



- NEW -
CAMP
DIRECTOR

**An Essential Guidebook
for NEW Camp Directors**

KEVIN KIERS

FOREWORD BY TRACY WOOD

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Dedication



This guidebook is dedicated to generations of camp directors who shared God's love through camp ministry.

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Foreword



I have had the privilege of being a youth director colleague with Dr Kevin Kiers for at least 10 years. I first met Kevin when he was the Youth Director for the Albera Conference of Seventh-day Adventists and the Camp Director at Foothills Camp & Retreat Center. At that time, I was serving as the Youth & Young Adult Ministries Director of the Oregon Conference. Over the years Kevin and I have both migrated on to other roles of leadership. Currently Kevin serves as an Assistant Professor in the School of Education at Burman University, Alberta. Previously, he chaired the Outdoor Leadership Department for four years. And currently I serve as the Youth & Young Adult Ministries Director of the North American Division (NAD) of Seventh-day Adventists. This includes leading the NAD Camp Ministries Committee. Kevin serves as Chairperson of our Outdoor Education and Nature Centers Taskforce. All this to say that we have a rich history of collaboration and doing ministry together.

Over the past few years Dr. Kiers has served as the Liaison for Camp Ministries for the Seventh-day Adventist Church in Canada (SDACC). In this role he brought the camp directors together from the six Adventist camps in Canada for support and training. Almost all of them were new to camp ministry and his plan was to give them an overall orientation of how to operate and run a camp. Kevin requested information about what the Association of Adventist Camp Professionals (AACP) was using for new camp director training. We provided a few documents that had been used over the past years from our AACP mentoring program. Kevin took the topics from the documents and added his experiences from camp ministry to develop a draft copy of this book. He shared it with Terry Bolton (NAD Camp Committee Recording Secretary) and myself for input and suggestions. Then after making some edits, he printed some copies and used the book as his curriculum for training his Canadian camp directors. The training experience of his Canadian camp directors was overwhelmingly positive. Kevin shared a report of his experience with Terry Bolton and myself, and together we all agreed that we should make this book available for all new camp directors throughout the NAD. Kevin made some edits to the book a second time and then we presented it to the NAD Camp Committee for review. The Committee was in favor of the book, so we invited camp directors to peer review it and make additional suggested edits. This book has gone through two peer reviews; the first by Terry Bolton and me, and the second by other camp directors from around the NAD.

Because of Dr. Kevin Kiers many years of camp ministry as a camp director, and on account of his many years of educational experience as a teacher and assistant professor, he is very qualified to develop this new camp director training book and to bring it to publication. We on the NAD Camp Ministries Committee are very thankful that Kevin has invested his time, talent, and experience into the development of this book and we look forward with great anticipation to the impact this training resource will have on the directors and staff of our Adventist camps throughout North America.

Tracy Wood, DMin

Camp Ministries Director

North American Division of the Seventh-day Adventist Church

Preface

So, you're the new summer camp director. How did this happen?!

CONGRATULATIONS!

Now what?

This book was made for you!

I have always loved camp—first as a camper, then as a volunteer, later as a camp staff, and finally as a camp director! Being at camp has always been a joyful time in my life. Yes, I've certainly faced challenges, but the challenges fade away beneath the stack of positive experiences I had.

I put this mentoring/training manual together for you! It is the result of many years of learning, experimenting, and listening to my mentors. It echoes specific ideas from camp professionals who were guides during my camp ministry experiences. I also learned tons from the staff I hired; you should see that reflected in this book too.

Camp is a powerful ministry our young people need. I would even venture to say it has the potential to be the most significant ministry and evangelistic tool within the Seventh-day Adventist Church in North America. Now that's a big deal.

So, it's your job to show the staff and campers all about the love of God AND have tons of fun doing it! After camp is finished for the year, I've often heard camp staff say, "Wouldn't it be great if church was just like being at camp?" By showing campers and staff that our Christian experiences can be active, fun, and social, you just might help them understand that BEING A CHRISTIAN IS AWESOME!

The role of the camp director is diverse. In fact, you will be wearing many hats and be expected to know a lot about a lot of things! Just like the wisdom of Solomon in the Bible, you should learn to surround yourself with experts who know more than you. In fact, some of these experts will be your younger camp staff! On the other hand, you will also find great help with more mature staff. No matter who you hire, the most important thing to remember is to surround yourself with individuals who want to serve God with you and are passionate about sharing the good news of Jesus, His IMMENSE LOVE for us, and His plan of salvation.

This book will guide you step by step as you prepare for when the staff and kids arrive at camp. You'll find essential topics specific to camp directors which will be helpful to get you ready for summer camp ministry. Some topics are important to discuss with other camp directors, and others are vital for discussion and consultation with your conference administration.

It is my prayer that you find success during your summer camp ministry. Your success is essential for your young people and their view of the church and it is therefore essential to our church's future. It is well-known that campers often strive to become camp staff and that camp staff have a higher chance than non-camp staff to work in some capacity for our Seventh-day Adventist Church. That makes your role as camp director even more critical, with future ministry potential. Who knows, you might be hiring a young future teacher or pastor!

My greatest hope is that as you prepare for camp, your main focus is Jesus.

Kevin Kiers, PhD

Introduction:

Expect the Unexpected

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Sometimes an unexpected moment in life surprises us so much that it practically takes our breath away. Moments like this can be so thrilling that partial and unformed words sputter from our lips. Our heart pumps wildly with excitement. Lazarus had just walked out of the grave. This was a jaw-drop kind of moment that caught everyone by surprise.

When Ardyn was seven years old, he had a similar reaction when he caught his first fish. We were camping on the shore of Maligne Lake in Jasper National Park. Ardyn stood on the dock, bobbing his fishing lure. He REALLY wanted to catch a fish! It was time for supper, so he put his rod down on the dock and came to the picnic table to eat. He didn't realize it, but the lure was still dangling over the edge of the dock, in the water.

As we sat around the fire, we talked about our plans for the next day and where we would canoe and fish. After evening prayer, we all slid into our sleeping bags.

The next morning, we were busy getting ready for the day. As breakfast was sizzling over the fire and water bottles were being filled, Ardyn wandered over to the dock. The mountain lake was bluish-green and glistened in the morning light. As Ardyn picked up his fishing rod, he felt a sudden tug on the line! He had never felt this before! As he pulled it a bit, he saw a flash of orange in the water. He had a fish! He began yelling hysterically, but we couldn't understand him. He threw down the rod and started running up the hill towards the group, still yelling words and sounds that didn't make sense to us. In his haste, he tripped on a tree root, and while lying on the ground, he yelled one last time, "I got a fish!"

As Ardyn had his picture taken with his first fish, an orange-speckled brook trout, I am reminded of the exciting moment the crowd must have had when Lazarus came out of the grave. In camp ministry, you should expect the unexpected. Don't limit God's ability and willingness to show up and do something that takes your breath away. Brace yourself—expect the unexpected!

The following pages are intended to prepare you and your camp for summer ministry; a ministry where, without a doubt, God will do the unexpected. I've always felt more confident at camp when I've over-prepared. God's work deserves the most excellent effort and quality!

Each chapter will guide you through essential concepts and processes you should think about. If there's one thing camp work has taught me, it's that there is always more than one route to success. Because each camp is unique, what works at one camp might not work at another! Take from each chapter only what applies to your camp and your situation. Know that the way camp was done before you arrived doesn't have to be the way it has to be done next summer. Change isn't always a bad thing—sometimes change paves the road for growth. Maybe even the unexpected!

EXPECT THE UNEXPECTED

"...Jesus called in a loud voice, 'Lazarus, come out!' The dead man came out, his hands and feet wrapped with strips of linen, and a cloth around his face."

John 11:43-44

DISCUSSION TOPICS FOR CHAPTER 1-10

A box like this will be found in each chapter. It contains topics that need some attention and discussion. Topics are from the NAD Mentoring Curriculum. They will be addressed either in the chapter OR/AND during face-to-face meeting opportunities or zoom meeting.

Finally, remember to delegate your workload to others in your workspace. Enlist the services of others in your conference office; consider hiring your leadership team to arrive at camp a week or two earlier than you anticipated, use your office assistant more efficiently, and get used to making decisions fast. There are many ways to get the job done; find what works for you and keep moving forward!

NAD Camp Ministry

Camps throughout the NAD are so diverse; each camp is unique and special. They have been a refuge for our young people, and they all have a long history of leading young people to Christ. Many of our church members accepted Christ because of summer camp ministry!

Being a member of the broader ministry within the NAD will give you a firm idea of what other camps are doing. Seventh-day Adventist camps have some of the most elite camps on the continent, and camp directors are usually delighted to share their experiences and ideas with other camp directors. This is often done during the annual Adventist Association of Camping Professionals (AACCP) Convention hosted at one of our NAD camps in early December. An application for AACCP membership can be found on the NAD website (see Appendix A).

To acquaint yourself with the vast number of camps in the NAD, let's have a look at a list of our camps within each conference:

Atlantic Union

- Camp Berkshire
- Camp Cherokee
- Camp Lawroweld
- Camp Victory Lake
- Camp Winnekeag

Columbia Union

- Camp Adena
- Camp Blue Ridge
- Camp Daniel L. Davis
- Camp Mohaven
- Laurel Lake Camp & Retreat Center
- Mount Aetna Camp & Retreat Center
- Tranquility Camp
- Valley Vista Adventist CenterCamp

Lake Union

- Camp Akita Retreat Center
- Camp Au Sable
- Camp Sagola
- Camp Wagner
- Camp Wakonda
- Timber Lake Camp

Mid-America Union

- Broken Arrow Ranch
- Camp Arrowhead
- Camp Heritage
- Dakota Adventist Camps (2 camps)
- Glacier View Ranch
- Mills Spring Ranch
- North Star Camp

North Pacific Union

- Alaska Camps (3 camps)
- Big Lake Youth Camp
- Camp Ida-Haven
- Camp MiVoden
- Camp Paxson
- Sunset Lake Camp

Pacific Union

- Camp Cedar Falls
- Camp Wai`anae
- Camp Wawona
- Camp Yavapines
- Leoni Meadows
- Pine Springs Ranch
- Redwood Creek Camp

Seventh-day Adventist Church in Canada

- Mountain View Summer Camp
- Camp Hope
- Foothills Camp and Retreat Centre
- Camp Whitesand
- Camp Frenda
- Camp Pugwash
- Camp Woody Acres

Southern Union

- Camp Alamisco
- Camp Hawthorne
- Camp Kulaqua
- Camp Thunderbird
- Cohutta Springs Conference Center
- Cohutta Springs Youth Camp
- Indian Creek Youth Camp
- Nosoca Pines Ranch
- River Oaks Camp

Southwestern Union

- Camp Texico
- Camp Yorktown Bay
- Lone Star Camp
- Lake Whitney Ranch
- Wewoka Woods Adventist Center

To provide a broader picture of camp ministry in the North American Division, and as a point of discussion regarding membership in the AACCP, you will want to check out AdventistCamps.org. Being a member of this organization will give you a firm idea of what other camps are doing.

When we consider camp ministry, we often think about summer camps and year-round camps. We should also be thinking about day camp ministry. Some camp directors use day camps as part of their portfolio, and some provide support and resources for day camps operating in churches within their conferences. *A Day Camp Handbook* is available through *AdventSource* and should be used when operating day camps in your conference. It is a complete how-to guide for local church directors and staff.

Finally, each year, the NAD Camp Ministry department collects information from all the camps as a way to celebrate successes and to look for ways to grow. The data collected is shared with each conference as a way to encourage conference administration to continue supporting camp ministry. Their support is critical. See Appendices D & E for sample report summaries from our NAD camps.

NAD Camp Director Mentoring

When it comes to camp ministry, the North American Division has much to say about mentoring camp directors and those in the many other camp ministry positions. It would suit you well to consider finding a mentor to guide you through the early years of camp leadership. It could be someone you already know who understands camp ministry, or it could be someone new to you. The following is from the North American Division Camp Committee¹ (2023) and describes what camp mentoring is all about. Additionally, the NAD suggests topics of importance (see Appendix B), which are incorporated in chapters 1-10 of this book.

MENTORING THE NEW CAMP PROFESSIONAL

One of the worst personnel decisions which can be made is to invite someone new into camp ministry without giving them the tools to do the job well and succeed. One of the goals of AACCP is to provide those necessary tools and offer encouragement and support to those individuals as they take on their new roles in camp ministry. One of the most effective tools is mentoring.

What is a Mentor?

The word ‘mentor’ comes from Greek, which means “A wise advisor and trusted counselor or teacher.” In camp ministry, mentors are camp professionals who are both willing and capable of guiding someone who is just beginning their journey in camp ministry.

Who is a Mentor?

It’s not just for those who have been in camp ministry for years. Instead, being a mentor is based on the skills, knowledge, experience, and understanding of one’s role in camp ministry. Obviously, a camp ranger would not be a mentor for someone in food service. Nor would a mechanic be a mentor for a camp director. Mentors are those who have a similar career path as the one being mentored. In addition, the union youth director is available to assist in the mentoring process as needed.

The Role of a Mentor

The bottom line for a mentor is to share from one’s personal experience—successes, failures, and observations—what works and what doesn’t. To do this effectively, a mentor must build a trusting relationship with the one being mentored. That does not necessarily happen overnight. It may take time.

The Trusted Mentor

These three principles guide trusted mentors:

1. **THEY REACH OUT TO THE MENTEE.** Phone calls, emails, or, as time and distance allow, meet in person. They share with each other how the Lord led them both into camp ministry. They connect as often as agreed upon and as circumstances warrant. They make themselves available as a resource whenever the need arises.
2. **THEY PRACTICE WHAT THEY PREACH.** When it comes to ministry, what one does is often more important than what is said. A mentor sets the example.
3. **THEY ARE OPEN AND HONEST.** The mentee will face challenges they have never encountered before. A trusted mentor will provide honest counsel and encouragement and will let the mentee know they believe in them and that they are on their side. They will walk with them through

1 Camp Committee (2023). Mentoring the New Camp Professional. North American Division of Seventh-day Adventists.

the difficult situations that arise, sharing insights they have learned from experience or that others have shared with them in their professional journey.

THE PROCESS OF MENTORING

1. THE CAMP VISIT:

Seeing the camp and taking a quick tour can give the mentor a better understanding of the circumstances and situation the mentee is entering.

2. MEETING THE MENTEE'S WORK ASSOCIATES:

They may be working at the camp, the conference office, or from home. Mentors will ask questions to clarify the mentee's role and function as it relates to the camp and some of the issues and challenges the camp has faced in the past.

3. DETERMINING THE MENTEE'S BIGGEST NEEDS:

Some will already have had some experience in camp or camp-like settings. Finding out what is most pressing will determine a priority list.

4. COVERING THE CURRICULUM:

Mentors will want to ensure that each aspect of the curriculum is addressed (see Appendix B). Depending on the mentee's needs and background, some topics will need to be covered in more detail, while others can be touched upon lightly.

5. ENCOURAGING CONTINUING EDUCATION:

Continuing education is available from the Association of Adventist Camp Professionals, the American Camp Association, the Christian Camp and Conference Association, or one of the provincial camp organizations in Canada. This is a great way to connect with camp professionals both nationally and locally to learn from them.

WHAT AREAS OF CAMP RESPONSIBILITIES ARE CURRENTLY AVAILABLE FOR MENTORING?

- Camp Administration
- Summer Camp Ministry
- Food Service
- Maintenance
- Mechanics
- Guest Services
- Housekeeping
- Nature

WHAT ARE THE COSTS ASSOCIATED WITH THE MENTORING PROGRAM?

- **CAMP VISITS & IN-PERSON MEETINGS** — All of the mentor's expenses are covered by NAD Camp Ministries, which includes travel expenses, meals, and lodging.
- **OTHER MEETINGS** — No charge.
- **MENTORING MATERIALS** — No charge; costs covered by NAD Camp Ministries.

Chapter 1

The Ministry of Camp

The Seventh-day Adventist Church began camp ministry because the leaders wanted a deeply impactful ministry for their young people. Many conferences struggled to put the finances together for this major undertaking. In fact, the land and even facilities of many of our camps were donated by very generous and ministry-minded members.

A STORY

During the years I worked as a summer camp director, I often took my leadership staff on a weekend retreat to discuss how to be an effective Christian leader. One spring, I took the team on a three-day canoe trip to Northern Saskatchewan on a lake in Prince Albert National Park. As our seven canoes glided across the large lake, the sun glistened on the water as loons beckoned to us. We arrived at our campsite hours later as our canoes cut into the sandy shoreline. On the last evening, sitting by the fire overlooking the glassy lake, I told the story of Jesus calming the storm. Later that night, as we lay in our tents, we could hear the wind pick up from across the lake. By midnight, our tents shook as the wind howled.

When morning came, the wind was as strong as ever. We loaded our canoes with our gear and prepared to leave. We decided to travel along the left shore as we felt it would be safer. The waves were high, and our boats rocked back and forth, threatening to tip at every stroke. Progress was slow as each push of the paddle was met with windy pushback.

