeful motion towards achieving one's full potential. At Camp Fire we want to see youth thrive, and we provide them with some critical tools to help them do so, including Sparks, Growth Mindset, Goal Management (GPS), and Reflection skills. Camp Fire uses a framework created in partnership with the Thrive Foundation For Youth called Thrive(ology) to ensure youth have the tools and support to thrive.

WHITE SUPREMACY:

The belief that white people are superior and therefore should have total advantage and control over society. While not rooted in fact, white supremacy seeks to uphold systemic racism and oppression of people of color.

YOUTH VOICE:

Youth voice is a phrase that encompasses the belief that young people should be able to have the agency and necessary tools to identify their needs and take action to meet them. Camp Fire believes programs for young people should be guided by input from young people themselves.

1 National Latino Network (<https://nationallatinonetwork.org>)
2 Working definition created for Camp Fire in partnership with Thrive Paradigm (<https://www.thriveparadigm.com>)
3 Oxford Dictionary
4 Based on Equity in the Center's Race Equity Cycle (<https://equityinthecenter.org/aww>)
5 Race Forward (www.raceforward.com)