

JACK & BUENA FOUNDATION / CAMP JACK HAZARD

STRATEGIC PLANNING SURVEY SUMMARY

Survey Participant Information

Date Span: Dec 17, 2023 – Feb 1, 2024

Number of Respondents: 44

Date of Final Summary: March 21, 2024

Respondent Relationship to CJH/JBF (Can belong to more than one category):

81.8% Camp Alumni (36)

29.5% Parent of current or past camper/staff (13)

27.3% CJH/JBF Supporter (12)

22.7% Current/Former JBF Board Member/Founder (10)

15.9% Current Camp Staff (7)

Question 1: A Mission Statement describes the primary goal or purpose of an organization. How would you describe the goal or purpose of Camp Jack Hazard? Why does it exist? (Top Themes of 43 Responses)

#	%	THEME
30	69.8%	RESPONSE RELATED TO PERSONAL/CHARACTER GROWTH/VALUES: Empowerment, Self-Reliance, Confidence, Independence, Personal Challenge, Character, Core Values, Self-Discovery, Self-Reflection, Spiritual Growth, Grow Mind & Souls
25	58.1%	NATURE CONNECTIONS/LEARN ABOUT NATURE: Connect with Nature, Foster Love of Outdoors, Learn about Nature, Learn to Take Care of World, Environmental Stewardship
22	51.2%	COMMUNITY/FRIENDSHIP/SOCIAL RELATIONSHIPS: Friends, Social Connections, Community or Communal Living, Cooperation, Teamwork, Belonging
21	48.8%	YOUTH DEVELOPMENT/EDUCATION/GUIDANCE: Guide/Educate Youth, Support Healthy Youth Development, Prepare Youth for Adulthood
18	41.9%	NEW EXPERIENCES/MEMORIES/ADVENTURES: New Experiences, New Skills, Foster Curiosity, Transformative Experiences/Memories
12	27.9%	UNIQUE WILDERNESS SETTING: Unique Natural Setting, Preserving Natural Setting, Be in the Mountains
7	16.3%	OUTDOOR SKILL EDUCATION/EXPERIENCES: Backpacking/Mountaineering/Outdoor Ed/Wilderness Survival
6	14.0%	INCLUSION/DIVERSITY: Bring together folks with different backgrounds/diversity
5	11.6%	LEADERSHIP: Specific Mention of Leadership/Creating Future Leaders
5	11.6%	SAFETY/A SAFE PLACE FOR EXPRESSION
5	11.6%	FUN
4	9.3%	UNPLUG FROM TECHNOLOGY
3	7.0%	PRESERVE TRADITION

Question 2: Why do you believe in and/or support CJH? (42 Responses)

#	%	THEME
25	59.5%	PERSONAL EXPERIENCE/IMPACT ON MY LIFE: Made Me Better Person, Helped Make Me Who I Am, Helped Me During a Hard Time in My Life, Sparked Career Interest with Kids/Education
21	50.0%	IMPACT ON YOUTH/MY CHILD/FAMILY/OTHERS: Changing Lives, Provide Opportunities Not Usually Available, My Kids Love It
14	33.3%	NATURE EDUCATION/LOVE FOR OUTDOORS: Environmental Stewardship, Appreciation/Respect for Nature, Learning about nature/the world
13	31.0%	PERSONAL GROWTH/CONFIDENCE/INDEPENDENCE: Rag Program, Build Confidence, Take Risks, Step Out of Comfort Zone, Practical Skills
11	26.2%	SOCIAL RELATIONSHIPS/CAMP COMMUNITY/FRIENDSHIPS: Relationships, Trust, Camp Family, Safe Place to Return To
6	14.3%	THE MAGIC OF CAMP/LOVE FOR CAMP
3	7.1%	LEADERSHIP SKILLS
2	4.8%	FUN/JOY
1	2.4%	THE PASSION OF STAFF
1	2.4%	THE HISTORY OF CAMP
1	2.4%	BEING UNPLUGGED

Question 3: What issues hold you back from supporting CJH? (43 Responses)