Suddenly, as the wind turned and the waves changed direction, two canoes were swept away from the group toward the middle of the lake. All efforts to keep the group together were in vain.

As I paddled, I continued to pray for everyone's safety. We eventually decided to pull into shore and rest. Sitting on the sandy beach, we prayed for the two lost canoes. We couldn't see them anywhere. As we prayed, the wind began to slow and change direction so we could travel easier.

We later found the other two canoes, and we sent up prayers of thanksgiving. That day, we were reminded that God is in control of everything, even the wind. Put your trust in Him.

That's right: God is in control! If your summer begins to go haywire, come back to this chapter and reread these four words: *God is in control!*

WHY WERE YOU AFRAID?

"He got up, rebuked the wind and said to the waves, "Quiet! Be still!" Then the wind died down and it was completely calm. He said to his disciples, "Why were you so afraid? Do you still have no faith?"

Mark 4:39-40

DISCUSSION TOPICS FOR CHAPTER 1

- What is camp ministry and what makes it so effective?
- Youth Ministry (focus on campers)
- Young Adult Ministry (focus on camp staff)
- Nature as a significant factor for camp ministry
- Camp for the visually impaired (blind camp)
- Nature Ministry
 - What nature is at your camp?
 - Object lesson from nature
 - Creating and maintaining nature trails
 - Live animals & stuffed animal mounts
 - Displays: static or hands-on
 - Making use of what you have
 - Summer camp nature curriculum
 - Year-round nature presentations
 - Making the best use of nature-centers
 - Being successful when using outdoor spaces

So, what can we do to move toward having a successful summer? What are the key elements for success I should ensure are part of my planning?

In his doctoral research focused on spiritual growth among camp staff, Eddie Heinrich (2012)² discusses the importance of camp ministry. Heinrich, then the youth ministry director at the Northern California Conference, states:

Camping ministry is unique because it allows young adults to immerse themselves in an environment that is totally different from their daily routine: the ministry is intense, the friendships are long-lasting, the levels of responsibility are high, and the rewards are unlimited. In my experience, young people who work in healthy camp environments want to stay connected to their friends, to the church community, and to Jesus. I believe that the need to provide youth with an opportunity to be part of this type of ministry is even more important now than it has been in the past.

A camp director's view of camp as an integral part of youth ministry is essential. I believe summer camp ministry is the most significant component of conference youth ministry. As some camps are increasingly operated by individuals who are not the conference youth ministry director, it is even more important to recognize that camp ministry is a core element of youth ministry. Thus, harmony between the goals of the conference's Youth Department and camp ministry must exist.

KEY ELEMENTS FOR SUCCESSFUL CAMP MINISTRY

Erik VanDenburgh (2019), when he served the Hawai'i Conference as youth director/camp director, wrote an article titled "A Fresh Look at Summer Camp Ministry,"³ in which he provides insight into the positive impact of summer camp on our young people. He states:

An important question worth asking is: What makes summer camp have such a positive impact on the lives of youth and young adults? Here are a few key ingredients which deserve a closer look:

- Camp is built around friendship: camper to camper, camper to staff, staff to staff, staff to supervisor, and God to all.
- Camp is a place with **fun and engaging activities**. These activities provide a safe, non-threatening environment for relationships to be formed naturally between campers and staff.
- Camp is a **safe place**. It seeks to provide physical, emotional, and spiritual safety.
- Camp was and is a concept **created specifically for youth and young adults**. It's a place where they can be fully themselves; they are embraced and encouraged for who they are.
- Camp is where **everyone has opportunities to serve** and thus feel needed and valued.
- Camp is where **intentional mentorship** takes place on all levels and fosters an environment that empowers young adults to lead.
- Camp has a **defined goal** with a plan in place to achieve it. It takes months of planning and investment, and everyone is part of the planning process.
- Camp has a **message of hope**. It tells people there is a God who loves them, cares about them, and has a plan for their life.

2 Heinrich, Edmund. (2012). Promoting Spiritual Growth Among Camp Counselors Through Camping Ministries. Andrews University. https://digitalcommons.andrews.edu/cgi/viewcontent.cgi?article=1056&=&context=dmin&=&seiredir=1&referer=https%253A%252F%252Fscholar.google.ca%252Fscholar%253Fhl%253Den%2526as_sdt%253D0%25252C5%2526q%253Dsummer%252Bcamp%252Bministry%252B%2526btnG%253D#search=%22summer%20camp%20ministry%20sda%22

3 Vandenburg, Erik. (2019). A Fresh Look at Summer Camp Ministry. Digital Commons. Andrews University. <https://digitalcommons.andrews.edu/edu/cgi/viewcontent.cgi?article=1082&context=cye-pubs>

- Camp sessions end with **an invitation for everyone to accept Jesus** as their personal Lord and Savior. Everyone is encouraged to make a new commitment or strengthen one they have already made.
- Camp challenges participants **to live a life of service**. Campers and staff are invited to share what they have experienced and to commit their lives to service.

When these key ingredients are put together, they profoundly impact the lives of our youth and young adults. The summer camp environment has all three areas that many young adults desire:

- authentic community,
- intentional and excellent programming, and
- practical life applicability.

What would it look like if we applied these same key elements to evangelism in our churches? (Erik VanDenburgh, 2019)

This last question VanDenburgh asks hits deep. What if a church had an authentic community, intentional and excellent programming, and practical life applicability? With deliberate planning, these three foundations of camp life seem to be a natural outcome. As I’ve watched camp staff worship together with their campers, there is an energy I don’t often see in church. This energy is a natural, vibrant, authentic love of worshipping God. Wow...now that’s what I want in my church all year!

As a camp director in the NAD, a “ministry focus” is the only way to step into the role. The spiritual aspect of camp ministry should drive who we hire, how we operate day to day, and drive all the programming aspects, including activities and morning/evening worships.

Ellen White (1915)⁴ discusses the need for energetic young people to share the gospel. This is an underlying and foundational goal of our summer camp ministries.

In order that the work may go forward in all its branches, God calls for youthful vigor, zeal, and courage. He has chosen the youth to aid in the advancement of His cause. To plan with clear mind and execute with courageous hand demands fresh, uncrippled energies. Young men and women are invited to give God the strength of their youth that through the exercise of their powers, through keen thought and vigorous action, they may bring glory to Him and salvation to others. (*Gospel Workers*, p. 67)

This youthful vigor, zeal, and courage are easy to see in our camp staff. Even the staff who are still trying to figure out what their relationship with God actually is, the staff that have doubts and uncertainties, the staff who don’t know God yet—these are the ones who still share the vigor and zeal of the staff group! There’s something unique about giving our young people the responsibility to minister to other young people. Ministering might be a new experience, but it’s always contagious when it comes with youthful energy!

4 White, Ellen (2017). *Gospel Workers 1915*. Ellen G. White Estate. https://media2.egwwritings.org/pdf/en_GW.pdf

Chapter 2

Creating a Positive Camp Culture

.....

Let's not put the cart before the horse...or the chick before the egg... or something like that. We should think hard about being successful in our camp ministry (because, let's face it, that's what we all want). To start, we must consider what we will do to create a happy and safe environment for everyone who drives through the front gate. How will your guests feel when they arrive? What will be their first impressions of your camp, camp staff, and program?

A STORY

Creating a positive work environment has always been important to me. This includes those times when things don't go exactly as planned. The story in John 21:6, where the disciples caught a ton of fish, tells me that Jesus wants us to be happy, even when life's challenges are almost unbearable.

Benton was one of my leaders at summer camp. As he worked each day, he displayed God's love to the campers and the other camp staff. He always had a smile that reached from ear to ear, and this one specific Sabbath morning was no exception. Gladly, he zoomed around on a golf cart, placing items around the camp for the Sabbath afternoon activities. While he did this, I was telling a story during our morning church service with all the campers and camp counselors. I could hear the birds chirping as the gentle breeze rustled the leaves in the poplar trees above. As I neared the end of the story, we suddenly heard a thunderous crash behind the building next to our group. It was so loud I stopped my story, and we all looked around to see what it was. It sounded like metal crashing into metal, and yet we saw nothing.

I quickly finished telling my story and dismissed the campers for lunch. I hurried around the building to see what had happened. As I rounded the corner, I noticed the golf cart had crashed into the shop's garage door. The steel shop door was smashed in and had fallen on top of the golf cart.

There was Benton, holding his flip-flops in his hand, looking at me sheepishly. He fully expected to be reprimanded for the mess. He explained that he was driving toward the garage door to park the golf cart, and as he tried to push the brake pedal, his flip-flop became trapped behind the accelerator pedal, and he couldn't stop.

YOU ARE BLESSED

"Jesus said, 'Throw your net on the right side of the boat, and you will find some.' When they did, they were unable to haul the net in because of the large number of fish." **John 21:6**

DISCUSSION TOPICS FOR CHAPTER 2

- Making guests feel welcomed – customer service
- Create a safe work environment (emotionally and physically)
- Leadership
- Create a "team" feel among the staff
- Styles of leadership
- Staff health
- Camper health
- Guest services:
 - Website ingredients
 - Phone etiquette
 - Connecting with guests
 - Accurate records for payment
 - Lost and found
 - Where to put the keys
- Housekeeping:
 - Taking out the trash
 - Cleaning rooms and cabins
 - Laundry
 - Inventory and suppliers
 - Products to have on hand
- Maintenance & mechanics
 - Calendar planning
 - Budgets
 - Inventory and suppliers
 - Tools
 - Record keeping
 - Clean-up days

It was like his foot was caught in a snare, and he couldn't move it. He drove full speed into the door. After taking a picture of him holding his flip-flops, we laughed a little, knowing that accidents sometimes happen.

Jesus always wants His people to be happy. As you prepare for camp ministry, remember to work carefully with your staff to create a safe place for them. You are blessed. You have tons of reasons to be happy and share your positive vibes with your camp staff and campers, even when things go unexpectedly wrong.

Have you ever visited a museum or a program that has a tour guide? A good tour guide has a system to make you feel welcome as soon as you arrive. The welcoming and inviting space the tour guide shares is intentional and can be an excellent example for camps to model. Within the camp setting, we would call this "camp culture," and we always aim for a positive one.

According to the Senn-Delaney Leadership Group,⁵ specific factors are needed to create and maintain a positive culture within a group. In simple words, here is a list of some of the factors which can be used at your camp:

- Create a shared vision.
- Ensure the leaders are committed to the agreed-upon behaviors.
- Define the desired behaviors.
- Connect the need for change to your organization's goals.
- Know that actual behavior change occurs at the emotional level, not the intellectual level.
- Create a culture of coaching, rich in feedback.
- Know that change requires a critical mass to negate old behaviors.
- Create a support system to reinforce the desired culture (training, recognition, etc.).

At one camp where I worked, I quickly learned the importance of camp culture and, even more specifically, *positive* camp culture. I had always been aware of it, and in concept, I would agree that it is important. As I was entering my first year at this new camp, I allowed the leadership staff to help lead the staff meeting during the first week of camp. It made tons of sense as this leadership staff had been working at this camp for years.

I had a great worship thought and activity, highlighted and praised several positive staff experiences I had the day before, and made my announcements. The tone of the meeting was very positive. After this, I allowed the leadership staff to make announcements based on their work areas. This is where the tone of the meeting suddenly changed as the leaders moved from a model of positive reinforcement to one of negative reinforcement. I watched the mood of the room change, and the looks on the faces of the staff sunk. This happened for a few days, and I quickly realized this was not what I wanted.

Over the years, my wife taught me many things. Each morning, as the kids were waking up, she insisted on creating a happy start to the day for our family. It was really important to her. She was intentional about this and played happy Christian music as we all started our day. This led to the kids singing songs and sometimes dancing. We all ate together at the kitchen table and talked together. No TV was turned on, and actually, we used no screen of any kind during the morning routine. This was a regular part of our mornings. Again, she was intentional.

After my experience with the leadership staff and the negative feeling everyone felt as they started their day, I became very intentional about creating a positive start for camp staff. In fact, I became keenly aware of creating a positive camp culture overall. I wanted everyone to feel a positive vibe from the camp from the moment they drove onto the campground. It is almost like the welcoming feeling we get from a good tour guide who is inviting and shows an interest in the participants.

5 Senn, L. & Childress, J. (1999). *The Secret of a Winning Culture, Building High Performance Teams*. L.A. and New York. The Leadership Press. Pp. 60-66.

This positive camp culture goes deep into the summer camp life. In fact, it begins before everyone arrives. To be most effective with all the staff, I had meaningful conversations with my new leadership staff about creating a positive space at camp. Together, we strategized how we could make a happy camp. This led to a welcoming committee (with welcome gifts) for when the rest of the staff arrived. We had “YOU ROCK” awards—rocks painted with the words “you rock” on them—given out each morning to deserving staff. We even practiced how we would give announcements each morning to avoid a negative feeling at the start of our day.

As you look at the discussion topics for Chapter 2, refer back to the list from the Senn-Delaney Leadership Group (see page 22). You might see some important overlapping concepts.

Before we finish this chapter, let’s consider the types of leadership styles. As a camp director, you will encounter many different leadership styles among your staff. You will have workers from various backgrounds and cultures who help define how leadership should happen. It is important to navigate this carefully.

Let’s first look at what an effective leader should be:

1. Someone who inspires and motivates others.
2. Someone with a vision. The leader creates a path for others to achieve it.
3. Someone who invests in developing their team members.

Ok, now...why does leadership style matter?

1. Leadership style can increase the engagement of the team.
2. Leadership style can improve communication and collaboration among team members.
3. Leadership style can increase the team’s effectiveness.

Here are a few styles of leadership, in no particular order:

- **Democratic Leader** – the opinions of the group matter and are taken into consideration when making decisions.
- **Autocratic Leader** – opinions of the group are not considered. What the leaders say goes.
- **Laissez-faire Leadership** – means “let them do.” This is the least intrusive and least involved leadership style.
- **Coach-Style Leadership** – the leader aims to nurture and grow the team members with a strong focus on their success.
- **Servant Leadership** – the leader focuses on serving the needs of the team. It is often considered the Jesus model. This model sees the camp director pitching in alongside the camp staff.
- **Visionary Leadership** – the leader inspires the team to make change.
- **Hands-off Leadership** – the leader gives the staff the freedom to perform their tasks unsupervised.

So, what’s the best way to move forward with your camp? I firmly believe there is more than one way to get a job done. Your leadership style will not likely be the same as mine or that of some other camp director. There is beauty in having different types of leadership among leaders, as some team members will respond to one style more than another.

The critical thing to remember is the goal of your camp ministry. With ministry on your mind, choose how you run your camp, and the culture of your camp will become more apparent. Remember, camp staff are a significant part of your ministry. Their view of the church will be affected by their summer camp experience! Now, that’s a lot of pressure.

As with all camp leadership, being Christlike is at the center. Through prayer and God’s guidance, ministry will happen.

Chapter 3

Camp Finances

.....

Understanding your camp budget is a pretty critical part of your success in getting ready for camp. In fact, if you don't understand your budget, you will have difficulty knowing how many camp staff you can hire, how many new BMX bikes you can afford this year, and if you are able to finally replace the kiln in the craft building! You might be at a camp with a plush budget or a camp with a meager existence, but either way, you need to know that where there's a will, there's a way!

A STORY

Imagine standing in a crowded house so packed you could hardly move, when suddenly, dust begins to fall on everyone as a section of the roof is peeled away. Everyone stares up in disbelief as a man is lowered down into the crowd on a stretcher, where Jesus heals him!

This Bible story reminds me of one of my students (and later camp staff) named Regan. Our 8th-grade class was on a field trip to a historic pioneer village. As a teacher, my role was to help my students listen quietly, stand respectfully, and be model kids. Everything was going great so far, with no mishaps; we followed our tour guide and listened to her tell us exciting stories of pioneer days. She even wore a pioneer outfit.

We were nearing the end of our visit as we entered an old log building with wooden beam rafters. Everything looked so authentic.

While our guide spoke to the group, I looked around the room at all the cool antique items, and my eyes wandered up to the bright oil lamp hanging from a large beam in the ceiling. My attention was suddenly caught by another set of eyes gazing down at me! The creature's body was hunched and entirely still, resting on its hands and knees on the wooden beam. Our eyes locked for what seemed forever. I couldn't believe what I saw. I stood frozen in disbelief as I gazed into the eyes of one of my students. It was Regan!

No one else seemed to notice except me. I carefully backed up behind my attentive group, holding our locked gaze. Regan remained frozen, like a scared opossum caught by surprise. As an aside, did you know that when an opossum gets scared, they freeze, fall over, and drool with their mouth wide open? He didn't fall or drool, but following the nonverbal communication all experienced teachers quickly develop, he soon came down quietly and safely.

In the story found in the Gospel of Mark, the paralyzed man must have REALLY wanted to see Jesus. That day, after being lowered through the roof, Jesus healed him. That day, the crowd experienced the unexpected. They had to look up.

There's a lesson here: As we talk about camp finances, you may have to "look up" and expect the unexpected. You won't regret it (unless you see Regan in the rafters!).

