



Report to the Board of Directors

Camp Winnataska

Summer 2008

## Overview

“Summer camp” is very hard to put down on paper. It’s almost an insult to the experience to quantify, measure, objectify and organize within tables. But, seeing as we are a business as well as a memory-maker, it is important to reflect and offer insights for the future leaders of camp. I have tried to summarize the summer of 2008. But it would

be foolish of me not to include the “campy” part of the experience, because after all, we are in the business of having fun!

This dichotomy is one of the main reasons why I loved my job as Program Director: Because there is a side of me that enjoys organizing, planning and leading, but there is also a side of me that loves to play. When details and problems would start to bog me down this summer, I would ask myself, “What is the most important thing for you to do?” And the answer was, “Keep these kids safe and help them to have fun.” With that in mind, all the details usually fell in to place.

Recognizing the need for humans to play, celebrate, cheer, leap for joy, act silly, dress up, do a belly flop off the diving board, and cry because it is time to go home – it is one of the most important things we do. Camp is more than learning how to ride a horse, it is learning how to enjoy the person God made you through play and interacting with others.



My “freshman” year as Program Director was a challenging one.

Both Harlan and I, new in our positions, just didn’t know all the details necessary to run a camp. This, in combination with some hurdles in the office and the fact that Alabama and North Carolina (my current home) are 600 miles apart....Let’s just say I am glad that the first year is under my belt.

I hope to share with you some things that I think need to be brought to your attention. I will try to not overwhelm you with too many details. If more information is needed about a particular subject, I will be happy to supply it. [Items of most critical need are highlighted in blue.](#)

Respectfully submitted,

*Mary Margaret Shepherd*

Summer Program Director

## Staff

Winnataska's ability to attract outstanding young men and women is one of its greatest assets, and this summer was no exception. The Comanches (11) and Blackfeet (8) numbered 19, a significant reduction from last year's staff. Due to an injury at camp, one of our Comanches, Ginny Jost, was unable to work for most of the summer.

### Achievements, successes, goals accomplished:

- ✦ During exit interviews, almost every staff member commented that their favorite part of being on staff was getting to know the other staff members. This crew was diverse, yet remarkably cohesive. This was in large part due to the leadership among the staff.
- ✦ Three Blackfeet returned to be on staff for their third year of service. Only two Comanches were returning staff members (when considering Ginny's accident.) These returning staff members were invaluable this summer. They willingly took on extra responsibilities to make sure the camp ran smoothly.
- ✦ Three staff members took on the dual role of Program Specialist and Blackfoot/Comanche. This added a great deal of work to their day, yet they handled it remarkably well.
- ✦ The staff members appreciated that Harlan and I gave them the freedom to make decisions about their program areas and night activities, yet provided support when needed. In doing so, I believe they learned valuable lessons about leading groups, organizing, time management, adjusting plans when necessary, and taking ownership. In other words, staff members received a great deal of "hands-on" experience. There were a lot of lessons and activities that I personally would have planned differently, but the campers had fun and the staff grew as a result.
- ✦ We built in a great deal of reflection time to allow the staff to think about their purpose. At the end of each week, a handout was prepared with comments from campers and directors: ideas for improvement, funny comments from campers, and campers' ratings of their favorite programs and night activities. Many times, campers and directors mentioned, "The staff made it fun!" Also, each week, a staff member took turns leading a devotion.



*Staff, continued...*

**Issues, concerns, problems to be addressed:**

- ✱ “Are Blackfeet to work program or are Blackfeet to do maintenance?” continues to be an issue every summer. This issue arises because the Blackfeet, not so long ago, were not involved in program areas in any way, and also due to the fact that finding enough help with maintenance to run the camp is difficult. This issue was also compounded by the fact that both Program Directors and the Property Manager were new to their jobs and it took several weeks before roles were clearly defined and chain of communication was established.
- ✱ The reduction of staff in number from 29 to 22 noticeably stretched us in program areas.
- ✱ The three staff members who were both Program Specialists and Blackfeet/Comanches indicated that they would prefer not to combine these roles again. True, it did save us some money in our budget for salary, but in the end, I do not think the practice should be continued, unless it is necessary to do so to because no other personnel can be found.
- ✱ I feel that Program Specialists are a vital part of the program areas. Not to use their talent is a waste. I found that it was an unspoken rule that program specialists “did the behind the scenes” work in the program areas. Some staff members expressed concern that program specialists were “doing too much” in program areas. This shift in job expectation was largely due on my part and needs to be clearly communicated to the staff and program specialists.