#	%	THEME
9	20.9%	NOTHING OR N/A
9	20.9%	PERSONAL FINANCIAL LIMITATIONS
8	18.6%	TIME/FAMILY/HEALTH/OTHER OBLIGATIONS/PERSONAL FOLLOW-THROUGH
5	11.6%	PHYSICAL DISTANCE FROM CJH
5	11.6%	LACK OF DIVERSITY/ NEED INCREASED FOCUS ON INCLUSION: Need more accessibility, radical inclusion practices
4	9.3%	STAFF ORGANIZATIONAL/LEADERSHIP/COMMUNICATION ISSUES: Need to improve training, professional communication, leadership style, constructive feedback, staff/director dynamics, safety, last minute scheduling issues/changes, additional help with challenging campers/cabins.
3	7.0%	LOST PERSONAL CONNECTION TO CAMP OVER TIME
2	4.7%	NEED FOR SITE IMPROVEMENTS: Taste of Water, Need for Potable Water Stations, Handicap Accessibility, Update Kitchen, Update Cabins, Safety of Programs (Archery)
2	4.7%	BOARD ISSUES: Lack of Regular/Clear Reports on Board Finances/Business, Lack Board Engagement, Lack of Strategic Planning/Clear Goals, Concern of long-term survivability
1	2.3%	PERCEIVED SAFETY CONCERNS: Assurance all staff are background checked (which is done)/pose no risk to kids, desire for pics/bios of counseling staff on website
1	2.3%	TOO POLITICALLY MOTIVATED
1	2.3%	CAMP REGISTRATION PROCESS/COMMUNICATION DURING PROCESS
1	2.3%	LACK OF OFF-SEASON EMPLOYMENT OPPORTUNITIES

Question 4: If you could change one thing that would increase your support of CJH what would it be? (43 Responses)

#	%	THEME
6	14.0%	IMPROVE COMMUNICATION & MARKETING: Invest in hires for marketing/outreach to schools and organizations, regular newsletter, camper/parent testimonials, share stories on experiences, increase staff/camper recruitment outside of the valley
6	14.0%	INCREASE PERSONAL FINANCES
5	11.6%	INCREASE VOLUNTEER OPPORTUNITIES/SPECIFIC OPPORTUNITIES TO GET INVOLVED: Both in-person and remote volunteer opportunities to let folks use their time and skills, with a focus on public relations, fundraising, planning, ethics, scholarships, community partnerships, and connecting parents
5	11.6%	NOTHING/NOT SURE/DON'T KNOW
4	9.3%	UPDATE/UPGRADE FACILITIES/CABINS/WATER SYSTEM
4	9.3%	LIVE CLOSER TO CAMP
4	9.3%	HAVE CLEAR STRATEGIC PLAN/LONG-TERM PLANNING
4	9.3%	GIVE REGULAR FINANCIAL UPDATES: Shared Financial Reports, Info on how Donations are used
3	7.0%	IMPROVE STAFF/DIRECTOR TRAINING/MANAGEMENT SKILLS: Formal management instruction/training, regular performance reviews, better communication about schedule changes and management issues, timely professional communication, more positive encouragement
3	7.0%	HAVE A MORE FUNCTIONAL BOARD/ INCREASE BOARD ENGAGEMENT
2	4.7%	HAVE MORE TIME TO VOLUNTEER
2	4.7%	IMPLEMENT DIVERSITY INITIATIVES: Better Support Campers/Staff of Color, Diversify leadership
1	2.3%	HIRE MORE DIRECTORS/UPPER MANAGEMENT STAFF: More hires to prevent folks from being overworked, more staff to handle scheduling/computer/staffing tasks
1	2.3%	HAVE HEALTHY BALANCE OF CAMPERS FROM DIFFERENT SOCIOECONOMIC BACKGROUNDS
1	2.3%	IMPROVE CONNECTION TO CAMP
1	2.3%	HAVE BETTER TRAINED OFFICE STAFF
1	2.3%	HAVE OFFSEASON EMPLOYMENT OPTIONS
1	2.3%	MORE EMPHASIS ON CHRISTIAN FAITH
1	2.3%	FOLLOW THROUGH
1	2.3%	COST OF CAMP

Question 5: What factors (internal or external) are HELPING CJH achieve its goals?
 (40 Responses)