WHERE THERE'S A WILL, THERE'S A WAY

"Since they could not get him to Jesus because of the crowd, they made an opening in the roof above Jesus by digging through it and then lowered the mat the man was lying on."

Mark 2:4

DISCUSSION TOPICS FOR CHAPTER 3

- Know your budgets
- How many camp staff can you afford
- Staff salaries – how much do I pay them?
- SDA high school/university scholarships
- The role of the conference treasurer
- Staying in budget
- Credit cards – paying for all the stuff

Likely, the largest part of your summer camp ministry budget is staffing. It's essential to work closely with your conference treasurer to determine your financial needs. I recommend you review the past few years' worth of budgets and expenses to learn what spending was done in the past. This will give you a foundational understanding of the budget. With that in mind, you may have to ask your treasurer to provide you with a crash course what things actually mean. I had to ask many questions when I first entered conference work, and it paid off because I learned to use my budget to its full potential.

Below is a chart which can be recreated in Microsoft Excel or Google Sheets so you can keep track of your staffing budget. It shows the items running down, but you can quickly modify it to your needs as you create your own document to plan your staffing budget. The benefit of using Excel or Sheets to create this (rather than a word processing application) is that you can include automatic calculations so your data becomes easy to read and understand. By carefully tracking your staff hiring, you will have the needed information for payroll and be assured you keep within budget.

STAFF BUDGET INFORMATION — STAFF HIRING (SAMPLE)

Last Name	Kiers	Perkins
First Name	Kevin	Jason
Birthdate	January 14, 1999	etc.
Age	25	etc.
Gender	Male	
Contract Signed (yes/no)	Yes	
Email Address	kevinlovescamp@email.com	
Pay Rate per week	\$600	
Job Title	Maintenance – lawn care	
Start Date	June 3, 2024	
End Date	August 23, 2024	
# of Weeks on contract	12 weeks	
# of Days off	5 days	
Total Weeks	11 weeks	
Total Pay	\$6,600	
Notes:	<ul style="list-style-type: none"> • Kevin is allergic to grass • Remind Kevin to apply for the camp scholarship at Burman 	
Staff work interests/skills	<ul style="list-style-type: none"> • Kevin is an artist (painting) • Musical (evening worship leader??) • Afraid of water! 	
Staff Certifications	<ul style="list-style-type: none"> • Lifeguard • Standard First Aid 	

SALARY TOTAL FOR SUMMER 2024: \$ _____

Be sure to talk with your conference treasurer about the additional finances not listed in the chart such as vacation pay, benefits, etc. Include these in your final calculations.

Let's briefly discuss how you will pay for everything at camp. Now, each conference will have a different system; some camps will have a camp credit card, or you will receive one from your conference treasurer. If this is the case, you will need to talk with them about their requirements for receipting, etc.

If you need to pay for all camp spending using your own personal payment method, you may want to consider checking the limit on your credit card. There have been times when I reached my credit card limit and had to pay it off quickly to purchase more camp items.

I always preferred to use my credit card for a few reasons. As camp director, I was always in a hurry and didn't have time to deal with a conference credit card with a spending limit lower than the items I needed to purchase. This was a problem as, at one time, the credit limit on the Conference credit card was approximately \$6000. Additionally, using my own card gave me much more flexibility and ease of purchasing.

I didn't thoroughly think about or understand a few significant areas of camp finances until I was well into my first summer. Below is a list that Scott Nischuk suggests should be included for camp directors to plan for. Scott often took care of the financial side of things for Camp Whitesand and Foothills Camp, and I can say from experience that some of the items on this list need to be planned for well before camp begins. Camp mentors should certainly talk about these crucial items during their face-to-face camp director mentoring time prior to camp beginning.

- Storing petty cash in a safe with limited access
- The cash float for registration and store
- Where to get it
- What it is used for
- Debit machines
- E-transfers
- Camp meeting activity - selling tickets
- Online payments
- Camp staff pay advances
- Unpaid time off
- Tracking staff work days and unpaid time off
- Reimbursement process for camp staff (and documentation)
- Reimbursement process for camp director (and documentation)
- Depositing excess cash and checks
- Camper financial assistance plans
- Document collection and storage for payroll
- Storage of camper information
- Storage of staff information
- Digital file management
- Appropriate sharing of information among support staff

Again, the most essential part of camp finances is to work closely with your conference treasurer. You should work to develop an open dialogue and connection so that the two of you work in harmony.

Chapter 4

Camp Yearly Plan

As an elementary school teacher for twelve years, and now a university professor for pre-service teachers, I've learned that schools require a yearly plan from teachers for each subject they teach. It's a bunch of work, and many teachers complain about having to do them, but school administrators keep requiring them. Once the plan is complete, most teachers, even those complaining about making these yearly plans, value the document because it guides everything they do and keeps them on track. It helps them know if they are ahead of schedule or behind schedule in their work. It also helps teachers be very conscious about incorporating godly content in their work—a faith-based approach to teaching.

As camp directors, a yearly plan is pretty awesome as it will keep you on track. It helps you remember the finer details of camp planning. You might even find that it helps you appear organized!

A STORY

The book of Hebrews has offered much hope and guidance to Christians worldwide. Focusing on Jesus and blocking out all distractions is what God suggests we do to perfect our faith.

Ricky and Ronny lived in the house next to mine. We often played together in the summer, even though I knew they were a bad influence on me. They swore and yelled at each other, and their disagreements often resulted in a fight that left one with a black eye or a swollen lip.

Late in the summer, we walked together along the fence line to get to the pear tree full of ripe fruit. As we sat high in the tree, eating the delicious fruit, we could look out on one side and watch the cows gathered below us to eat any pear that fell. On the other side of the fence was a freshly plowed field, still soft from being worked the day before. We ate pears for hours, laughing and enjoying the warmth of the sun. But eventually, it was time to go home. As we were getting ready to leave, I suddenly had a great idea. I challenged Ricky and Ronny to a race out of the pear tree to see who could get down to the ground first.

Both Ricky and Ronny moved toward the trunk of the tree. I, on the other hand, moved toward the outer branches of the tree. As the race began, I watched them try to climb down the tree trunk. That's when the fight started. The battle was fierce as they both wanted to climb down the same tree trunk. I moved further to the edge of the tree and jumped out on the cultivated field side of the fence. As I flew through the air, I suddenly felt my feet catch on some branches, and my body began to turn into a dive position, head first. My face crashed into a large rock, and I lay unconscious. I awoke to Ricky and Ronny staring at the large gash on my eyelid.

After getting some stitches at the hospital, I realized that I should always look ahead before jumping. As you plan for summer camp, fix your eyes on Jesus. As you look at your camp's financial situation, fix your eyes on Jesus. As you "jump" into your work, fix your eyes on Jesus.

FIX YOUR EYES ON JESUS

"Let us fix our eyes on Jesus, the author and perfecter of our faith." **Hebrews 12:2**

DISCUSSION TOPICS FOR CHAPTER 4

- Calendars & schedules – things to consider
 - Create a month-by-month plan to be ready for camp
- Leadership staff arrive early
- Camp staff arrival day
 - Camp culture development begins
 - Welcome committee
 - Work + play

A fellow camp director shared a document with me titled *Pre-Summer Camp To-Do Schedule*. The document (see below) increased his camp's success by identifying what he needed to do each month to be ready for summer. Each camp is inherently different and has different needs and tasks to be prepared for, yet this list might give you some ideas as you prepare for your own camp season.

PRE SUMMER CAMP TO-DO SCHEDULE (SAMPLE)

November

- Decide on the summer camp dates for next summer
 - Submit camp dates to ADCOM for approval
- Send camp dates to be recorded in the Sunset Calendar & other publications
- Decide on the camp theme
 - Choose a Bible text for the theme
 - Create a graphic for the camp theme
- Update Ultracamp in preparation for camper registration (if used).
 - Include staff recommendation form
 - Include staff hiring form
- Update the camp website in preparation for camper registration.
- Update all social media sites in preparation for staff application and camper registration.
- Camp staff Budget:
 - Learn your budgets
 - Decide on the maximum number of campers
 - Decide on the camp activities and the maximum number of campers per activity
 - Decide on the number of camp staff you need
 - Develop a detailed budget outlining:
 - » Camp staff salaries for each position you need to hire
 - » Holiday pay
 - » Start/end dates for each position (some staff work more weeks than others)
 - » Expense of Criminal Record Check (Police Check)
 - » Other staff expenses

December

- Make all final arrangements for camper registration and staff hiring
 - Schedule staff interview locations and dates.
 - Decide on locations and dates to advertise to campers
 - Advertisement displays
 - » For camp staff hiring
 - » For kids' camps
 - Church bulletin announcements
 - Camp brochures

- Send Christmas cards and thank you letters (with next summer's theme logo) to last year's campers
- Send Christmas cards and thank you letter to last year's camp staff
- Attend the Adventist Association of Camp Professionals (AACCP) Convention

January

- Prepare advertisement posters for staff hiring and staff Interviews
 - Hang posters at university campuses
 - » Conference high schools
 - » Send to all Conference churches
 - » Send to all Conference youth groups
 - » At camp (if it is used for groups throughout the winter)
 - Send posters AND staff applications to all churches and high schools in the Conference
- Turn on the staff online application and reference form in Ultracamp.
- Turn on camper registration in UltraCamp.
- Advertise camp staff applications are being accepted
- Advertise camper registration is OPEN
 - Social media
 - Church bulletins
 - Send out brochures to all churches
 - Send advertisement posters to all churches and schools
 - Send bulletin inserts to all churches
 - Mail a postcard to all campers
- Arrange dates and locations for interviews within the Conference
- Arrange camp staff lifeguard training.
- Attend Union Camp Director Meetings
- Arrange camp cooks
- Arrange nurse for each week at camp
- Develop a plan with your conference treasurer
 - How will you pay for camp purchases?
 - » Conference credit card?
 - » Reimbursement process?
 - » Mileage reimbursement process?
 - How (or if) you will provide camp staff advances when requested by camp staff.

February

- Arrange/schedule high ropes and rock wall inspection AND training.
 - Challenges Unlimited Inc. (used by several other camps in the area).
 - Schedule the fixing or replacement of anything that does not pass inspection.
 - Rock wall cable replacement.

- Arrange Horsemanship Training.
 - Check the provincial/state/national Camp Association or guidelines to see who is recommended.
- Arrange Canoe Instruction Certification Training.
 - Check the provincial/state/National Camp Association or guidelines to see who is recommended.
- Arrange Archery Certification Training.
 - Check the provincial/state/National Camp Association or guidelines to see who is recommended.
- Become a member of the provincial/state Camping Association
 - Learn provincial/state safety standards for all activities offered at camp
 - Learn provincial/state safety standards for camp counselors (cabin leaders)
 - » Ratio of camp staff to campers
 - » Training requirements
 - » And more...
- Arrange camp pastors for each week.
- Staff Hiring (January & February).

March

- Submit staff hiring list to Conference HR and ADCOM for approval
- Send out staff Contracts.
- Provide deadline and instructions for returning contracts
- Provide instructions for staff to obtain criminal record checks (Police check)
 - www.mybackcheck.com
- Send “sorry, your not hired at this time” letters to applicants
- Inventory all camp activity equipment
- Inventory horsemanship equipment
 - Learn how many working saddles you have/need
 - Look at all tack – determine how many you have and what you need to order
 - Arrange for Ferrier services
 - Arrange for teeth floating services
 - Arrange veterinarian check-up and annual shots.
- Inventory camp store
 - Order new supply of t-shirts, hoodies, water bottles, frisbees, touques, caps, toys, etc.
- Put together a camp staff manual
 - Schedules, policies, emergency procedures, camper information (what staff should expect), blind camp training schedule, staff orientation and training schedule, etc.
 - Submit staff manual to Conference HR for approval
- Plan and arrange campmeeting activities
 - Work with Conference Campmeeting Committee to determine needs

- Plan for waivers
- Who will participate in the activities
 - » Division schedules for activities
 - » Number of people in each activity
- Plan with Conference Campmeeting Committee what is needed from your camp staff for each division.
- Plan and arrange bussing needs for camps and campmeeting (if needed)
 - Camper transportation
 - Blind camper transportation
 - Watersports transportation
 - Special events transportation
 - Camp staff transportation

April

- Assess your first aid station
 - Inventory all equipment, medication, epi-pens, first aid supplies
 - Determine how many first aid supplies are needed for each activity area
 - » Portable first aid kits (BMX, canoeing, etc.)
 - » Include incident report forms in each first aid kit.
 - » Purchase all needed first aid supplies to update kids and station
- Arrange for camp staff communication radios – either rentals or purchase
 - Check functionality of radios and batteries.
- Inspect horse pastures
 - Fencing, gates and closures, shelters, electric fencing, check for weeds.
- Inspect playground equipment on campground
 - Fill out safety inspection reports
- Inspect and arrange for on-campground transportation
 - What does your staff need to function efficiently
- Inspect all staff and camper housing
 - Is it safe?
 - Fix/request what is needed
- Inventory and Inspect all cleaning supplies
 - Order cleaning supplies
 - Order all paper supplies (paper towels, toilet paper, etc.)
- Arrange/schedule first aid training for camp staff
- Camp worship program:
 - Find the evening skit to give to the program director

- Have a discussion with the camp cook
 - Menus
 - Cafeteria expectations
 - » What does the cook need from the camp staff.
- Send the Camp Meeting activity list to the Conference for the Camp Meeting Booklet.
- Order hay/gain for the horses.

May

- Collect remaining details from camp staff
 - Payroll information
 - » Direct deposit information
 - » Collect Social Insurance Number (SIN) or Social Security Number (SSN) from camp staff
 - » Collect driver's abstracts for camp staff who will be driving camp vehicles
- Check with HR
 - Collect lifeguard certification cards
 - Collect Criminal Record (Police check) forms from staff
- Arrange for staff to complete the online training modules as required by the SDACC,
- Union, NAD, and local Conference (talk to HR to learn more)
- Arrange to have the boat delivered to the camp (from storage).
 - Inspect to see if any repairs are needed
 - » Send for repairs as needed
 - » Check that the boat trailer's license plate registration is up-to-date
- Check the BMX trails
 - Plan for annual track updates/repairs
- Check outdoor worship area
 - Benches, sound system (does it work?), lights, power
- Meet with maintenance team to determine needs/wants
 - Discuss safety concerns
 - Discuss purchasing needs
- Ensure the camp well has been tested and approved (potable water)
 - Test water well
- Arrange for Conference payment method (digital) to be moved to camp.
 - Learn how to use it
- Arrange camp registration float (cash)
- Arrange camp store float (cash)
- Order staff Shirts.

June/July

- Plan for leadership staff arrival
 - Consider welcome baskets
- Give the program director guidance on the program
- Plan for all other staff arrival
 - Consider welcome baskets with staff shirts and gifts
 - Plan for first evening events

August

- Finalize camps
- Camp cleanup
- Winterize everything as needed
- Take batteries out of
 - Staff communication radios
 - Rocket launchers
 - Etc.
- Make plans to winterize boats
- Store camp staff and camper registrations in a bx for storage
 - Store documents for 7 years (check provincial/state regulations)
 - Return items (as needed) to the Conference office
 - » Camp payment methods (electronic)
 - » Camp store float
 - » Camp registration float

September

- Send camp reports to the NAD

October

- Register for the AACCP Convention
 - Book flights
 - Book car rental

MY YEARLY PLAN

On the following lines, record the tasks you need to complete. Organize each task into the month in which you intend to accomplish it. Ask other camp directors what and when they do specific tasks so that you can make choices that will provide success. As you plan, pray about each task. Remember, the work that lies ahead is for Him!

September:

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October:

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November:

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December:

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January:

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February:

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March:

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April:

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May:

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June:

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July:

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August:

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Chapter 5

Staff Hiring & Training

The team you put together will determine how your summer will go. No pressure here...but it's a critical part of summer camp ministry. Before hiring, you should decide on your primary goals for summer camp. Then, hire camp staff to help you fulfill those goals. It's probably my favorite part of camp ministry! I've made lifelong friends with the camp staff that I've hired.

A STORY

The text for this chapter tells us there is much rejoicing when the lost becomes found. When it comes to camp ministry, it is vital to remember that your camp staff should be a critical part of your ministry focus.

This reminds me of when I was five years old. I was so excited to go to church on the first weekend of the new year because I had saved 365 pennies to put in the offering plate—one penny for each day of the upcoming year as a special gift to God. I wanted to let God know I loved Him. I loaded the pennies in a little leather pouch. The pouch was round and had a zipper along the top. The pennies barely fit as I worked hard to get the zipper closed. It was so full! And I knew I shouldn't open it until it was offering time.

At church, I sat anxiously in my pew, waiting for the right time. Soon, the pastor had the prayer for the offering. While he was praying and everyone had their heads bowed reverently, the leather pouch slipped out of my hands, fell, and landed on the hard tile floor. As it hit the floor, the zipper popped open and all the pennies shot out of the pouch. An enormous crashing sound echoed through the old wooden church. Even the pastor stopped his prayer because it was so loud!

