**Camp Director 101**

Welcome to one of the most rewarding and most challenging professions there are! My hope is that you will find some of our discussion helpful and applicable to your setting, and maybe make your new role more rewarding and less challenging.

* How many of you in the room are camp directors?
* How many seasons have you been in this role, in your current setting?

**Data Collection**

In my role as a consultant to camps I have found that in far too many instances that data collection is either nonexistent or unclear. Many times, it has been left in the previous director’s head. So, I would suggest that you develop the following minimums:

On paper: The previous years’ invoices for all groups/events. Put them into a binder by month.

Monthly reports of income based on building usage and meals served:

* The report should name the groups, list buildings used, income amounts for meals and for lodging, total income from each group, number of people per group, and totals for the month.

Why? To see patterns, and to set goals

* Who has and who has not rebooked?
* What should we be expecting in income for the year (funds earned & contracts).
* The ability to know whether you are improving or declining.
* The ability to forecast when you need more or less staff.
* The ability to schedule time off.
* The ability to know when you need to offer more programs.

**Budget Norms Percentages**

What are financial norms?

Bookkeeping 3%, Year-Round Staff 46%, Seasonal Staff 8%, Program 2%, Food/Supplies 13.4%, Maintenance/Equipment 6.9%, Adm/Insurance 5%, Utilities 5%, Marketing 2%, Debt/Capital 3%

* Match your budget up to national norms to know how you are the same or different.
* If different ask yourself why?
* Use the national norms as a benchmark to work toward
* Understand your cash flow needs: What do you need in January to get through to June?
* Can you put 10% of your income into a future projects fund?
* Can you put aside funds for major equipment replacement?
* Can you rase 20-25% of your budget from gifts?

**RAPID Decision-Making Chart**

We all can benefit from understanding who is in our influence wheel and who needs to be included in our decision-making chart. People in the influence wheel may include: a CEO, bishop, board chair, key volunteers, board members, parents, donors, staff members, guest group leaders, tradesman, government officials.

When we make decisions, it will prove helpful to consider who in your wheel of influence needs to be involved in the decision process, chart it, and then implement it.

You will need a RAPID decision-making strategy:

**R** Someone who **recommends**. A recommender initiates the decision-making process. A recommender is the go-to person who participates in the process from start to finish, ensures that others understand what they need to do, and keeps things moving until a decision has been made.

**A** Stands for **agree**. A stakeholder must agree to or approve a decision. A stakeholder is essentially an “**I**” (see below) but with a vote and veto power, such as a CEO. Generally, the more **A**s involved in decision making the more time it takes.

**P** Stands for **perform**. Once the decision has been made the **P**s put the action into implementation.

**I** Stands for **input**. **I** stakeholders must be consulted before a decision can be made. Although **Is** have the right to be heard, they have no vote or veto power. Including someone as an **I** tells them that the organization values their opinion.

**D** stands for **decide**. A **D** stakeholder has final authority and is the only stakeholder who can commit the organization to action, such as hiring someone, spending money, or making a legally binding agreement. Generally, the **D** role is held by one person, but a board of directors in which each member has voting power can be a collective **D**.

Individuals may hold multiple roles, but asking yourself who needs to be part of the decision-making strategy, and then putting the process in motion will help you avoid some pitfalls.

**Tools that aid in communication:**

**MONTHLY TASKS REPORTS**

**QUARTERLY REPORTS/ANNUAL REPORTS AND BOARD REPORTS**

**FACILITY REPORT**

**BOARD/COMMITTEE POLICY MANUAL**

**GROW YOUR STAFF/REPLACEMENT**

**GROW YOURSELF SKILLS**

* Budget for and attend trainings
* Become or stay ACA accredited
* Work 50% *in* the business and 50% *on* the business
* Schedule time off for renewal and family time