#	%	THEME
15	37.5%	GREAT STAFF: passion, cohesion, leadership, training, love of working with kids, dedicated, hardworking, love of outdoors, safety training
12	30.0%	JASON/EXECUTIVE DIRECTOR: Leadership of organization, initiative, passion, efforts, fundraising, community relationships
12	30.0%	ALUMNI & PARENT CAMP COMMUNITY ENGAGEMENT: Support, Volunteer Efforts, Reunions, Events,
6	15.0%	FUNDRAISING: Generous Donors/Community Partnerships/Grants/Fundraising
5	12.5%	CAMP'S UNIQUENESS: Rustic, Mountain Location, Non-Affiliated, Range of Outdoor Activities, Backpacking, Rag Program, Character Building
5	12.5%	CAMP HISTORY/TRADITIONS: Rich History/Maintaining tradition/intentions of founders/developed culture
4	10.0%	JBF ORGANIZATION AND BOARD: Engagement, Policies and Support
4	10.0%	NONE/DON'T KNOW
3	7.5%	PROGRESSIVE VISION: Future forward visions, forefront of developing youth camp policy, evidence-based practice, new staff ideas
3	7.5%	CAMPERSHIP/SCHOLARSHIP PROGRAM: Enabling access to all
2	5.0%	PASSION AND LOVE FOR CAMP
2	5.0%	CAMP COMMUNICATION: Social media, Photography, Parent Updates, Marketing, Public Relations
2	5.0%	FACILITY/FACILITY UPGRADES
1	2.5%	RESILIENCY
1	2.5%	PARTNERSHIPS WITH WILDERNESS ORGANIZATIONS/FOREST MANAGERS/INTEREST GROUPS
1	2.5%	HAPPY KIDS/CAMPERS

Question 6: What factors (internal or external) are holding CJH back from achieving its goals? (37 Responses)

#	%	THEME
12	32.4%	FINANCES/THE ECONOMY/LACK OF AFFORDABILITY
7	18.9%	LACK OF MARKETING/OUTREACH/AWARENESS/ADVERTISING/ENGAGEMENT: Need better marketing in schools, organizations, community engagement, diverse social media outlets, year-year promotional events, functions to spread the word
7	18.9%	NONE/DON'T KNOW
6	16.2%	LACK OF OFF-SEASON OR YEAR-ROUND PROGRAMS: Seasonal nature of CJH, need for diversification of programs, short time window to prep site, run programs, break-down site.
6	16.2%	STAFFING CHALLENGES: recruitment, retainment, lack of support, overburdened staff, risk of staff/director burnout/lack of passion, lack of training/organization, staff housing challenges, unjust changes to staff policies without staff input, staff pay, recruitment, retention, desire to allow alumni volunteers onto committees to provide training and oversight during summer
4	10.8%	NEEDED FACILITY UPDATES: Outdated site, cabins need to be brought into this century, need to balance rustic nature with expectations of today's families, not winterized
4	10.8%	LACK OF BOARD/VOLUNTEER INVOLVEMENT & FOLLOW-THROUGH: Need more consistent volunteer/board/committee involvement
3	8.1%	NATURAL DISASTERS/DISRUPTIONS: Wildfires, COVID, Bark Beetles, Climate/Water Issues
3	8.1%	NEED FOR MORE/YEAR-ROUND STAFFING NEEDED
2	5.4%	COSTS OF RUNNING CAMP: insurance, transportation
2	5.4%	LACK OF STRATEGIC/FINANCIAL PLANNING
1	2.7%	INSULAR COMMUNITY
1	2.7%	MEMBERS HOLDING ONTO TRADITIONS AND PREVENTING CAMP FROM PROGRESSING/ EVOLVING
1	2.7%	PARENTS' FEAR OF LETTING CHILDREN GO
1	2.7%	FOREST LAND MANAGEMENT/GOVT POLICIES
1	2.7%	"HAZARD" IN THE NAME OF THE CAMP
1	2.7%	LACK OF RISK MANAGEMENT PLANS & CONTINGENCIES
1	2.7%	COMPETITION FROM OTHER CAMPS: Consider new programs/features to draw in new campers
1	2.7%	CHANGING DEMOGRAPHICS: Makes it hard to support diversity

Question 7: Over the next five years, what goals or initiatives would you like to see CJH prioritize? Try to brainstorm at least 3 specific, measurable goals. (41 Responses)