**Recommendations:**

1. **Hire at least one more Blackfoot**, to make a total of 9 on staff. (Ten would also be acceptable!)
2. **Clearly define maintenance expectations for Blackfeet at the beginning of the summer.**
3. **Hire a separate Program Specialist for each program area.**
4. **Provide more training time with staff** on how to effectively manage children, teach content within their program area, and lead groups. This could include more days in pre-camp, or a separate training weekend. (There is not enough time to do this at Leadership Weekend held in March.)
5. **Clearly express to staff and Program Specialists the expectation that Program Specialists are a vital part of program areas** and are to be involved in the teaching of campers and interacting with campers. At the same time, Program Specialists do not “need” to be the center of attention and can do the behind the scenes work as needed.
6. **Set up lifeguard training for staff members at a remote location during the spring** (ie, UAB aquatics center). Camp should cover some of the expense of training. Waiting until the pool is ready at camp is too “iffy,” and it would be helpful to have as many lifeguard trained staff as possible.
7. **Reimburse staff members for gas when they use their car for camp business.**

---



---

## Leaders

---

During the summer, over 100 leaders volunteered their time to be a leader at camp. The lasting impact that they have on campers cannot be measured. In truth, I did not get to know the leaders as much as I would have liked to know them, yet I was constantly reminded of what dedicated young men and women that they are.

### Achievements, successes, goals accomplished:

- ✦ All returning leaders received a packet in the mail with the updated leader's manual and their assigned weeks. This was done in mid-March.
- ✦ There was no digital file of the leader's manual on any camp computer. I retyped and updated the 20-page document for future use. I created a power point presentation to use during Leadership camp.
- ✦ A Leaders group was created on Facebook to easily communicate with leaders. During camp, for example, I was able to send all the leaders in this group a message that I had a spot for a girl leader come open last minute. Within a few hours, four leaders had responded to my message.
- ✦ One of the new ways that I communicated with leaders was to send out a reminder email a few days before they were supposed to report to camp. This was helpful, although some leaders still did not come to camp with needed information, which was most often a signed health form.
- ✦ We had a good number of LIT's, especially boys, with whom we have a good relationship and will be able to follow up with them if we do not receive their application.
- ✦ We creatively used leaders as "hut dads" and "hut moms" to give support to huts that did not have enough leaders.



### Issues, concerns, problems to be addressed:

- ✦ Because Harlan and I did not know many of the leaders, it was hard to communicate with them. I do feel that this will get easier, as I now have many of their emails and cell phone numbers (which will change, of course!) and I can find many of them online.
- ✦ As seems to be the pattern for the last few years, we were short boy leaders. Practice for sports was always a conflict.

*Leaders, continued...*

- ✱ Leaders seemed to be unaware that CPR classes need to be renewed yearly and that proof of having taken the class is required.
- ✱ In January and February, when the leader application is filled out, high school students are not sure of their summer plans. (Boys especially do not plan so far ahead.) Therefore, I was doing a lot of correspondence, paperwork and redoing the leader weekly assignments.

**Recommendations:**

1. **Communicate with the parents of leaders in the spring.** Even though a packet was mailed to their house, I am not sure that this communication reached parents.
2. **Offer a CPR course at camp several times during the spring.**
3. **State very clearly in the leader application that a CPR course is MANDATORY** in order to be a leader. With ACA visiting next summer, enforcing this rule is critical.
4. **Create a different application for staff and leaders.** The leader application needs to be updated, reworded, and condensed. It should have different questions than the staff application.
5. **Continue to recruit boy leaders** through high schools and churches, using camp alumni and friends as a resource.
6. **Allow graduated 12<sup>th</sup> graders to serve as Special Leaders for two weeks.** We found that their enthusiasm and participation waned with additional weeks.
7. **Set the spring schedule now.** I'd like to recommend that we get our leadership weekend and camp spring work days on the camp calendar now. (This is a personal request for me as well. I'd like to be able to participate in some of the preparations for camp, but a trip to Alabama requires a great deal of notice!)