After the crashing sound, next was the sound of rolling pennies in every direction. The pennies seemed to roll and roll and roll; it seemed like forever until they stopped! Laughter could be heard throughout the church as pennies rolled into the feet of the church members. The pastor continued his prayer, and soon I heard the sound of children crawling everywhere to collect the pennies. Then, like an assembly line, pennies were passed from member to member back to me. I piled the pennies all around my legs on the pew. Meanwhile, the pastor continued his prayer.

Like the woman who searched for the lost coin in our text, God also seeks out the lost. Isn't it great to know God loves us that much? Our camp staff may or may not have a strong relationship with God; we accept

REJOICE

"Suppose a woman has ten silver coins and loses one... when she finds it, she calls her friends and neighbors together and says, 'rejoice with me; I have found my lost coin.' In the same way, I tell you, there is rejoicing in the presence of the angels of God over one sinner who repents."

Luke 15:8-10

DISCUSSION TOPICS FOR CHAPTER 5

- Calendars & schedules – things to consider
 - Create a month-by-month plan to be ready for camp
- Leadership staff arrive early
- Camp staff arrival day
 - Camp culture development begins
 - Welcome committee
 - Work + play
- Working with your fellow staff members
- Staff nurturing
- Staff uniforms
- Staff advancement and recognition
- Staff volunteers and staff leadership program (CIT, SIT, etc.)
- The camper: stages of development, discipline
- Effective communication

them wherever they are in their spiritual journeys. In any case, God will be working on their heart, just like God will be working on the hearts of each of your campers. There are many examples of not only campers, but also camp staff giving their lives to God while at summer camp. Like the pennies being gathered, God gathers his children to Him.

MY CAMP MINISTRY GOALS

With ministry to your camp staff in mind, let's talk about goals. What are your goals for your camp? For your camp ministry? For your camp staff? What does summer ministry look like? Write your goals here so you can look at them for a while:

1. _____

2. _____

3. _____

Ok, let's take a deep dive into the positions you might need to hire at your camp. Have a look at the list below as you work on the needs at your camp; your list might look different than this, but you might also find a few ideas or notice something that could be added to your camp staff list which would serve your ministry nicely. You can also check out Appendix C for a sample list of job descriptions.

CAMP POSITION	TYPE OF POSITION (FOR PAY CONSIDERATIONS)
Camp Director	Administrative
Assistant Camp Director	Administrative
Medic/Nurse	Administrative
Office/Store Assistant	Administrative
Office/Store Manager	Administrative
Public Relations	Administrative
Cabin Leader	Cabin Leaders
Staff in Training	Cabin Leaders
Archery Leader	Class Leaders & Assistants
Art Leader	Class Leaders & Assistants
BMX Leader	Class Leaders & Assistants
Candle-making Leader	Class Leaders & Assistants
Canoeing Leader	Class Leaders & Assistants
Ceramics Leader	Class Leaders & Assistants
Drama Class Leader	Class Leaders & Assistants
High Ropes Leader	Class Leaders & Assistants
High Ropes Team	Class Leaders & Assistants
Horsemanship Jr. Assistant	Class Leaders & Assistants
Horsemanship Team	Class Leaders & Assistants
Lifeguard	Class Leaders & Assistants
Music Class Leader	Class Leaders & Assistants
Outdoor Adventure Leader	Class Leaders & Assistants
Rock Wall Leader	Class Leaders & Assistants
Rock Wall Team	Class Leaders & Assistants
Rocket Leader	Class Leaders & Assistants
Sports & Games Leader	Class Leaders & Assistants
Sports Leader	Class Leaders & Assistants
Swimming Leader	Class Leaders & Assistants
Waterfront Team	Class Leaders & Assistants
Wrangler Assistant	Class Leaders & Assistants
Food Services Director	Food Services
Food Services Assistant Director	Food Services
Food Services Team	Food Services
Kitchen Team	Food Services

Crafts Director	Leadership - Activities
High Ropes Director	Leadership - Activities
Horsemanship Assistant Director	Leadership - Activities
Horsemanship Director	Leadership - Activities
Waterfront Director	Leadership - Activities
Wrangler	Leadership - Activities
Audio/Video	Leadership - Programming
Audio/Video Team	Leadership - Programming
Boys' Director	Leadership - Programming
Camp Chaplain	Leadership - Programming
Drama Team Coordinator	Leadership - Programming
Girls' Director	Leadership - Programming
Music Director	Leadership - Programming
Program Director	Leadership - Programming
Recreation Director	Leadership - Programming
Staff-in-Training Director	Leadership - Programming
Ranger	Maintenance
Janitorial/Grounds	Maintenance
Maintenance/Grounds	Maintenance
Babysitting	Maintenance
Pastor - Adventure	Pastors
Pastor - Junior	Pastors
Pastor - Teen	Pastors
Pastor - Youth	Pastors

As you prepare to hire your camp staff, review your camp staff contract with the HR department at your conference office. This is a critical step to ensure you are abiding by the labor laws of your state or province and that you are within the guidelines of your conference office. To add a layer of safety, request that the conference lawyer review your contract and then present it to your conference's Administrative Committee (Ad.Com.) for final approval. Ok, that's a lot of steps, but it's totally worth it if something goes sideways on you later. This contract can be your friend if something goes wrong.

The hiring process is a great time to collect the information you need for staff employment. Again, each camp, conference, and state will require specific items be collected. As a starting point, you should consider collecting the following pieces of information:

1. Criminal record check
2. Proof of citizenship copy
3. Social Insurance Number (Canada)/Social Security Number (U.S.)
4. Online Payroll Transit Number — official bank statement

5. Resume
6. Complete the online staff manual as assigned (link will be provided to staff)
7. Driver's Abstract
8. Standard First-Aid/CPR/AED
9. Healthcare card number (Canada) / Health insurance information (U.S.)
10. Each staff takes the sexual harassment course offered by the NAD (found on the Adventist Learning Community website).
<https://www.adventistlearningcommunity.com/courses/sexual-abuse-reclaiming-hope>
11. Each staff member completes the Four Seasons Truth and Reconciliation course (Canada only).
– email for registration: 4seasons@adventist.ca

The NAD's Adventist Association of Camp Professionals talks much about camp staff recruitment. The following is from NAD Camp Ministries:

The best recruiters for summer camp staff are summer camp staff. They have caught (or are catching) the vision and purposes of camp ministry, and they are being evangelistic and sharing with young people and adults about their own relationship with Jesus. They have stories to tell of their trust in and love for Jesus and His soon-coming. Summer camp staff have connections with other young adults who, sharing the same core values, can present the personal benefits and blessings of being involved in camp ministry and encourage others to consider the calling.

Becoming Recruiters

In the busy and often-distracted part of young adult life, to be a recruiter they need to be reminded of the blessings they received during their summer camp experience AND to share that experience with others. There are several ways for those reminders to occur:

1. **SUMMER CAMP CAREER DAY:** Camp directors inform their staff about when and where they will be on campus to meet with potential camp staff and reconnect with previous and current staff.
2. **PERSONAL LETTER:** Though often neglected, a personal letter with a real signature can go a long way in connecting with friends and fellow staff members.
3. **EMAIL & SOCIAL MEDIA:** Not quite as personal, yet can be effective in touching base with your staff.
4. **RECRUITING ITEMS:** Send a package to the lead recruiters filled with camp goods to share with others who may be or could be interested in camp ministry: Camp t-shirts, water bottles, sweatshirts, hats, etc.
5. **CAMP POLO SHIRT DAY:** Declare a certain day (maybe the day you are on campus) to be camp polo shirt day or staff uniform shirt day.
6. **RECRUITING**

One of the best ways to create buy-in by summer staff is to involve them in planning and participating in active recruitment.

1. **RECRUITMENT PLANNING EVENT:** Depending on the circumstances, this could be either in-person or in a Zoom event. Ask for ideas on what they need in order to help them recruit or encourage top-notch young adults to consider camp ministry, but at the same time, not overlooking the moving of the Holy Spirit in the lives of unlikely candidates.

2. **REWARDS FOR RECRUITERS:** Thanks would be a better word than reward here, actually. Thanks for being a recruiter could take on a variety of tangible and intangible “thank yous.” A thankyou letter, a special piece of apparel, camp store credit, a phone call, a pizza party, a gratuity, a summer camp bonus to their paychecks, etc.
3. **WHAT TO LOOK FOR:** The camp director would need to share what positions are available—you don’t want to recruit for an archery instructor if you already have one. Skill levels and abilities to teach, sing, play instruments, etc. should be considered.

Taking Ownership of Camp Ministry

Involving staff in the planning and development of the summer camp program, recruiting staff, and thanking participants will build a sense of ownership, partnership, and commitment and contribute to the success of the summer camp ministry in seeing youth and adults making decisions for Jesus. This, in turn, could be an opening door into a life of ministry: teaching, pastoring, AND camp ministry!

Where to Recruit

Recruitment can take place wherever there are young adults. Here are some of those places:

1. **SEVENTH-DAY ADVENTIST COLLEGES & UNIVERSITIES:** Many have recruitment days or camp career days where camp directors are invited to connect with their students and learn about camp ministry.
2. **PUBLIC COLLEGES & UNIVERSITIES:** Some conferences support Adventist Christian Fellowship (ACF) chapters through their Youth & Young Adult Ministries department. The ACFLink.org website has an ACF chapter directory of all active ACF chapters which have registered on the site. There is contact info listed for each chapter’s student leader.
3. **LOCAL CHURCHES:** Make pastors aware of openings in summer camp ministry and encourage them to let you know about young adults in their congregations who could shine as a summer camp staff member.
4. **CONFERENCE PATHFINDER EVENTS:** Pathfinder TLT (Teen Leadership Training) participants are Pathfinders in grades 9-12 who have training specifically in leadership development. The best places to meet these TLTs are at conference-sponsored Pathfinder events such as camporees and fairs. Historically, TLTs have been some of our strongest and best-trained camp staff.
5. **YOUNG ADULT EVENTS:** These are often sponsored by conference departments or churches, and having an exhibit, posters, being involved on the planning team, or just mixing and mingling with those in attendance may help you find some great potential summer camp staff.

Recruiting Solo Young Adults

There will always be young adults who are more isolated, who may not have friends who are involved in camp ministry. How can they be reached?

1. **CHURCH PUBLICATIONS:** Union papers and other regularly distributed materials could share the blessings and benefits of camp ministry along with camp contact information.
2. **SOCIAL MEDIA:** Though a bit less personal, testimonies from summer camp staff of their experience could prompt some young adults to contact a camp for more information.
3. **FAMILY OR PASTORAL CONNECTIONS:** This would be people who know people who know people. Ask for leads, contacting pastors, teachers, chaplains, and others who may know

of isolated young adults who would find summer camp ministry a positive turning point in their lives.

The Financial Plan

There is always a cost for recruiting summer camp staff, whether it is traveling to locations for recruiting, or developing resources and incentives.

1. **EXPENSES:** Recruitment items for camps
 - a. Poster development, design, printing and distribution
 - b. Advertising in church publications
 - c. Creating a Summer Camp Ministry Guide
 - d. Summer camp staff recruitment video contest
 - e. Recruitment bonuses
2. **FUNDING:**
 - a. Camp and conference budgets should have funds allocated for summer camp staff recruitment
 - b. Donors, whether private or corporate, may be pursued and made aware of the need for and importance of hiring collegiate summer camp staff and those younger who can be trained into long-term staff positions.

The Prayer Plan

Prayer is the most important piece of recruiting summer camp staff. Invite your year-round and former camp staff to join you.

1. **BE PRAYING:**
 - a. For God to guide in filling the openings
 - b. For Jesus to lead you all into ‘heaven-appointed connections’ with others
 - c. For the Holy Spirit to impress on the hearts and minds of those He has chosen to be a part of camp ministry
 - d. To be attentive to the conversations and interests of others that might lead toward camp ministry
2. **SCRIPTURE TEXTS:** These scripture texts may be considered for prayer themes:
 - a. **Proverbs 3:5-6**—Trust in the Lord with all your heart, and lean not on your own understanding; in all your ways acknowledge Him, and He shall direct your paths. (NKJV)
 - b. **Psalms 37:4-5**—Delight yourself also in the Lord, and He shall give you the desires of your heart. Commit your way to the Lord, trust also in Him, and He shall bring it to pass. (NKJV)
 - c. **John 6:28-29**—Then they said to Him, “What shall we do, that we may work the works of God?” Jesus answered and said to them, “This is the work of God, that you believe in Him whom He sent.” (NKJV)
 - d. **Philippians 4:6-7**—Be anxious for nothing, but in everything by prayer and supplication, with thanksgiving, let your requests be made known to God; and the peace of God, which surpasses all understanding, will guard your hearts and minds through Christ Jesus. (NKJV)
 - e. Select some of your own favorite Scriptures for praying through and sharing with others.

The last thing I will add about hiring camp staff is that you are employing staff for ministry. The individuals you hire will be the ministry leaders of your summer camp ministry. I recommend you hire a team who loves

God, wants to serve others, and sees camp as a ministry. If you do this, the individuals you hire will be in line with your ministry goals. An important item I asked during interviews was:

- Please tell me about the ministry you are involved in or were recently involved in.

This should give you a pretty good idea of their interest or focus on serving God.

During camp staff interviews, remember you are hiring many young people for their very first job. In fact, this may be their very first job interview! As you will likely be teaching them about their specific position at camp, I recommend you look at the character of the potential camp staff. My focus was on the personality of the camp staff rather than skill levels in specific camp-related jobs. I wanted kind, smiling, happy camp staff; I figured I could teach them the skills they needed for the job. Happy staff was more important to me than skills or past experience.

Chapter 6

Promoting Your Camp

Camp directors are in a class all to themselves! Some would even say they're a lot of fun...unique...a little crazy?! There, I've said it...but I used to be one of them.

When it comes to promoting your camp, you get to have a little fun! You can now paint a picture of your camp and show the world what you are all about. You get to show off the best of what you have; it's your first chance to describe your camp culture to everyone (remember the discussion in Chapter 2). Keep in mind, your website and social media pages will tell people if you are organized or not.

Painting the picture of camp should say to parents:

- Your child will be safe.
- Your child will be well taken care of.
- Your child will be attended to by caring staff.
- Your child will make new friends.
- Your child will have a ton of fun.
- Your child will learn about God.

A STORY

Let's begin this story by saying: JESUS SAVES! It's not a cliché or just a nice idea. It is just as real now as it was for the people in the Bible. Imagine having an unexpected moment in life that changes you forever! So many stories in the Bible show the healing power of Jesus, and this healing power is just as available today as it was 2,000 years ago.

In my decade as camp director, I have never been more moved in a life-changing way than when I met Big John. I actually can't remember his full name; we all just called him Big John. He towered high above everyone and had such a kind, gentle personality. It was easy to see that John loved God and firmly believed in the saving power of Jesus!

John was blind, and had been attending our specialized camp for the visually impaired for many years. One evening, Big John shared his story. He told us that when he became blind, God saved his life. I watched the camp staff listen in disbelief. He explained that when he was nineteen years old, a deep depression took hold of him. In an unfortunate incident, a gunshot wound permanently took his sight.

Before this happened, Big John didn't know God. Afterward, through some caring friends who showed him love and kindness, he learned of God's saving love and learned to put his trust in God. He learned that God actually cared for him.

JESUS SAVES

"Great crowds came to him, bringing the lame, the blind, the crippled, the mute and many others, and laid them at his feet; and he healed them."

Matthew 15:30

DISCUSSION TOPICS FOR CHAPTER 6

- Branding
- Camp store
 - Managing camper store accounts vs paying cash
 - Camp store registration float in safe
 - Store accounts for staff (with discounts)
 - Inventory
- Taking inventory a few times during the summer
 - Suppliers
 - Camper store purchase times
 - Camper limits on junk food
 - Managing camp meeting activities
 - Managing camp meeting parental permission slips
- Social media
- Website
- Camp theme

Big John continued to share that this mishap had given him another chance in life. While camp staff eyes moistened, he exclaimed that becoming blind had saved his life! He could now see joy in his life again because by losing his sight, he could now see God. He thanked God for being blind. He later married and had a wonderful family.

With confidence, I can say that Jesus saves. Jesus cares so much about people, including you, your camp staff, and your campers. What if your camp could be as caring as Big John's friends were? What if parents felt that you and your camp staff cared for them? By being the hands and feet of Jesus, we can certainly be a refuge for someone in need. You have the ability to make your camp feel so safe that your campers will feel comfortable sharing and even reaching out to you for help.

As you tell people about your camp, let them know you have a camp that cares. Your promotional materials absolutely need to say this.

BRANDING YOUR CAMP

It's vital that you think about how your camp looks to anyone who wants to know about it. Branding your camp is just like branding a product to sell. In fact, you are "selling" your camp program to paying customers!