#	%	THEME
11	26.8%	FACILITIES INVENTORY/UPDATE CAMP BUILDINGS & FACILITIES: Complete facilities Inventory of all deferred/planned maintenance with estimated costs to bring all facilities up to safe operational standards by June 2024, update cabins, shower house, nurses house, add permanent staff housing, art building, kitchen, more tent cabins, increased physical accessibility for disabilities
10	24.4%	EXPANDED SUMMER/OFF-SEASON PROGRAMMING & ENGAGEMENT: Extend and diversify camp season beyond current offerings to potentially include specialized camps, training workshops, events catering to different ages, interests, skill levels. Regular online/community talks/presentations, CJH University, a YouTube Channel, free wilderness/character building courses, winter camp, parent/toddler camp
8	19.5%	WATER SYSTEM REPLACEMENT
8	19.5%	FOCUS ON OPPORTUNITY, DIVERSITY, EQUITY, & INCLUSION AMONG CAMPERS AND STAFF: Efforts to recruit diverse cultural, racial, economic, gender, sexual orientation, ability, linguistic groups, provide staff training and support on inclusive practices
7	17.1%	FINANCIAL STABILITY & FUNDRAISING: Increase fundraising, grow finances, more financial stability: diversify revenue streams, fundraising initiatives, grant applications, alumni circles/groups with fundraising challenges, corporate sponsorships, multiyear foundation grants, create endowment/capital fund/rainy day fund
7	17.1%	INVEST IN COMPREHENSIVE OUTREACH, MARKETING, AND COMMUNITY ENGAGEMENT PLAN: Consistent branding, increased online presence, community events, services to other nonprofits, branding for CJH presence/awareness
5	12.2%	INCREASE/MAINTAIN CAMPER/LIT ENROLLMENT, RECRUITMENT, AND RETENTION
5	12.2%	INCREASE/MAINTAIN STAFF RECRUITMENT, AND RETENTION
5	12.2%	IMPROVE STAFF TRAINING, FEEDBACK & EVALUATIONS: Better staff training on mental health, bullying, gender sensitivity, conflict management, group dynamics, mental health training, Regular meetings between directors, head counselors, counseling staff at least once per summer, ideally once per session, feedback surveys for directors/program/counseling staff by other staff/volunteers/campers, physical therapy consult/training for counseling staff
6	14.6%	BUILD JBF FULL-TIME STAFF, BOARD & DIVERSIFY LEADERSHIP: Identify and create internships to train future CJH/JBF executive-level leaders, including grant writers, recruit new board members, ensure engagement of board
4	9.8%	FOCUS ON ENVIRONMENTAL SUSTAINABILITY: Address increasing threat of climate change, invest in solar power, leave no trace initiatives
4	9.8%	COMMUNITY/CORPORATE PARTNERSHIPS: with Schools, County Office of Ed, Social Services to expand camp programming referrals/options, private corporations
3	7.3%	INCREASED COMMUNICATION: Regular newsletter on finances, advertising that staff are background checked/live-scanned, counselor/staff pictures/bios on website
3	7.3%	INCREASE CAMPERSHIP OPPORTUNITIES (with options for both low- and middle-class families who can't afford camp)
2	4.9%	GROW SUPPORT BASE: Alumni, Parents, Community Supporters
2	4.9%	IMPROVE FOOD, MORE FOOD OPTIONS: Include both healthy and fun foods too that kids enjoy while away from home, maybe with input from campers
2	4.9%	CAMPER-LED FUNDRAISERS: Ways for campers to fundraise for their camp tuition (like old toffee peanut sales, coupon books, chocolates)

2	4.9%	FURTHER INCREASE SECURITY AND SAFETY OF CAMP: Continue to revisit and revise protocols for disasters, crises, zero tolerance for serious staff transgressions
2	4.9%	CREATE OUTLINE/LIST OF DESIRED CAMPER OBJECTIVES: List each camper should acquire (outdoor skills, experiences, core values, skills, nature knowledge, leave no trace)
2	4.9%	INCREASE TECHNOLOGY INTEGRATION: Online registration, virtual camp tours, camper experience reels (think go pro), Communication between staff and counselors on overnights.
2	4.9%	EXPAND RENTAL GROUPS: School groups, youth sports, company retreats, group bonding, off mountain events, adult retreats (yoga/music)
2	4.9%	CONDUCT STRATEGIC PLAN/NEEDS ASSESSMENT of Resources, Knowledge, Skills, and Experiences to Conduct CJH Business according to non-profit best practices by end of 2024
2	4.9%	IMPROVE FINANCIAL MANAGEMENT: Consult with nonprofit finance expert to develop quarterly financial statements /reports, audit of statements, internal controls, and processes, long-term financial plan, finance policy document approved by board that all staff/volunteers are trained to follow
1	2.4%	SUCCESSFUL 100 YEAR CELEBRATION
1	2.4%	PRESERVATION OF CJH TRADITIONS AND FACILITIES
1	2.4%	INCREASED FOCUS ON GOD/RELIGION/RAGGER PROGRAM
1	2.4%	MORE TIMELY DISTRIBUTION OF CAMP SCHEDULES TO COUNSELORS: Finalized three days before campers arrive