## Parents and Campers

Winnataska hosted over 1,100 campers this summer, including three specialty camps. Most of our campers hailed from Birmingham, although a large number came from Huntsville and the greater Atlanta area as well.

### Achievements, successes, goals accomplished:

- ✱ I sent an email from Camp Brain to each parent that supplied an email address (approximately 50% of parents) prior to the week that their child came to camp. This email contained links to the packing list and answers to the most commonly asked questions about registration and their child's week at camp, as well as a personal welcome from the weekly directors, if they chose to add that. The emails were well-received. In addition, I was able to catch several registration mistakes from the email. (Parents who did not receive it were often forwarded it by friends who were also coming to camp.)
- ✱ Daily pictures! A goal accomplished, but also a major task to complete. While I do recognize that many parents *eagerly* await daily pictures, oftentimes my list of pressing items meant that downloading the pictures was going to have to wait. And if they were not changed on the website right away, I would receive multiple emails and calls from parents.
- ✱ The weekly directors do a great job of being the substitute "mom" and "dad" for the week. Having so many adults volunteer their time at camp is one of our greatest assets, and I think we need to publicize this more!

### Issues, concerns, problems to be addressed:

- ✱ Campers – especially oldest girls – continue to bring their cell phones to camp. Adding to this problem is the fact that parents allow them bring their phones.
- ✱ Many parents are confused about which campers are considered Chico and which campers are considered Mainside. Several parents withdrew because of the misunderstanding.
- ✱ Many parents did not receive a confirmation from camp concerning registration. At the beginning of the summer especially, I was answering 10 – 20 calls a day from parents: "I signed up my child in April and haven't received a confirmation." I would then take 5 – 10 minutes going over the information with them in Camp Brain, or if they were not entered in the computer, finding the file. This does not present the professional and competent appearance that we would like to convey to parents.
- ✱ Mary Owen and the campership committee work very hard to provide campers the opportunity to come to camp who cannot afford the registration fees. We did have some behavior and health issues among the camperships this summer.

**Recommendations:**

1. **In all print materials and on the website, clearly define which campers are Chicos and which campers are Mainside.** Allow no room for interpretation! My recommendation would be to register them by grade, and not age. Chico campers are to have finished 1<sup>st</sup> and 2<sup>nd</sup> grade. Mainside campers are to have finished 3<sup>rd</sup> grade.
2. **Clearly state in the registration process that email is the preferred means of communication.** In order to effectively use Camp Brain's capacities, we need more than a 50% email rate.
3. **Train a staff member to upload pictures to the website.** It is more time-consuming than anything else. Have someone to answer phones in the camp office during the busiest time (9 am – 12pm) to free up time to work on the computer.
4. **A timely and professional confirmation from the camp office is a must.** Camp Brain generates a "You have registered successfully" email, but parents want something beyond that.
5. **Require camperships to have a teacher recommendation form.**
6. **Establish clear names and a coding system for camperships and those who are complimentary.** In Camp Brain, it is helpful to have a clear and consistent system. It is also confusing in the office to refer to campers in many different ways. I would recommend that they would be coded somewhere on the registration form (for office use only.) There also needs to be an item in the online registration that allows directors and nurses to let us know that these are their children.





## Registration Process

The registration process is the area that I feel needs the greatest amount of attention. I have spoken with several Board members about the specifics, so I will try to be brief. I know that these are very involved and complicated matters, and I am very willing to work with others as soon as possible to help alleviate the “great paper chase.”

### Achievements, successes, goals accomplished:

- ✱ Because of the dual registration process (some paper registrations and some online registrations) creating the lists for check-in and to use during camp was a *tremendous undertaking*. As the summer wore on, our process became quicker, but the first week of camp required a great deal of time to sort out. I owe a huge thanks to Kelley Feagin, crafts Program Specialist, who willingly worked evenings to help get this job done. Harlan also picked up responsibilities around camp so that I could focus on “the lists.”
- ✱ Over 300 campers registered with Camp Brain! A good beginning to our online registration.