I did a quick search on branding a business and found a website that shared how to brand in 10 Simple Steps. Here is what Goldstein (2023)⁶ suggests:

1. Research the competition:
 - a. Find lots of examples from other organizations.
 - b. Decide on your target audience.
2. Perform market research:
 - a. Look at your target audience and see what catches their attention.
 - b. Look at Facebook Audience Insights to see who is looking at your account.
3. Establish your brand personality:
 - a. What do you want your organization to be viewed as? Classy? Trendy? Modern? Rustic? Safe?
4. Create a brand positioning statement:
 - a. Fill in the blanks: "We offer [*product or service*] for [*target market*] to [*value proposition*]."
5. Choose the right business name.
6. Craft a catchy slogan:
 - a. Capture your brand's spirit and values.
7. Design a professional logo.
8. Define a visual language:
 - a. Visually unified appearance across all your media (website, social media, etc.).
 - b. The colors you use, font, photography, etc..
9. Build a brand voice:
 - a. This is your communication style in your media.
 - b. Is the voice corporate? Personal? Friendly?
10. Apply your branding consistently.

⁶ Goldstein, Kylie (2023). How to Build a Brand in 10 Simple Steps. https://www.wix.com/blog/how-to-build-a-brand?utm_source=-google&utm_medium=cpc&utm_campaign=19399843409%5E145175008536&experiment_id=%5E%5E642983295320%5E%5E_DSA&gclid=CjwKCAiAxreqBhAxEiwAfGfndNu9yxj81cwTlAtzEfi8M6fEdJSgLBd19xAkjmVlJbkoUBycobA2RoCRglQAvD_BwE

You may not want to recreate the entire camp look as you explore branding. In fact, you might want to simply evaluate what you currently have regarding all your media outlets and make adjustments as needed. This topic of branding, however, can be applied to the creation of a yearly theme. No matter what you do, you must market your camp to be a safe, loving place for kids to be.

There are many areas to consider when it comes to having a camp store. Where will you locate it? How will it look (style)? Will kids walk through it or stand at a window to look in? What will you sell? When will kids have time to shop? How will you deal with money at camp?

My experiences vary with camp stores. One camp store was a window store, where kids could only look in. I found, however, that I had increased sales when kids could walk through the store, shop, and bring items to the checkout counter. In fact, I could sell more “camp logoed” items this way. This was always my hope because then kids would be walking advertisements of my camp.

Again, each camp is set up differently, and there is certainly more than one way to operate the camp store. When it comes to branding, there are many options. Your creative side can help determine what your camp branding will look like. If you need help, you will likely have a great resource person in the conference office to help.

Chapter 7

Camper Registration & Drop-off Day

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I really like the word oxymoron—it’s fun to say! It is not, however, what the camp experience should be.

Let’s talk about camper registration and drop-off day. All the work you put into creating the perfect camp should not be a contradiction to what parents and guardians see on drop-off days. It shouldn’t be an oxymoron!

A STORY

Have you ever smelled something so terrible you could hardly stand it? Exodus 7 tells us the Egyptians weren’t listening to what God was saying through Moses and they had to deal with a pretty stinky situation.

When I was 10 years old, my next-door neighbor had twenty cows and twenty chickens. As they were preparing to go on a vacation, they asked me to take care of the farm for them. I was so excited as they explained what to do each day. After showing me how to feed and water the cows, they showed me where the chicken feed was and told me to collect the eggs each morning. The chickens had little wooden boxes with straw inside they could hop into and lay their eggs. After laying an egg, the mother hen would step outside the box, stand tall, and announce loudly to the rest of the chickens she had laid an egg. The following day, I woke early as the sun rose and rode my bike to the barn. I quickly fed the cows and chickens so that I could begin the best part of the job: collecting eggs. I soon ran out of eggs to gather in the chicken coop. I remembered, though, that the chickens often escaped out of the coop, so I started wandering around the barn to find even more eggs. I found the odd one here and there and finally came across one egg that was hidden really well. I grasped it in my hand and held it close to my face to look at it. Suddenly, the egg exploded all over me! I later learned that it imploded because the egg had rotted, creating a vacuum inside. Rotten egg was all over my body, and it smelled so bad! I ran home to clean up, but all the soap in the world wouldn’t take the smell off of me. For three days, I had to go to school smelling like a rotten egg.

After all your efforts to hire happy and positive camp staff, advertising your camp as a caring place, and creating a positive and happy camp culture during staff orientation week (and even before this time), it’s camper-drop-off day! It’s time to showcase your camp... to show parents what your camp is all about. As the story indicates, you want to proceed carefully so your camp doesn’t get “egg on its face,” so to speak. Ok, that’s the best way I could tie this great story into this chapter on camper registration and drop-off day, but it’s so true. Camper registration and drop-off day should be a special time that reinforces to your campers’ families what you want them to know about your camp. The last thing you want is for drop-off day to stink!

With camper registration in mind, let’s first look at UltraCamp, a platform specifically designed for summer camps. UltraCamp is used for camper registration, group bookings, payments, etc. For more information check out UltraCamp.com.

LISTEN TO GOD

“The fish in the Nile will die, and the river will stink; the Egyptians will not be able to drink the waters.” **Exodus 7:18**

DISCUSSION TOPICS FOR CHAPTER 7

- Online registration
- Waiver forms
- UltraCamp



Time Saving Family Registration

Register the whole family in one registration process and pay for everything at once.



Unique Process for Each Event

Customize the registration process for each session or group of sessions. Need a unique form filled out for each session? You can do that!



Aesthetic Control

With our customization tools, now you can change your registration system to match the look and feel of your existing website, making a seamless transition for your families.



Custom Payment Plans

You have the ability to design payment plans that work for you. Employ separate plans for different sessions.



Automated Discounts

Set up discounts to automatically apply when qualifications are met or set up discount codes to auto-apply when the code is entered. Discounts can also be configured to require approval.



Scholarships & Sponsorships

Let grandparents, church groups, youth organizations and more pay for fees on a separate account, with tracking and reporting capabilities.



Parent Communication

Easy-to-use tools for parents to communicate with you and their camper and streamlined functionality for your team to send email, text and phone messages out to camp families.



Multi-Program Management

One registration platform for all of the programs you run. Manage resident camp, day camp, family camp, retreat and conference center bookings and more, all in the one place.



Check-in/out

Check campers in and out quickly, easily and securely. Check the family's authorized pick-up list, add notes, record in/out times, all with just a few clicks.



Calendar View

Need to see what's booked and what's not? Easily see all of your facilities in one place and identify who's using what and for how long.



Automatic Contract Generation

Easily generate rental contracts complete with detailed invoicing, waiver language and all with just a couple of clicks.



Copying Reservations

Now you can make your recurring groups' bookings easier than ever. With just one click, you can copy all of the rental details from one event to another.



Barcode Integration/Scan Barcode

Easily track inventory, open camper store accounts and more! Scan barcodes to speed up the sales process and process transactions more quickly and accurately.



Collect Store Money

Simple tools to encourage parents to put money into their camper's store account rather than sending cash, updated in real time.



Unspent Money Refunds

Process all unspent money with just a couple of clicks, whether parents want it refunded, donated or left alone.

There are other camp registration sites available for camps; in fact, you should shop around to ensure you work with a company that meets your needs. Whatever platform you choose should provide you with an efficient system to operate your camp.

As part of a camper registration system, you will likely consider camper waiver forms. I recommend you consult with others in your conference:

- Youth Department
- Education superintendents
- Risk management representative

These individuals likely already work with approved waiver forms and will be an excellent resource for you. The human resources personnel working at your conference might have information on this too. Whoever you go to, make sure your waiver form is acceptable to your conference officers; if any problem occurs, they will need to be aware of what your form says—and it will need to cover everything it should to protect all parties.

Camper registration process and camper drop-off should be smooth. In fact, these are very important points of contact between you and your campers' families. I have heard concerns from parents when either of these areas appear disorganized. Parents begin to question their decision to leave their kids in your care if these two areas have glitches.

Life at camp and the roles camp staff play can be exhausting. That is why camp directors should dedicate some time to considering health practices with their camp staff (and themselves). Beginning with the hiring process, I aimed to create a happy team, figuring a happy staff would create happy camp experiences for everyone. To further this hope, I quickly learned that a happy staff needed adequate sleep. Now, this is not a passing thought or just a dream. If you want this, you must be consistent with their schedules and practice good sleep patterns yourself.

As you look at your camp schedule, consider how your program affects your camp staff's ability to get a good night's rest. Make adjustments to ensure your staff are at their best every day.

One example of this relates to the week for your youngest campers (around six years old). A six-year-old at home would typically be in bed by 8 p.m. and we adjusted the camp schedule to match this. As a result, the camp staff LOVED Adventure camps (camps for our very little ones). They were able to sleep because the campers went to bed so early!

Last but not least, consider how you can help your camp staff have personal time with God each and every day. Again, look at the schedule and look for ways to encourage this. Camp staff's time with God is, hopefully, one of your goals for them at camp. Regular encouragement in this area, and even providing simple worship readings for them, goes a long way.

During staff orientation week when I was camp director, we often discussed the idea that, "You can't give what you don't have," referring to the spiritual aspect of your camp staff. By encouraging personal time with God, your camp staff will be able to share what they have! They will be equipped to share Jesus with your campers.

Chapter 9

Risk Management

As a new camp director, an important role you must have on your mind at all times is safety. Camp has a ton of activities that need your attention to reduce the possibility of injury (or worse) occurring. Nobody wants to make the front page of any news source due to negligence!

When I was the camp director in Manitoba-Saskatchewan Conference, my program director arranged our special Friday evening worship program to be like a tea house. We loved the idea and everyone helped decorate for our campers. As the campers watched the evening skit, they enjoyed a hot cup of tea. It was my job to purchase some tasty herbal tea, and, as always, I was in a hurry at the grocery store; I saw a tea box with a picture of an orange on the front and it seemed like something the kids might enjoy. A fruit-flavored drink! I reached to the back of the shelf at the grocery store and pushed all the tea boxes into my cart. At the program, the kids loved the tea and drank cup after cup of delicious tea. They left the program so excited!

The following morning at staff worship, the cabin leaders looked SO TIRED! They said their kids would not go to sleep; they were bonkers and hyper! I felt so bad for them, and later, at breakfast, I looked at the empty tea boxes and realized that the tea I bought for our junior campers was caffeinated. OOPS!

Now, this was an elementary problem that, by simply paying attention, could have been avoided. Risk management at camp is just like that—issues can usually be avoided by giving your attention to potential issue areas before any problem occurs!

A STORY

It was almost time for our outdoor club backpacking trip, and I was excited! I had all my gear ready: tent, sleeping bag, sleeping pad, stove, food, flashlight, matches, and all the other items that make for a great trip. My pack weighed about 25 pounds, and I put it on to see if I could carry it. As we loaded the bus for the long drive to Algonquin Park, I noticed that Jake’s pack was really small! It looked like he had almost no gear! So I asked, “Jake, how did you pack everything you need in such a small pack?”

Jake replied mischievously, “I packed carefully.”

But I knew that something was unusual about his pack. Even stranger was the wooden club he carried. It was like a small baseball bat with a leather loop at the base that he wrapped around his wrist.

We soon arrived at the trailhead and began our hike carrying our packs. When we stopped for the night, we set up our tents on a ridge. Jake decided to set up below the ridge. He pulled out his sleeping pad and stretched it out on the ground. Then Jake placed his sleeping bag on top. Next, he took all his food and placed each item around his sleeping bag. We then realized why his pack was so light—Jake had no tent!

TRUST IN GOD

“Trust in the Lord with all your heart and lean not on your own understanding. In all your ways acknowledge Him, and he will make your paths straight.”

Proverbs 3:5-6

DISCUSSION TOPICS FOR CHAPTER 9

- Is your camp safe?
- Risk management officer in each Conference office
- Health inspector visits
- Professional camp association memberships & accreditation
 - Guidelines + inspections
- AACP Membership
 - Guidelines + training
- Safety & security of the camp and guests
- Crisis management

Why would he put his food around his sleeping bag? And why did he have the wooden club? We all knew to store our food in bear and raccoon-protected containers! As we climbed into our sleeping bags for the night, our questions were soon answered. Jake lay on his back, holding his club with the strap around his wrist. He was going to protect his food from the raccoons with his club! But Jake was soon sound asleep. By midnight, the raccoons arrived. And guess what? They ate all of Jake's food while he slept peacefully. All that the raccoons left were empty food wrappers!

Jake could have avoided this mishap...just like most incidents at camp can be avoided. As we look at risk management, we must first understand that most incidents can be circumvented before the event takes place.

Professional camp associations are crucial to understanding safety standards in your summer camp area. They offer many membership benefits, including:

- External review of safety standards and practices
- Networking with industry peers
- Recognized by the public and camper caregivers
- Industry stamp of excellence
- Opportunity to improve operations
- Access to resources and mentorship
- Benefits for insurance coverage
- Use the Association's logo on the camp's website and signage

Becoming a member of a local camp association is an essential step toward knowing what the standards are in your location. The association will often send someone to your camp to discuss many important aspects of safety at your camp. Additionally, their suggestions might encourage your conference administration to fund needed upgrades to your camp.

Within the United States, camp directors should become familiar with state regulations and guidelines. Look for any accreditations previous camp directors at your camp have followed. You can also contact other camps in your state to learn which regulations and guidelines other camps follow. Additionally, the American Camping Association (acacamps.org) is a great resource of which many of our NAD camps in the U.S. are members. Lastly, the Christian Camp & Conference Association (ccca.org) is worth checking out. Their mission is to maximize ministry for member camps and conference centers.

Within Canada, here is a list of the names and websites of provincial camp associations you should consider:

1. Canadian Camping Association: ccamping.org
2. British Columbia Camps Association: bccamping.org
3. Alberta Camping Association: albertacamping.com
4. Saskatchewan Camping Association: saskcamps.ca
5. Manitoba Camping Association: mbcamping.ca
6. Ontario Camps Association: ontariocampsassociation.ca
7. Association des Camps du Québec: campsquebec.com
8. Camping Association of Nova Scotia and PE: canspei.ca
9. Newfoundland and Labrador Camping Association (under the Canadian Camping Association): ccamping.org

The North American Division of Seventh-day Adventists has a very active camping association called Adventist Association of Camp Professionals (adventistcamps.org). Here, you will find tons of resources

specific to Adventist camps. You will also receive the necessary support you will need and value in your ministry.

The core values of the AACP⁷ are:

1. Bible-based
2. Community
3. Excellence
4. Christ-likeness
5. Diversity
6. Experiencing God in nature

These core values guide summer camp ministries in North America with the key goal of leading kids to Christ. The NAD sees camp ministry as an integral part of the ministry for youth and young adults.

7 Association of Adventist Camp Professionals (2023). About Us. <https://www.adventistcamps.org/about>

Chapter 10

The Camp Program & Connecting to Families

Ok, finally we get to discuss the camp program! What will we do with the kids after they arrive at camp? From my experiences as camp director, I always looked at the camp program through the lens of the camp theme. But I certainly know there's more than one way to bake a cake! Or, more to my wheelhouse and abilities: there's more than one way to cook an egg: fried, boiled, scrambled, toad-in-the-hole, and so many more! You get the point!

No matter what you do with the kids, your goal is to show them Christ. What if EVERYTHING your camp does points kids to the cross?

A STORY

One of the greatest gifts we can receive is the gift of forgiveness. I learned this one day as I picked tomatoes in a large field next to the girl's dormitory with Arthur and Jason. We worked hard to pay our bills for boarding academy and had already filled many wooden crates with ripe tomatoes to sell.

One afternoon, the girls' dean left the dormitory and walked along the edge of the tomato field toward her house. She sauntered, soaking in the warm sunshine with each step. Arthur turned to us excitedly and said, "Let's see who can throw a tomato at the dean and get the closest without hitting her!"

Instinctively, we all reached for a tomato. I found a firm tomato that could be thrown with great accuracy, and I moved into position. We all prepared silently, realizing the risky shot we were about to attempt. We all quietly and nervously aimed, but nobody could throw their tomato. After a long time, I decided I could do it. I stretched my arm back and launched the tomato high into the air. As it came closer to our beloved dean, I realized that it was going to hit very close. I looked at my friends in disbelief; they, too, realized my mistake and were lying on the ground, hiding behind tomato plants. In an instant, the tomato hit our unsuspecting dean in the neck and knocked her to the ground! I watched in horror as she lay there for a long time. Eventually, she regained her strength and stood up. But before continuing her walk home, she looked my way and shouted with her strong French accent, "That was not funny!"

WHERE THERE'S A WILL, THERE'S A WAY

"Therefore, my friends, I want you to know that through Jesus, the forgiveness of sins is proclaimed to you."

Acts 13:38

DISCUSSION TOPICS FOR CHAPTER 10

- Planning the camp program
 - Introduce NEW camp activities
 - Go over camp supplies to determine what needs fixing or purchasing
 - Evening/morning worship programming (age appropriate)
 - Sabbath programming (age appropriate)
 - Program directors
- Connecting to families
 - Coordinate baptisms with Conference President, local pastor, and parents
 - Reaching out to campers throughout the year
 - » Christmas letter
 - » Birthday letters
 - Community events during staff training weeks
- Planning camp-wide events
- Activity areas
- The EDGE method of Instruction (Explain, Demonstrate, Guide, Enable)

We sat in disbelief, wondering what to do. After contemplating the situation, I walked slowly to her house and knocked on the door. When she opened it, I noticed her neck was swollen and red. With great difficulty, I uttered the words, “I am so sorry!”