Question 8: The Jack & Buena Foundation (JBF) is the parent nonprofit organization that runs CJH. How would you describe the goal or purpose of JBF? (39 Responses)

#	%	THEME
18	46.2%	SUPPORT CJH: Help Sustain/Maintain/Grow CJH, Ensure camp survives, Provide backbone for camp, Assist with Day to Day Operations, Administrative Support
12	30.8%	ENSURE FINANCIAL SECURITY FOR CAMP: Fundraising/funding/maintain financial health for camp, Fund scholarships, camperships
6	15.4%	PROVIDE OPPORTUNITIES FOR DIVERSE YOUTH: Provide equal access, create unique, valuable, safe opportunities for youth
4	10.3%	OUTREACH: Community Outreach, Connect Alumni, and promotion
4	10.3%	MAINTAIN TRADITIONS/VALUES: Maintain traditions/values of camp
3	7.7%	STRATEGIC PLANNING: Set Goals, Direction, Policy Making, Concerns about lack of planning/foresight
2	5.1%	UNCLEAR: Unclear on differences between JBF and CJH

Question 9: JBF has a set of core values that guide its board members and staff. What core values do you think the foundation should prioritize? (34 Responses)

#	%	THEME
11	32.4%	INCLUSION/DIVERSITY: Inclusivity/Diversity/Opportunities for All/Access/Acceptance
11	32.4%	HONESTY/INTEGRITY/TRANSPARENCY: Honesty/Integrity/Morality/Values/Trust
8	23.5%	RESPONSIBILITY: Responsibility/Accountability/Reliability/Responsiveness/Service to youth and communities,
7	20.6%	CARING: Compassion/Empathy/Caring/Kindness/Philanthropy and Giving
7	20.6%	TRAINING/LEARNING: Learning/Education/Leadership Training/Educational Programming/Self-awareness/growth-mindset
6	17.6%	COMMUNITY: Collaboration/Cooperation/Teamwork/Belonging/Community/Unity
5	14.7%	NATURE/OUTDOOR LOVE/APPRECIATION/RESPECT
5	14.7%	FUN: Fun/Play/Happiness
5	14.7%	FUTURE GOAL SETTING/PLANNING: Preparation/Strategic Thinking/Critical Thinking/Foresight
4	11.8%	COURAGE & RESILIENCE: Resilience/Endurance/Fortitude/Courage/Adaptability
4	11.8%	FISCAL HEALTH: Fiscal Security/Sustainability/Longevity
4	11.8%	RESPECT
4	11.8%	NOT SURE
3	8.8%	CHARACTER-BUILDING: Personal Challenge, Empowerment, Character Building, Self-Confidence
3	8.8%	SAFETY & WELLBEING
1	2.9%	STAFF RETENTION
1	2.9%	RAGGER'S CREED VALUES
1	2.9%	PRESERVE TRADITION

Question 10: What actions would you like to see the JBF Board or Staff take to better support CJH? (31 Responses)

#	%	THEME
9	29.0%	UNSURE/I DON'T KNOW
8	25.8%	STRATEGIC PLANNING/SET & ACT ON PRIORITIES: Complete strategic planning process, get clarity on foundation/board priorities, be present/active, have clear roles/responsibilities followed by accountability and follow-up
6	19.4%	IMPROVE COMMUNICATION: Improve or promote open communication, have more board visibility, increase public promotion of foundation and its values
5	16.1%	OUTREACH/MARKETING: More Community/Youth Outreach/Marketing, word of mouth marketing
4	12.9%	MORE DIRECT INVOLVEMENT WITH CJH STAFF: More involvement in day-to-day camp policies, responsibilities, decisions, camp staff training, regular contact/engagement with current CJH staff
2	6.5%	FUNDRAISING: Increase fundraising efforts
2	6.5%	CAMPERSHIPS: Increase camperships/support for kids
2	6.5%	RECRUIT DIVERSE STAFF, CAMPERS, ALUMNI
1	3.2%	CONTINUE DOING SAME THING
1	3.2%	CREATE STOREFRONT: Create Amazon Storefront of recommended items for campers
1	3.2%	IDENTIFY/ADDRESS DISCRIMINATION: Address any existing discrimination/mistreatment at camp
1	3.2%	RECOGNIZE VOLUNTEER EFFORTS
1	3.2%	FACILITIES IMPROVEMENTS

Question 11: Over the next five years, what goals or initiatives would you like to see the JBF prioritize? Try to brainstorm at least 3 specific, measurable goals.

(30 Responses)

#	%	THEME
11	36.7%	FINANCIAL SECURITY/FUNDRAISING INITIATIVES: Fundraise, Invest, Create Self-Sustainable Fund, Endowments, Sustaining Drives, Create Legacy Program, Secure more grants
8	26.7%	STRATEGIC PLANNING/ACCOUNTABILITY/TRANSPARENCY: Develop and publish strategic plan with input from community, integrate ideas from alumni/campers/other nonprofits/local government; develop short and long-term goals with ED reporting on progress towards goals each year
7	23.3%	COMMUNITY OUTREACH/PUBLICITY/PARTNERSHIPS: Increase Outreach, Publicity, Marketing, Community Partnerships, Better Advertise Campership Opportunities, Partner with schools/other nonprofits/local government for staff/camper recruitment and collaborative programs
6	20.0%	EXPAND/DIVERSIFY PROGRAMS: Expand Current Camp Programs, Develop Outside-of-Camp Programs/Events, Invest in Down-the-Hill Physical Program Site and Programs, Winter Programs, Parent/Toddler Programs
5	16.7%	IMPROVE DIVERSITY, ACCESS, & EQUITY: Ensure/Increase Inclusivity/Diversity, Create DEIB statement and mission, improve access for Diverse/Disabled/Special Need Campers with Site Modifications
5	16.7%	IMPROVE STAFF RECRUITMENT, TRAINING, & RETENTION: Promote Youth Leadership Training, Have Board Actively Engage in Staff Training & Feedback Process, Improve Training/Outsource Curriculum, Recruit Great Staff, Support Office Staff
3	10.0%	IMPROVE CAMP FACILITIES: New Ropes Course/New Vehicles/Staff Housing, Site Improvements
3	10.0%	MAINTAIN/HONOR TRADITIONS: Document/pass on camp traditions, Appoint Archivist or Historian to document/preserve camp history
3	10.0%	JBF BOARD EXPANSION: Expand JBF Leadership & Board Membership, Recruit Diverse Board Members, Recruit non-camp people for board members, Recruit influential/networked individuals to board
3	10.0%	ENROLLMENT: Increase/Maintain Camper Enrollment/Increase Camperships
3	10.0%	I DON'T KNOW/UNSURE
2	6.7%	MEASURE OUTCOMES: Participate in Research Programs, work with other agencies to measure needs and outcomes
1	3.3%	KEEP CAMP OPEN
1	3.3%	IMPROVE FOOD
1	3.3%	EMBRACE CHANGE

Question 12: If the JBF were to offer year-round youth development or leadership programming (outside of Camp Jack Hazard's summer programs), what would this look like? Where would this take place? (33 Responses)