Before I could say anything more, she stepped forward, hugged me, and said, “I forgive you.”

That day, she showed me a real glimpse of the kind of love that God has for each of us. Through Jesus, we receive forgiveness; all we have to do is confess our sins to him. At camp, our campers can experience Christ this way, through our lives and the lives of our camp staff.

I always viewed the camp program as the glue that holds the camp ministry together. That’s why I choose a camp theme each year, and it’s why most camps hire a specific person to be the program director!

Each camp is different in its schedule and needs. Here are some areas of a typical camp program that need to be considered:

1. Morning Worships
 - a. Music
 - b. Speaker
2. Evening Worships
 - a. Music
 - b. Drama
 - c. Speaker
3. Sabbath Morning
 - a. Church Service
 - i. Music
 - ii. Special Music
 - iii. Special Feature
 - iv. Sermon
 - b. Sabbath Afternoon
 - i. Game??
 - ii. Activity??
 - c. Sabbath Evening Worship
 - i. Music??
 - ii. Speaker??
4. Sunday Morning Pick-up
 - a. Goodbye program??
 - b. Celebration program??

The job of your program director is critical. This individual has a strong influence on your camp culture and the spiritual tone of the campground. There are a few decisions you should consider before hiring for this position. Do you want to give them all the parts of the program outlined? Or do you hire this individual and let them choose each aspect of the program themselves? Either way can work; however, if you have a specific idea of how you want it to go, you may want to consider choosing the essential parts on your own.

If you choose your camp theme in advance, the program should be designed around this theme. Your program director will usually be glad to have the camp theme as a starting point or basis for the program. Your guidance will help provide the structure for this crucial part of your ministry.

Now, as I consider the program and all the worship services at camp, I have to mention a topic that has been an issue in one of the camps I worked at: music. Music is a very critical part of camp ministry, and it can

also be a very divisive topic. The use of drums, certain types of music, and even how your song leaders lead it make a difference to your church members. This will undoubtedly vary from conference to conference; I recommend you tread carefully as you plan your music program.

My goal was always to keep the door to ministry as wide open as possible. This meant I approached youth and camp ministry from a more conservative angle, including (and especially) music. I decided early on to tread lightly so that I had ALL my youth attending camp and had the opportunity to show them ALL Christ. I didn't want to let music be in the way of my campers choosing to attend or not.

For the various components of your program, I will refer you to the AACCP website for a long list of ideas. You will find it under the "Resources" tab. The AACCP website provides ready-to-go ideas your program director can instantly use. If you're stuck, you can always call up other camps and ask for helpful ideas. Finally, have a look at Appendix F for ways to deal with rainy days at camp, and Appendix G for some handy camp set-up and take-down procedures.

Appendix A

AACP Application Form 2023



2024

AACP Camp Membership Application

The Association of Adventist Camp Professionals (AACP) is an organization directly affiliated with the North American Division of Seventh-day Adventists and was created to fulfill the mission:

“To equip and support camp ministry professionals as they advance the kingdom of God”

Having membership in AACP entitles year-round camp staff and board members to keep up to date with Adventist Camp Ministries in North America. Camp members may receive the monthly E-News and periodic updates, vote at regular and special sessions, attend the AACP conventions at discount rates, and be a part of the collective voice of the Seventh-day Adventist camp professionals.

NAME OF CAMP _____

CAMP CONTACT _____ POSITION _____

MOBILE PHONE _____ EMAIL _____

CAMP MAILING / SHIPPING ADDRESS _____

CONFERENCE CONTACT _____ POSITION _____

CONTACT PHONE _____ EMAIL _____

CONFERENCE MAILING / SHIPPING ADDRESS _____

Is your camp a member of Christian Camp & Conference Association (CCCA) and its resources? ____ YES ____ NO

Is your camp a member of the American Camping Association (ACA) with all its resources? ____ YES ____ NO

Is your camp ACA accredited? ____ YES ____ NO Canadian Provincial accredited? ____ YES ____ NO

Annual Camp Membership Dues: Multiply your annual camp expense (gross yearly camp expense) as follows:

Annual camp expense _____ x .0005 = \$ _____ Total Dues
(NOTE: \$100 is the least that can be paid for the Annual Membership Dues)

We operate a Seventh-day Adventist camp (summer camp, year-round operation, or day camp). I acknowledge that membership in AACP is renewable annually, is non-transferable, and cannot be pro-rated nor refunded.

Representative's Name _____ Date _____

Send Check (Payable to AACP) to:

North American Division; Attn: Tracy Wood; 9705 Patuxent Woods Drive; Columbia, MD 21046



2024

AACP Camp Membership List

NAME OF CAMP _____

DATES OF STAFF TRAINING WEEKS _____

DATES OF SUMMER CAMP WEEKS _____

LIST ANY SPECIALTY CAMPS & DATES _____

1. List your camp staff and any camp board members who want to be included as AACP members.
 2. Include an email address & mobile number for those who want to receive the monthly AACP E-News
- Note: Please DO NOT list the emails for those who DO NOT wish to receive the AACP E-News

NAME	POSITION	EMAIL ADDRESS	MOBILE
_____	CAMP DIRECTOR	_____	_____
_____	CAMP MANAGER	_____	_____
_____	SUMMER CAMP DIRECTOR	_____	_____
_____	RANGER / MAINTENANCE	_____	_____
_____	FOOD SERVICE	_____	_____
_____	CAMP OFFICE	_____	_____
_____	CONFERENCE OFFICE	_____	_____
_____	GUEST SERVICES	_____	_____
_____	PROGRAM DIRECTOR	_____	_____
_____	CAMP NURSE	_____	_____
_____	WRANGLER	_____	_____
_____	NATURE / OUTDOOR ED	_____	_____
_____		_____	_____
_____		_____	_____
_____		_____	_____
_____		_____	_____

If needed, more can be added on a separate sheet.

Appendix B

NAD Camp Mentoring Topics

The North American Division Camp Committee compiled a list of topics the mentor should introduce and discuss. This list, called Mentoring Curriculum and Courses, focuses on various areas a camp director should familiarize themselves with. Many of the topics listed below are discussed in this book.

GENERAL TOPICS FOR EVERYONE:

- What is camp ministry, and what makes it so effective?
- Working with your fellow staff
- Making guests feel welcomed (customer service)
- Is your camp safe?

CAMP ADMINISTRATION & SUMMER CAMP MINISTRY:

- Leadership 101
- Calendars and schedules—things to consider
- Staffing: recruitment, interviews, hiring, HR requirements, evaluations, worker compensation, nurturing, recognition, uniforms, job descriptions, etc.
- Programming: age-appropriate, campfire programs, etc.
- Activities: advancement & camper recognition, planning camp-wide events, activity areas, the EDGE method of instruction (Explain, Demonstrate, Guide, Enable)
- Staff management: job descriptions, counseling, etc.
- Staff manual
- Staff orientation at camp; training: sexual harassment, stress management, discipline, staff morale
- Staff meetings, leadership meetings
- Camp accreditation
- Building on the past
- Risk management: safety at camp; security of the camp; guests, crisis management
- Keeping the spiritual goals in focus
- Marketing camp and PR
- Special needs camps: blind camp
- Staffing for the future: WIT, CIT, volunteers, leadership training
- The camper: stages of development, discipline
- Effective communication
- Relating to your camp committee/camp boards
- Relating to your conference administration
- Budgeting & finance at camp
- Relating to your government ‘overseers’ (health department, building department, etc.)

FOODSERVICE:

- Camp menu—summer camp; year-round
- Recipes at camp; camp favorites
- Food at camp; equipment vendors
- Product use and safety

- Staffing at camp; management
- Budgets for camp; inventories
- Health inspections

MAINTENANCE & CAMP MECHANICS:

- Calendar planning for the seasons
- Budgets
- Making personal contact with suppliers
- Inventories—too much or too little
- Tools of the trade
- Record-keeping
- Clean-up days
- Tools to loan during summer camp

GUEST SERVICES:

- Website ingredients
- Phone etiquette
- Website registration
- Connecting with guests: before, during and after camp
- Accurate records for invoicing
- Lost and found
- Where to put the keys

HOUSEKEEPING:

- Taking out the trash
- Cleaning the rooms and cabins
- Making the beds
- Emergency exit floor plans
- Laundry—taking care of business
- Inventory at camp; suppliers
- Products to have on-hand

NATURE:

- What nature is in your camp?
- Object lessons from nature
- Creating and maintaining a nature trail
- Live animals or stuffed mounts?
- Displays; static and hands-on
- Making use of what you have
- Summer camp nature curriculum
- Year-round nature presentations
- Making the best use of the nature center

Appendix C

Sample Job Descriptions

The following are sample job descriptions from Camp MiVoden (found at AdventistCamps.org/resources/forms) for your camp staff. Job descriptions will vary from camp to camp and should be based on your camp facility and individual conference requirements.

All Staff Positions

1. A Seventh-day Adventist Christian
 2. At least 18 years of age.
 3. Good health and plenty of energy.
 4. Ability to relate to children.
 5. Ability to fulfill responsibilities.
 6. Desire and ability to share the gospel.
 7. Ability to work with a group, and to take direction and advice.
 8. Ability to be flexible in job description and duties.
1. Value and follow the philosophy, goals, and policies of the camp.
 2. Attend all staff meetings and worships.
 3. Develop skills and attitudes to do the best possible job.
 4. Assist other staff in all possible ways to develop a spirit of cooperation.
 5. Communicate ideas, questions and concerns with your peers and superiors.

Counselor

1. At least 18 years of age.
 2. Ability to love and discipline.
 3. A sense of creativity and maturity.
 4. Some knowledge of child development.
 5. Stamina and patience.
1. Encourage spiritual and social growth in each camper.
 2. Supervise assigned campers in all activities of the day, 6 days per week.
 3. Be responsible for health, hygiene, safety, and personal belongings of assigned campers.
 4. Assist campers with duties, skill learning, selection of cabin activities, and communication with others.
 5. Instruct or assist in activity classes.

Village Director (Boys / Girls Director)

1. At least 21 years of age.
 2. Previous experience at Camp MiVoden.
 3. Knowledge of counseling techniques and responsibilities.
 4. Ability to guide, direct, and supervise campers and counselors.
1. Assist with pre-camp orientation and training.
 2. Make cabin assignments for counselors and campers.
 3. Schedule counselor's day off and substitute.
 4. Require counselor's knowledge of campers whereabouts at all times.
 5. Offer suggestions to counselors and campers for special cabin activities or program features.
 6. Serve as advisor to director in all camp programs.
 7. Counsel with staff and campers on problem situations.

Program Director

1. At least 20 years of age.
 2. Skilled in organization, creativity, and program production.
 3. Understand and affirm the camp's philosophy and objectives.
 4. Experienced staff person at Camp MiVoden.
 5. Skilled in people motivation, and interpersonal relationships.
1. Coordinate and direct all evening programming, special meals, camp counsels, mail calls, Sabbath programming, general materials for camper worships, and other events assigned by the director.

Summer Camp Secretary

1. Secretarial experience and skills including typing, word-processing, working with a cash box, etc.
 2. Skilled socially and relationally.
 3. Ability to give attention to details.
1. Type and duplicate records, forms, and instructional materials for various camp departments.
 2. Answer phone and deliver messages.
 3. Obtain, sort, and see that mail is delivered.
 4. Schedule general staff dining room responsibilities.
 5. Track and collect guest charges, receive and process offerings, balance cash box weekly.
 6. Participate in the office camper registration process.
 7. Collect and process all lost-and-found items.

Store Manager

1. Retail purchasing, marketing, and managerial experience and skills.
 2. Ability to relate to children.
1. Price and display merchandise.
 2. Maintain a clean, well-stocked store.
 3. Sell merchandise.
 4. Maintain adequate record of camper and staff accounts.
 5. Balance store accounts weekly.
 6. Refund unspent money to campers.

Maintenance

1. Prior maintenance experience and skills.
 2. Ability to work independently of others.
 3. Excellent driving record. (A bus license is preferred.)
1. Operate vehicles in safe and responsible manner.
 2. Help maintain vehicles in clean, safe, operable condition.
 3. Help maintain shop and equipment in clean, safe, operable condition.
 4. Repair buildings and equipment as needed.
 5. Assist camp ranger.
 6. Assist program director.
 7. Remove and haul refuse.
 8. Keep Camp MiVoden looking clean and maintained.

Night Watch

1. Ability to work alone and perform nightly duties.
 2. Ability to work all night.
1. Do nightly rounds and fulfill duties as directed.
 2. Keep a nightly report of your duties to turn in to the camp director.

Water Skiing Director

1. At least 21 years of age.
 2. Activity management experience within a camp context.
 3. Skill in skiing and ability to teach these skills.
 4. Current WSI.
1. Guide, direct, and supervise ski staff.
 2. Insure safe operation of all equipment and programs on the waterfront.
 3. Schedule time off for ski staff.
 4. Assist ski instructors in establishing classes geared to the ages, interests, and abilities of campers.
 5. Keep equipment in good, safe working condition.

Water Skiing Instructor

1. Current Advanced Senior Lifesaving certificate.
 2. Experience and skill in water-skiing.
 3. Ability to operate ski equipment.
1. Teach and supervise camper ski activity.
 2. Initiate and practice strict safety program.
 3. Assist with special waterfront activities.

Waterfront Director

1. At least 21 years of age.
 2. Previous experience at Camp MiVoden.
 3. Previous experience in aquatic activities.
 4. Hold current WSI and Small Craft Instructor certifications.
1. Guide, direct, and supervise waterfront personnel.
 2. Schedule time off for waterfront personnel.
 3. Insure safe operation of all equipment and programs on the waterfront.
 4. Supervise all emergency procedures and drills pertaining to waterfront.
 5. Supervise all special waterfront activities.
 6. Assist waterfront instructors in establishing classes geared to the ages, interests and abilities of the campers.
 7. Keep equipment and docks in good, safe, working condition.
 8. Communicate with Red Cross and gather all necessary data for them.

Sailing / Windsurfing Instructor

1. Hold a small craft instructor's certificate or demonstrate experience in small crafts.
 2. Hold a current Advanced Senior Lifesaving certificate.
 3. Ability to patiently communicate and demonstrate skills.
-
1. Teach classes geared to the ages, interests, and abilities of campers.
 2. Insure safe operation of all equipment and programs.
 3. Supervise emergency procedures and drills pertaining to aquatic activities.
 4. Keep equipment in good, safe working order.

Dishwasher

1. Some supervisory ability.
 2. Minor ability with machines.
-
1. Maintain clean, safe, well-functioning dish room.
 2. Keep trash cans in dish area and kitchen emptied.
 3. Give assistance in kitchen as directed by cook.

Kitchen Assistants

1. Hard worker.
 2. Previous kitchen experience preferable.
-
1. Fulfill assignments as given by cook.

Snorkeling Instructor

1. Current WSI certification
 2. Current Snorkeling Instructor certification.
-
1. Teach snorkeling classes.
 2. Maintain snorkeling equipment in working order.
 3. Assist with swimming lessons and pool supervision.

Purchaser

1. CDL / Bus license preferred.
 2. Good driving record.
 3. Good time management and organization.
 4. Previous experience at Camp MiVoden.
-
1. Purchase necessary materials.
 2. Operate vehicles in safe and responsible manner.
 3. Maintain vehicles in clean, safe, operable condition.

Craft Director

1. Demonstrate experience and skill in many types of crafts.
 2. Ability to patiently communicate and demonstrate skills.
-
1. Supervise and direct the craft program.
 2. Create projects geared to the age, interest, and ability of campers.
 3. Maintain equipment and supplies in clean, safe, working order.

Archery Director

1. Experience and knowledge in archery skills and techniques.
 2. Ability to communicate skills.
 3. Strong commitment to archery safety.
-
1. Develop curriculum and class format in harmony with National Archery Association.
 2. Maintain equipment.

Horsemanship Instructor

1. Experience and skills in riding, care, and horsemanship instruction.
 2. Ability to communicate and demonstrate proper horsemanship skills.
 3. Strong commitment to camp safety standards.
 4. Certified by Camp Horsemanship Association preferred.
-
1. Teach class.
 2. Supervise trail rides.
 3. Maintain health and safety of horses.
 4. Feed and water horses.
 5. Maintain clean corral, barn and arena area.
 6. Maintain equipment in good condition.

Canoeing Instructor

1. Current Senior Life Saving Certificate.
 2. Red Cross Basic Canoeing Card.
 3. Ability to patiently communicate and demonstrate skills.
-
1. Teach classes, supervise and assist aquatic activities.
 2. Initiate strict safety program.
 3. Maintain equipment in clean, safe, workable condition.

Sport Climbing Instructor

1. Skill in using rock climbing apparatus.
 2. Experience with ropes course activities, safety and maintenance.
 3. Ability to communicate skills.
 4. Knowledge of how to use the non-neutral environment for camper and staff development.
-
1. Ready course for summer.
 2. Maintain course and equipment in absolute safe working order.
 3. Teach skills for use of the course.
 4. Systematically develop ways to promote personal and group growth.

Ropes Specialist

1. Maintain certification facilitating challenge course activities.
 2. Skill in using rock climbing apparatus.
 3. Experience with ropes course activities, safety and maintenance.
 4. Ability to communicate skills.
 5. Knowledge of how to use the non-neutral environment for camper and staff development.
-
1. Ready course for summer.
 2. Maintain course and equipment in absolute safe working order.
 3. Teach skills for use of the course.
 4. Systematically develop ways to promote personal and group growth.

Challenge Course Director

1. Maintain certification facilitating challenge course activities.
 2. Skill in using rock climbing apparatus.
 3. Experience with ropes course activities, safety and maintenance.
 4. Ability to communicate skills.
 5. Knowledge of how to use the non-neutral environment for camper and staff development.
-
1. Ready course for summer.
 2. Maintain course and equipment in absolute safe working order.
 3. Teach skills for use of the course.
 4. Systematically develop ways to promote personal and group growth.

Challenge Course Assistant

1. Maintain certification facilitating challenge course activities.
 2. Skill in using rock climbing apparatus.
 3. Experience with ropes course activities, safety and maintenance.
 4. Ability to communicate skills.
 5. Knowledge of how to use the non-neutral environment for camper and staff development.
-
1. Ready course for summer.
 2. Maintain course and equipment in absolute safe working order.
 3. Teach skills for use of the course.
 4. Systematically develop ways to promote personal and group growth.

Pool Director

1. Current WSI certification.
 2. Previous experience cleaning and maintaining pool chemicals.
 3. Previous experience as Camp MiVoden staff.
-
1. Teach classes.
 2. Initiate and practice strict safety program.
 3. Supervise free swims.
 4. Assist with special waterfront activities.
 5. Schedule other swimming instructor duties.

Swimming Instructor

1. Current WSI and Advanced Senior Lifesaving certificates.
1. Teach classes.
2. Initiate and practice strict safety program.
3. Supervise free swims.
4. Assist with special waterfront activities.

Recreation Director

1. Experience or training in recreation, sports and gymnastics.
 2. Skill to plan and execute group games.
 3. Ability to communicate skills to campers.
 4. Patience for individualized attention.
1. Conduct classes in gymnastics.
 2. Care properly for equipment.
 3. Fill in for other recreation instructors time/day off.

Model Rocketry Director

1. Skill in the building, and firing of model rockets.
 2. Ability to teach skills to campers.
1. Develop and teach class curriculum.
 2. Maintain standard safety guidelines.
 3. Maintain equipment and projects in working condition.

Outpost Director

1. Have knowledge and skill in outpost areas.
 2. Ability to teach these skills to campers and staff.
 3. Ability to organize and manage a group of 30 campers and staff for an overnight trip.
 4. Be at least 21 years old.
1. Plan and organize an overnight trip, e.g. food, shelter, lesson plans, recreation, worship, itinerary, safety and emergency guidelines.
 2. Direct outpost in specific activity area.
 3. Coordinate staff to accomplish objectives of the outpost.
 4. Maintain accountability for strict safety practices.

Outpost Mt. "X" Director

1. Have knowledge and skill in the outpost areas.
 2. Ability to teach these skills to campers and staff.
 3. Ability to organize and manage a group of 30 campers and staff for an overnight trip.
 4. Be at least 21 years old.
 5. Under direct supervision of the Outpost Director.
1. Plan and organize an overnight trip, e.g. food, shelter, lesson plans, recreation, worship, itinerary, safety and emergency guidelines.
 2. Direct outpost in specific activity area.
 3. Coordinate staff to accomplish objectives of the outpost.
 4. Maintain accountability for strict safety practices.

Gymnastics Director

1. Experience or training in gymnastics.
 2. Skill to plan and execute group games.
 3. Ability to communicate skills to campers.
 4. Patience for individualized attention.
1. Conduct classes in gymnastics.
 2. Care properly for equipment.

Housekeeping Assistant

1. Ability to work independently of others.
 2. Ability to work with a helpful, responsive and cheerful attitude.
1. Responsible for cleaning camp buildings.
 2. Responsible for staff laundry, camp linens, and various camper laundry.
 3. Assist the Program Director.

Photography Instructor

1. Thorough working knowledge of cameras, film, and processing.
 2. Ability to demonstrate and communicate subject and skill.
 3. Ability to process color slides.
1. Create curriculum and teach classes.
 2. Develop pictures.
 3. Photograph camp activities for future camp promotion.
 4. Display campers' pictures.
 5. Be responsible for storage and maintenance of camp's audiovisual equipment.

Mt. Biking Instructor

1. Thorough working knowledge of bikes and components.
 2. Ability to demonstrate and communicate subject and skill.
 3. Ability to maintain equipment in good working order.
1. Create curriculum and teach classes.
 2. Supervise trail rides maintaining an ultra high level of safety.

Receptionist

1. Secretarial experience and skills including typing, word-processing, working with a cash box, etc.
 2. Skilled socially and relationally.
 3. Ability to give attention to details.
1. Type and duplicate records, forms, and instructional materials for various camp departments.
 2. Answer phone and deliver messages.
 3. Obtain, sort, and see that mail is delivered.
 4. Schedule general staff dining room responsibilities.
 5. Track and collect guest charges, receive and process offerings, balance cash box weekly.
 6. Participate in the office camper registration process.
 7. Collect and process all lost-and-found items.

Grounds

1. Prior grounds experience and skills.
 2. Ability to work independently of others.
1. Operate vehicles and equipment in a safe and responsible manner.
 2. Maintain equipment in clean, safe, operable condition.
 3. Maintain grounds shed in clean, safe, operable condition.
 4. Assist camp ranger.
 5. Assist program director.

Nurse

1. Licensed in the state of Idaho as a registered nurse (or other appropriate training as approved by the camp physician)
 2. Experience with children and young adults desirable.
 3. Ability to originate, update, and/or monitor health care, maintain records, and implement the health care plan.
 4. Current CPR and first aid certification.
1. Responsible for the operation of the camp clinic.
 2. Monitor health practices and sanitation in the camp.
 3. Be available for cabin and rest room inspection daily.

Craft Instructor

1. Training and/or experience in various craft areas.
 2. Ability to teach crafts to campers of all ages.
 3. Ability to accept guidance and supervision.
 4. Enthusiasm, sense of humor, patience, and self-control.
1. Set up crafts area during staff training.
 2. Assist in conducting initial and end-of-season inventory, storage, and keeping equipment in good condition.
 3. Conduct daily check of equipment and area for safety, cleanliness, and good repair.

Nature Director

Specialist, Media
Specialist, Activities
Assistant Program Director

Appendix D

NAD Camp Evangelism Annual Report

2024 Camp Evangelism Report Form



Camp Name:

Form Completed By:

What to Report – Below are the areas of reporting for our 2024 Camp Evangelism Reports. Please forward this form to each of the people responsible for filling out the Summer Camp Report, the Day Camp Report, and the Year-around Camp Report.

Timeframe for Report – End of Labor Day Sept. 4, 2023, to End of Labor Day Sept. 2, 2024

When to report – September to October 14, 2024, deadline. Results will be presented at the AACP Convention and to division, union, and conference administrators.

Where to report – Online at <https://adventistyouthministries.org/ministries/camp-evangelism-report>
Hardcopy option – write totals to the left of each item below. Email to TracyWood@nadAdventist.org

Summer Camp Evangelism Report – include the following:

1. Number of hired summer staff – include academy/high school, college students, and all adults.
2. Number of staff receiving Educational Scholarships from summer work – do not list amounts.
3. Number of staff participating in an internship program between the camp and a college/univ.
4. Number of volunteers – include all who assist without compensation regardless of how much time they work.
5. Number of summer campers – include blind campers.
6. Number of family campers – include all kids and adults attending family camps.
7. Number of summer camp and family camp weeks – include the total number of weeks (or parts of weeks) summer camp staff were hired to facilitate camps. Do not include Camp Meetings.
8. Number of decision cards for “follow-up” – include both campers & staff first-time decisions, recommitments to Christ, decisions for baptism or re-baptism, or any other items recorded on a decision card for follow-up back home. (Note: each camp should develop their own Decision Card with the information necessary for follow-up by a pastor or camp representative.)
9. Number of baptisms at camp – include both campers and staff.

Day Camp Evangelism Report – include the following:

1. Number of hired summer staff – include academy/high school, college students, and all adults.
2. Number of staff receiving Educational Scholarships from summer work – do not list amounts.
3. Number of staff participating in an internship program between the camp and a college/univ.
4. Number of volunteers – include all who assist without compensation regardless of how much time they work.
5. Number of day-camp campers – include all kids and adults attending day camps.
6. Number of day camp weeks – include the total number of weeks (or parts of weeks).
7. Number of decision cards for “follow-up” – include both campers & staff first-time decisions, recommitments to Christ, decisions for baptism or re-baptism, or any other items recorded on a decision card for follow-up. (Note: each camp should develop their own Decision Card with the information necessary for follow-up by a pastor or camp representative.)
8. Number of baptisms at camp – include both campers and staff.

Year-around/Conference Center/Off-season/Additional Groups Report – include the following:

1. Number of Hired Staff – do not include staff hired only for summer camp.
2. Volunteer Staff – include all who assist without compensation regardless of how much time they work. Do not include those that volunteer only for summer camp.
3. Number of Sessions of Outdoor School – include groups sponsored by Education department.
4. Number of Conference-sponsored Events – include groups sponsored by Conf departments.
5. Number of Adventist User Groups – include all church groups and Adventist family groups.
6. Number of Non-Adventist User Groups – include all groups that are not Adventist.
7. Number of Camp Meetings – include the number of conference camp meetings hosted.
8. Number of Baptisms at facility – include all ages. Do not include summer campers or day campers.
9. Total Guests – total number of guests that stayed at camp for all groups excluding summer camp.
10. Number of Construction/Repair Projects – include major maintenance projects implemented.

Comment – Add additional pages for comments or explanations.

Specialty Camp Evangelism Report (camps that serve a people-group) – include the following:

1. Type of Camp (Examples: Blind, Deaf, Grief, DiscipleTrek, Single Parent, Children’s Hospital, Cancer Care, Diabetes, Medical Camp, ... - any camp that serves a unique people-groups)
2. Number of staff participating in an internship program between the camp and a college/univ.
3. Number of volunteers – include all who assist without compensation regardless of how much time they work.
4. Number of campers.
5. Number of weeks – include the total number of weeks (or parts of weeks).
6. Number of decision cards for “follow-up” – include both campers & staff decision/recommitment to Christ, Bible study, baptism or re-baptism, or any other items recorded on a decision card for follow-up back home. (Note: each camp should develop their own Decision Card items with the information necessary for follow-up by a pastor or camp representative when they return home.)
7. Number of baptisms at camp – include both campers and staff.

Appendix E

Sample NAD Summer Camp Evangelism Report

2023 NAD Summer Camp Evangelism - Preliminary Report												
Unions & Conferences	Names of Camps	Summer Staff Hired	Staff Educ. Scholarships	Staff Univ. Internships	Summer Volunteers	In-person Summer Campers	Virtual Summer Campers	Family Campers	Weeks of Camp	Decision Cards for Follow-up	Baptisms at Camp	
Atlantic Union												
New York	Camp Cherokee	23	5	0	94	106	0	0	4	85	2	
Northeastern	Camp Victory Lake	58	9	0	4	0	0	0	4	29	16	
Northern New England	Camp Lawrowald	42	15	0	16	337	0	158	5	32	4	
Southern New England	Camp Winnekeag	61	4	0	4	289	0	180	7	0	28	
	Subtotal	184	33	0	118	712	0	336	20	146	50	
Columbia Union												
Allegheny East	Camp Danny Davis	No Summer Camp Operations this year										
Allegheny West	Camp Adara	No Summer Camp Operations this year										
Chesapeake	Mt. Aetna Summer Camp	36	22	0	4	207	0	0	5	40	8	
Mountain View	Valley Vista Adventist Camp	23	10	0	20	74	0	0	6	15	12	
New Jersey	Tranquility Camp	No Summer Camp Operations this year										
Ohio	Camp Mohaven	29	18	0	15	262	0	58	5	47	13	
Pennsylvania	Laurel Lake Summer Camp	34	6	1	5	246	0	78	8	157	1	
Potomac	Camp Blue Ridge	16	12	0	1	0	0	222	5	0	0	
	Subtotal	138	68	1	45	808	0	358	29	259	34	
Lake Union												
Illinois	Camp Akita	49	14	0	10	267	0	125	5	186	13	
Indiana	Timber Ridge Camp	57	23	0	0	23	0	119	6	206	32	
Lake Region	Camp Wagner	17	0	0	4	77	0	0	2	21	9	
Michigan	Camp AuSable	104	78	0	47	1433	0	753	9	949	13	
Michigan	Camp Sagola	0	0	0	26	63	0	0	2	18	1	
Wisconsin	Camp Wakonda	40	10	0	9	190	0	83	4	50	19	
	Subtotal	267	125	0	96	2063	0	1060	26	1432	67	
Mid-America Union												
Central States	Camp High Point	No Summer Camp Operations this year										
Dakota (2 Camps)	Northern Lights/Flag Mt. Camp	18	11	1	4	54	0	0	4	54	1	
Iowa-Missouri	Camp Heritage	46	35	0	4	443	0	73	8	350	1	
Kansas-Nebraska	Broken Arrow Ranch	51	23	0	7	339	0	62	7	164	0	
Minnesota	North Star Camp	37	29	9	2	313	0	87	7	414	0	
Rocky Mountain	Glacier View / Mills Spring Ranch	55	17	2	3	362	0	25	7	100	47	
	Subtotal	207	115	12	20	1511	0	247	33	1062	49	
North Pacific Union												
Alaska (3 Camps)	Lorraine / Polarix / Tukuloysa	26	12	2	142	325	0	0	8	34	2	
Idaho	Camp Ida-Haven	57	51	1	33	600	0	0	6	0	13	
Montana	Camp Passon	14	5	0	11	78	0	0	1	72	0	
Oregon	Big Lake Youth Camp	119	66	3	42	1022	0	504	12	?	13	
Upper Columbia	Camp Millvoden	135	90	1	29	1484	0	909	9	193	13	
Washington	Sunset Lake Camp	90	67	1	8	701	0	0	7	60	18	
	Subtotal	441	291	8	265	4213	0	1413	43	949	59	
Pacific Union												
Arizona	Camp Yavapines	75	12	0	26	429	0	0	5	82	40	
Central California	Camp Wawona	21	8	0	10	55	0	0	4	15	5	
Hawaii	Camp Waianae	30	20	2	10	274	0	0	3	83	35	
Northern California	Leoni Meadows Ranch	87	31	1	1	578	0	753	6	191	1	
Northern California	Redwood Creeks Youth Camp	23	2	0	18	93	0	0	1	0	0	
Southeastern California	Pine Springs Ranch	75	45	3	2	500	0	110	5	53	32	
Southern California	Camp Cedar Falls	19	2	0	1	73	0	0	2	0	3	
	Subtotal	330	120	6	68	2002	0	863	26	424	116	
SDA Church in Canada												
Alberta	Foothills Camp	37	7	0	1	74	0	0	8	0	0	
British Columbia	Mountain View Summer Camp	No Report Submitted										
Manitoba-Saskatchewan	Camp Whitesand	No Report Submitted										
Maritime	Camp Pugwash	No Report Submitted										
Newfoundland-Labrador	Camp Woody Acres	28	14	2	4	132	0	16	6	8	0	
Ontario	Camp Friends	60	15	0	7	350	0	300	3	0	5	
	Subtotal	125	36	2	12	556	0	316	17	8	5	
Southern Union												
Carolina	Nosoca Pines Ranch	65	60	0	10	446	0	116	12	386	0	
Florida	Camp Kuluqa	130	100	6	12	1026	0	420	5	725	65	
Georgia-Cumberland	Cohutta Springs Youth Camp	110	80	1	10	1206	0	170	6	868	14	
Gulf States	Camp Alabisco	59	24	1	2	384	0	104	9	167	3	
Kentucky-Tennessee	Indian Creek Camp	120	40	0	8	471	0	680	8	130	8	
South Atlantic	River Oaks Camp	No Summer Camp Operations this year										
South Central	Camp Thunderbird	25	2	0	3	115	0	0	0	6	40	
Southeastern	Camp Hawthorne	24	0	0	2	0	0	0	2	10	0	
	Subtotal	533	306	8	47	3646	0	1501	42	2292	130	
Southwestern Union												
Arkansas-Louisiana	Camp Yorktown Bay	61	26	0	4	416	0	82	6	33	14	
Oklahoma	Wewoka Woods Adv. Center	37	10	0	11	188	0	0	3	6	20	
Southwest Region	Lone Star Camp	48	5	0	2	210	0	0	2	10	26	
Texas	Lake Whitney Ranch	70	25	3	5	325	0	0	6	58	9	
	Subtotal	216	66	3	22	1139	0	82	17	107	69	
National Camps for Blind Children (NCBC)												
		0	0	2	0	119	0	0	7	38	5	
N.A.D. Total of 59 Camps		56 Camps Reported	2441	1160	40	693	16621	0	6196	255	6699	596

Appendix F

Rainy Day Activities: Camp Programming



The AACCP provides a ton of resources for camp staff and directors. Here is a sample resource focused on rainy day activities.⁸

Inclement weather can throw a wrench into everyone's plans when working at camp. How are you going to entertain several hundred campers with little space and no equipment? Will the campers be disappointed that they can't ride horses or drive go-carts?