#	%	THEME
11	33.3%	SPECIFIC TOPICS IN YOUTH DEVELOPMENT/LEADERSHIP/SKILL BUILDING: Leadership basics, outdoor ed, social emotional skills, communication, conflict management, bullying, resume building, public speaking/presentation skills, cooking, maintenance, etc. Could resemble old youth & government programs. Potentially during school breaks (winter, spring) or year-round, needed alternative/break from screen time, could be offered in Modesto/Sonora/Bay Area
8	24.2%	FORM PARTNERSHIPS WITH OTHER ORGANIZATIONS, SCHOOLS, COLLEGES, LIBRARY, AGENCIES, BUSINESSES: Borrow/rent meeting/event space, help recruit staff/children to programs and CJH, jointly develop outdoor recreation/youth leadership programs, youth could learn about career paths, volunteer opportunities, team up with police/sheriff/forest service for activities, outdoor education agencies
6	18.2%	OUTDOOR HIKES/EXCURSIONS: Regular short-term/weekend backpacking trips led by staff, day hikes, could be near camp, in valley, in bay area, or other local wilderness areas, could be a Pathfinders-like program
6	18.2%	INTENSIVE MINICAMPS/DAY CAMP/SCHOOL BREAK CAMPS: Mini-sessions with narrow/focused programming, arts/crafting/gaming camp, either at camp or in the Valley/Sonora/bay area, could be Winter/Spring break camps, weekend or long weekend camp
6	18.2%	AFTERSCHOOL OR WEEKEND PROGRAMMING
5	15.2%	TEAM BUILDING/COMMUNITY SERVICE ACTIVITIES/EVENTS: Volunteer opportunities, peer tutoring, other service opportunities on private property or rented space
4	12.1%	TRAINING WORKSHOPS/WEBINARS: Covering leadership, development, outdoor education/conservation/wilderness/leave no trace, survival skills/leadership
4	12.1%	NEED FOR OUR OWN LOCAL PHYSICAL FACILITY/SITE: Brick and mortar alternative site close to youth being served, possibly downtown Modesto, similar to old YMCA homebase for youth and families, offering afterschool/weekend programming
4	12.1%	TRAINING & VOLUNTEER COORDINATION WITHIN SCHOOLS: Offer programs within schools
2	6.1%	PREFER FOCUS ON CJH PROGRAMMING ONLY AT THIS TIME: Need to focus on/ improve camp programs before considering year-round programs
2	6.1%	WINTER CAMP AT CJH: Programming in winterized CJH setting
2	6.1%	OPEN HOUSE EVENT FOR FAMILIES AT CJH IN SPRING OR LOCAL CAMP ALONG EVENT
1	3.0%	CREATE OUR OWN CHARTER SCHOOL
1	3.0%	SHOULD BE IN A WILDERNESS SETTING: Emphasis on outdoor education and leadership
1	3.0%	ACCOMMODATING/ACCEPTING OF DIVERSE/QUIRKY KIDS
1	3.0%	FEEDER INTO OUR SUMMER CAMP PROGRAMMING: Have youth visit/volunteer/learn skills needed to work during the summer at CJH
1	3.0%	PARENT AND TODDLER PROGRAMS AT CJH
1	3.0%	WEEKLY MEET-UPS: Opportunity to connect, set goals, track progress, perhaps a similar structure to scouts
1	3.0%	USE SOCIAL MEDIA TO CONNECT STAFF, CAMPERS, ALUMNI: Instagram page take-over, day-in-the-life-of a CJH staff member, mini-lessons
1	3.0%	PROGRAMS WOULD HELP MAINTAIN CONNECTIONS/BONDS MADE AT CJH
1	3.0%	PILOT NEW PROGRAMS IN SMALL GROUPS: Need to gauge community interest and commitment first

Question 13: What other ideas or thoughts do you have about CJH or JBF that you want to share with the board? (28 Responses)

#	%	THEME
10	35.7%	GREAT JOB: Keep Up the Good/Outstanding Work, Amazed by all the Work/Changes, Pleased with Camp, Belief in the CJH Program
6	21.4%	THANKFUL: Thank You, Expressions of Gratitude
5	17.9%	NONE: No additional comments, nothing at this time
3	10.7%	USE ALUMNI: Use Experiences of Alumni as Metric/Stories of Success, Tap into their Knowledge Base, Use their Talents pertaining to nonprofit leadership, finances, marketing
3	10.7%	MEMORIES: Fond/Impactful Memories
2	7.1%	STRATEGIC PLANNING: Excited about Strategic Planning, Need to Improve Board Effectiveness/Agency, Consider Outside Consultation
1	3.6%	STAFF SELECTION & EXPECTATIONS: Set Clear Staff Expectations/Be Selective in Staff Hiring
1	3.6%	NEED TO IMPROVE PROFESSIONAL ATTITUDES & DEVELOPMENT
1	3.6%	CUSTOMER SERVICE: Emphasize making customers (campers and parents) happy
1	3.6%	ADVICE FOR CORPORATE SPONSORSHIPS
1	3.6%	CONSIDER SENIOR PROGRAMMING
1	3.6%	SELL CJH BRANDED FIREWOOD