Rainy days need to be planned AND rehearsed in advance so that it feels like a normal day at camp. We practice fire drills, lost camper drills, and even intruder drills, so why not rainy day activities? It can even be done as a drill during staff training. Where does each department go? What games or activities will they do? These are all questions your staff need to ask themselves.

Before you plan a new activity, consider running your activity in the rain. For many campers and staff, the rain will mean canceled activities, but in some cases, campers may enjoy a (short) hike or bike ride in the rain. Water, mud, and puddles can be fun for many different age groups. It's often the out-of-the-ordinary and unexpected activities that are the most memorable.

When planning alternate activities, consider each department's needs: How many activities can still run, even in unexpected weather? Can you combine multiple groups into one dry area? Besides rain, what other factors could affect your programming? If you lose power, will STEM class need to find a new activity? Spending time now figuring out what would cause a class or activity to have to change will allow staff to develop a comprehensive plan. Great plans lead to seamless transitions when inclement weather hits, not to mention lowering the stress level of staff.

Whatever you do, please avoid videos or lectures; this is not why kids come to camp. When possible, find an alternative which relates to the original class or activity. Take rock climbing, for example. What can campers learn about knots, belaying, and equipment while indoors? Can your horsemanship class learn more about tack, feeding, and horse care inside the barn? If you can't find an alternative that relates to the lesson, look for an adjacent skill area. For example, your biking class could work on balance or reaction time. Tap the many resources at your disposal to find creative solutions.

The attitude of your staff will determine how your campers react to a new activity. If your staff remains positive, it will encourage the campers to enjoy themselves. Here are some rainy day activity ideas:

Staff talent show: Your staff is talented! Many of their unique skills may surprise you. Campers love it when the staff share with them; this is always a big hit.

Camper talent show: Admittedly, this is a little more difficult to pull off on short notice. It might be possible for campers to tell stories, play an instrument, or put on a short skit.

Skits or plays: You can either have your staff put on skits and plays or allow the campers to learn a few lines and put on their own short play.

8 Association of Adventist Camp Professionals (2023). Programming. <https://www.adventistcamps.org/resources/programming>

Cabin time: Do not underestimate how much campers enjoy cabin time. Time spent talking and playing games can turn out to be some of the best memories made at camp. This is a great place for Bible studies, card games, and other indoor games to occur.

Games in your back pocket: My favorite games are challenge course games. There are hundreds of games and challenges you can play with little or no equipment. Sometimes referred to as icebreakers, these games can be played indoors or outdoors, in small spaces or large fields. For years, I carried a piece of paper in my back pocket listing ten games I could play with 10-200 kids with little or no equipment. I would suggest every staff member have a few games they can play at a moment's notice.

Music jam: Your worship team can put on a concert for the kids. Have them play their favorite top ten or a camp parody or two.

Storytime: Don't underestimate the power of stories. If you have someone on-site who is a talented storyteller, this is invaluable. Ask the camp pastor what they have up their sleeve. Great stories will captivate campers for long periods of time.

Preventive maintenance: When you have lots of idle hands, you should use them to paint the cafeteria and scrape the gum off the floor. Just kidding! Campers love being at camp; you can do almost anything, and they will have a good time. The key is to be intentional, fun, and sometimes a little random. If, like most things, you plan for the unplannable, you will at least look competent when you announce rainy day activities.

Oh, and one last piece of advice: make up a good name. If you call your rainy day activities "rainy day activities," you should take a long, hard look at yourself. Give them a name that says, "This is different and fun!" Instead of dwelling on the negative, prepare the campers for a day which will be fun in its own incredible way. There is no need to apologize for the rain because we have something amazing planned!

Appendix G

Camp Set-up Procedures

Leoni Meadows developed a procedure list for setting up camp for the summer season; it is shared on the AACP website.⁹ A few samples of their procedures are listed below. If you create a similar list tailored to your specific camp, it has the potential to produce a very smooth camp set-up.

BEGINNING OF CAMP

Set-up Procedures Archery

Assigned to: _____ Date Completed: _____ by: _____

Time turned in: _____ Turned in to: _____ OK'd _____

1. Check out key from camp office. _____
2. Using the inventory records, check all archery equipment, ground quivers, etc. to make sure everything is accounted for. Add new items to the inventory sheet. _____
3. Make list of any items still needed for archery area for summer program. _____
4. Set up archery nets (stored in garbage cans). _____
5. Put up archery targets on Styrofoam and secure them with twine so they won't blow off in wind. _____
6. Pick up all trash, debris, and/or garbage and dispose of in designated garbage can(s). _____
7. Make sure the benches are in good repair and that you have enough seating, especially for family camp. _____
8. Sweep and clean out shed. _____
9. Clear and "beautify" trail from road to archery area. _____
10. Make sure archery area sign is up and intact. _____
11. Repair fencing around archery range. Make sure warning signs are up and visible. Make sure flagging from wire fencing is in good shape and easily seen. _____
12. Pick up any debris (natural or unnatural) and eliminate. Haul wood out for burning at some point; take unnatural trash to dumpsters at shop. _____
13. Pick up first-aid kit from Healthcare Center and leave in archery shed. _____
14. Turn in completed and updated inventory sheet to Pastor Terry. _____
15. Make sure everything is stored under lock and key when area is not supervised. _____
16. Make check for wasp nests around buildings, in trees, or in ground and remove if found. _____

⁹ Association of Adventist Camp Professionals (2023). Activities. <https://www.adventistcamps.org/resources/activities>

BEGINNING OF CAMP

Set-up Procedures Campfire Bowl – Program

Assigned to: _____ Date Completed: _____ by: _____

Time turned in: _____ Turned in to: _____ OK'd _____

1. Inventory all assigned equipment, supplies, etc. at Program Storage (basement level of Headquarters), PA shed, and/or Campfire Bowl storage (under stage). Note that summer camp PA and speakers are stored in Program Storage. Electrical cords go to the PA shed. _____

NOTE: Be sure to check with any other departments which may need to use programming items (such as Cowboy, Church Bowl, Camp Council Bowl, various fire pits in camp, and other program areas to be used during the summer). Microphones, stands, cords, etc. from Leoni Lodge are not to be used. Anything that needs repair must be reported to Pastor Terry. Attach a note to each item listing what needs to be repaired.

2. Pick up all trash, debris, and/or garbage in and around the area and dispose of in garbage can. _____
3. Coil hoses up and place inside Speaker Shed (closest to the fire pit). _____
4. Sweep off stage, benches on stage, and audience benches. _____
5. Sweep out PA Shed. _____
6. Take inventory for this area and organize supplies as needed. Leave all general PA equipment and spotlight in the shed for use during camp. If electric piano or any other musical instruments are here, clean and make sure they work. _____
7. Empty trash can(s) in dumpster at shop or behind cafeteria. _____
8. Check out all lights to make sure they work. _____
9. Keep PA Shed closed and locked when supervisory staff are not present. _____
10. Pick up PA Shed and Campfire Stage keys in the office. _____
11. Turn in inventory sheet to Pastor Terry. _____
12. Make check for wasp nests around buildings, in trees, or in ground, and remove if found. _____

BEGINNING OF CAMP

Set-up Procedures Crafts & Ceramics

Assigned to: _____ Date Completed: _____ by: _____

Time turned in: _____ Turned in to: _____ OK'd _____

Supply Storage Room

1. Inventory all supplies in storage room. _____
2. Organize all craft supplies and items. Be sure to leave clear and open access to electrical panel, hot water tank, and light switches. _____

Craft Room

1. Wash off all tables and chairs (including legs and underneath) with cleaning solution. Set up tables and chairs. _____
2. Clean all windows inside and out with glass cleaner. _____
3. Clean window sills, doors, shelves, and walls with clean rag and cleaning solution. _____
4. Wipe all baseboards with clean cloth and cleaning solution. _____
5. Sweep down all spider webs from ceiling area. _____
6. Spray and clean water fountain. _____
7. Obtain first-aid kit from Clinic. _____

Kitchen

1. Clean and prepare all sinks and decks for craft usage. Set up for summer. _____
2. Clean window sills, doors, shelves, and walls with clean rag and cleaning solution. _____
3. Empty out and thoroughly clean refrigerator. _____
4. Clean stove tops. Cover as needed. _____
5. Empty garbage cans into dumpster at the shop. Replace liners. _____

Restrooms

1. Clean sinks. _____
2. Clean toilet bowls (inside and out) and urinals. _____
3. Clean mirrors and windows with glass cleaner. _____
4. Empty sanitary napkin receptacles into garbage and replace liners. _____
5. Empty garbage cans into dumpster at shop. _____
6. Sweep and mop floor. _____

Kiln Room

1. Sweep and mop floor. (Remember to add anything procured over the winter to inventory). _____

General

1. Pick up all trash, debris, and garbage within 100 feet of building, pavilion, and craft work areas. _____
2. Sweep off sidewalk. _____

3. Set up awnings and tables (and chairs?). _____
4. Empty trash can(s) in dumpster at shop. _____
5. Make sure lights work. _____
6. Close and lock doors when no supervisory staff are present. _____
7. Obtain craft building keys at office. _____
8. Turn in inventory sheets to Pastor Terry. _____
9. Make check for wasp nests around buildings, in trees, or in ground, and remove if found. _____

BEGINNING OF CAMP

Set-up Procedures Health Care Center

Assigned to: _____ Date Completed: _____ by: _____

Time turned in: _____ Turned in to: _____ OK'd _____

Clinic

1. Take inventory of all supplies. Make sure to disperse all first-aid kits to all departments and vehicles. _____
2. Organize cabinets and drawers. _____
3. Restock supplies for summer. _____
4. Clean furniture and counters. _____
5. Clean windows, window sills, doors, light switches, and walls. _____
6. Sweep spider webs off ceiling. _____
7. Wipe baseboards with clean cloth. _____
8. Sweep and mop floor. _____
9. Empty trash in dumpster. _____

Office

1. Clean furniture and counters. _____
2. Clean windows, window sills, doors, light switches, and walls. _____
3. Sweep spider webs off ceiling. _____
4. Wipe baseboards with clean cloth. _____
5. Vacuum floor. _____
6. Empty trash in dumpster. _____

Nurse Housing/Bathrooms (including one in infirmary)

1. Clean furniture and counters. _____
2. Clean windows, window sills, doors, light switches, and walls. _____
3. Sweep spider webs off ceiling. _____
4. Wipe baseboards with clean cloth. _____
5. Sweep and mop floors. _____
6. Empty trash in dumpster. _____
7. Sweep porch & steps. _____

Infirmarys (meeting, sleeping, and laundry rooms)

1. Clean furniture and counters, including refrigerator, stove, and drawers (in meeting room) _____
2. Clean windows, window sills, doors, light switches, and walls. _____
3. Sweep spider webs off ceiling. _____
4. Wipe baseboards with clean cloth. _____

- 5. Sweep and mop floors. _____
- 6. Empty trash in dumpster. _____
- 7. Sweep porch & steps. _____

All Rooms

- 1. Make sure lights work. _____
- 2. Make sure doors will both close and lock. _____

General

- 1. Obtain keys at office. _____
- 2. Turn in inventory sheet to Pastor Terry. _____

Nurse-Mobile

- 1. Wash exterior. _____
- 2. Sweep and clean interior. _____
- 3. Put trash in garbage can. _____
- 4. Clean all interior surfaces: walls, seats, dash, etc. _____
- 5. Vacuum and clean floor, wash windows (inside and out). _____
- 6. Obtain first-aid kit from Health Care Clinic. _____
- 7. Ask Bruce what else needs to be done. Obtain keys from Bruce. _____

BEGINNING OF CAMP

Set-up Procedures Mountain Biking

Assigned to: _____ Date Completed: _____ by: _____

Time turned in: _____ Turned in to: _____ OK'd _____

1. Take inventory of all bikes, supplies, helmets, tools, and equipment. _____
2. Check each bike, making sure each is in top operating condition. _____
3. Repair any bikes not in top shape. _____
4. If parts are not available, make a list of all parts needed for repairs and attach it to bike.
Keep a master copy of parts list and give to Pastor Terry. _____
5. Sweep, clean, and organize both sheds. _____
6. Pick up all trash, debris, and/or garbage and dispose of in dumpster at cafeteria or laundry. _____
7. Keep door locked when instructional staff is not present. _____
8. Obtain shed keys at office. _____
9. Turn in inventory sheet to Pastor Terry. _____
10. Obtain first-aid kit from Health Care Clinic. _____

BEGINNING OF CAMP

Set-up Procedures Program Department

Assigned to: _____ Date Completed: _____ by: _____

Time turned in: _____ Turned in to: _____ OK'd _____

Program Room

- 1. Obtain computers from nature center. _____
- 2. Get phones from Pastor Terry. Attach phone cords. _____
- 3. Wash all windows. _____
- 4. Wipe off doors, light switches, and walls. _____
- 5. Get Lost and Found boxes in place. _____
- 6. Vacuum floor thoroughly. _____
- 7. Obtain keys at office. Make sure doors are locked when staff are not present. _____
- 8. Turn in inventory to Pastor Terry. _____

Program Storage

- 1. Inventory and organize storage rooms. _____
- 2. Sweep floors. _____
- 3. Obtain keys at office. Make sure door is locked when staff are not present. _____
- 4. Turn in inventory to Pastor Terry. _____

General

- 1. Double-check all areas in camp where program activities / events are to be held.
Make sure everything is clean, garbage picked up, and supplies readied for summer. _____

Vehicle

- 1. Wash exterior. _____
- 2. Sweep and clean interior. _____
- 3. Put trash in garbage can. _____
- 4. Clean all interior surfaces: walls, seats, dash, etc. _____
- 5. Vacuum and clean floor and wash windows (inside and out). _____
- 6. Wash out pickup truck beds. _____
- 7. Obtain first-aid kit from Health Care Clinic. _____
- 8. Ask Bruce what else needs to be done. Obtain keys from Bruce. _____

BEGINNING OF CAMP

Assigned to: _____ Date Completed: _____ by: _____

Time turned in: _____ Turned in to: _____ OK'd _____

1. Inventory all assigned sports equipment to Recreation Shed. (All basketball supplies go to the basketball court storage). Include any new items that may have been added during winter season. _____
2. Pick up all trash, debris, and/or garbage and dispose of in garbage can. _____
3. Connect drinking fountain (near go-cart track). _____
4. Sweep shed. _____
5. Organize supplies as needed. _____
6. Empty trash can(s) in dumpster at shop or behind cafeteria. _____
7. Make sure door is closed and locked when supervisory staff are not on site. _____
8. Obtain Recreation Shed keys at office. _____
9. Make note of any repairs needed and give list to Pastor Terry. _____
10. Obtain first-aid kit from Health Care Clinic. _____
11. Turn in inventory sheet to Pastor Terry. _____
12. Set up softball diamond. Mow field if needed. _____
13. Set up soccer field. Mow field if needed. _____
14. Set up fencing around perimeter of field. _____
15. Weed-eat between RR track and edge of field. _____
16. Weed-eat slope from paved trail around to go-cart area. _____
17. Remove any rocks or other debris from recreation field. _____
18. Make check for wasp nests around buildings, in trees, or in ground, and remove if found. _____

Remember those moments in life when you started something new? Feelings of excitement, uncertainty, and even fear are all normal as we enter new surroundings with new beginnings. As a brand new camp director, you're never alone - you can move forward with God right beside you. You have the support of other camp directors from around the world! You are now surrounded by a team of camp professionals, a group of caring and fun individuals who want you to succeed and thrive in your new position!

The North American Division Camp Ministry Team has been doing camp ministry for a **LONG TIME!** Two key ingredients to a success are prayer and mentorship. You will be constantly prayed for by others. You will also make important connections, with other camp directors, to ask questions and learn from. This is your guidebook to topics for discussion with your mentor. Moving forward, you should expect the unexpected!



Dr. Kevin Kiers is an Assistant Professor in the School of Education at Burman University. He served as Youth Ministry/Camp Director for ten years and as a school teacher for twelve years. His love for the outdoors led to his research in outdoor learning and his upcoming textbook, *Outdoor Learning in Canadian Contexts: Practical Examples for Teachers*.



Dr. Tracy Wood is the Youth & Young Adult Ministry Director for the North American Division of Seventh-day Adventist Church. Previously, he pastored in the Oregon Conference for six years and as Youth Ministries Director for ten years. Tracy is passionate about spending time with Jesus and helping others get to know Him Better!



AdventSource