### Issues, concerns, problems to be addressed:

- ✱ If a camper registered online – which we’d like to continue to encourage! – parents then had to download and get to the camp office **THREE** separate forms: 1) the camper covenant, 2) the camper health form, and 3) a copy of their insurance card. Dealing with these three separate pieces of paper for each camper is a grossly inefficient use of time. Some were mailed, some were faxed, some arrived with no names, a large majority did not send all three forms in and then had to be called and reminded to bring them. Many forms did not have the names or weeks on them and then that information had to be found so it could be filed.
- ✱ If a camper attended multiple weeks, their health form was not pulled. When campers came to register, this delayed them getting their health check and slowed down the registration process in general.

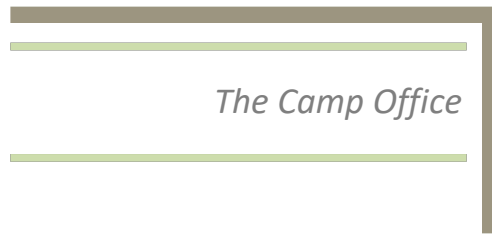
### Recommendations:

1. **The registration form needs to be revamped.** Currently, it has some outdated questions and it does not “mirror” the registration screens in Camp Brain. To speed up the process of entering information by hand, it needs to be parallel. There is a lot of wasted space on the form itself, and it is time for a new look.
2. **Allow the camper covenant to be part of the online registration process.** (“Check here if parent/camper agrees to abide by the rules of the covenant.”) I can go over the covenant with campers at orientation on Sunday if need be. Too many of the covenant forms never even made it to the camp office.

3. **Devise a new system for health forms.** My recommendations would be a) to condense it to one page, b) to have parents bring it with them on registration day, rather than mail it in ahead of time, and c) have parents write down the important information from the insurance card rather than require a copy.



4. **Strongly encourage parents to register online.** If a parent registered online, all the necessary information was automatically added to our database. In other words, they did all the work! If they sent in a paper form, it had to be entered in Camp Brain and was very time consuming. (My thought was to offer a discount if parents register online.) I know there are other ways that this can be encouraged as well. It needs to be very clear to parents that we want (need!) them to register online.
5. **Purchase some durable and attractive signs to assist in registration and pick-up.** We were constantly making new signs and the ones we have now are serviceable but I don't anticipate them lasting a long time.



Ah, the camp office....my home away from home!

#### Achievements, successes, goals accomplished:

- ✳ I know there is some discussion about what to do with the old camp office and how to set up the current camp office. I do think the location of the current camp office is a logical one. Parents and visitors gravitate to it upon arriving at camp. It does not matter to me which area or bedroom is used as the central office area. (Although I will have to say that the door placement and staircase is an odd arrangement and led to lots of bumping into each other!)

#### Issues, concerns, problems to be addressed:

- ✳ I would prefer not to live in the “big house” next year if it is functioning as the camp office. Often my family will be with me, and I’d rather have separate sleeping quarters.

#### Recommendations:

1. **The camp office needs at least one more computer.** If the computer that is there now is used solely for Camp Brain and registration, another one could be used to support programs.
2. This does not necessarily have to be placed *in* the camp office, but it falls under the general umbrella of camp office. **My recommendation is that a wireless network be set up in public places at camp (ie, craft hut, dining hall).** I believe that this is a service that our year-around renters will soon be expecting. A wireless network will be used by many people during summer operations as well.
3. **Sign up for digital answering service.** The current machine only holds 15 messages and gets filled quickly. In case of emergency and inclement weather, the message could be changed at a remote location.
4. **Hire an office manager or camp administrator.** If I have any recommendations to come from my experience, this is absolutely my number one priority. This summer, a great deal of my time was spent on administrative tasks. While I truly did not mind helping in any way that camp needed, I did not feel that I was spending as much time dedicated to programs, supporting the staff, and being present in camp. I believe that an office manager will greatly help CWOC volunteers, or for that matter, any volunteers who work with camp, as well as the summer staff. This person should be primarily responsible for the registration of campers, but can also help with other office tasks.

## Program Areas

The 6 Program Specialists and Comanches and Blackfeet worked hard to keep the campers happy while learning new things. Each day, the huts rotated through 7 periods.

### Achievements, successes, goals accomplished:

- ✦ Each Program Specialist felt that they were able to build upon the successes of past years and in addition, add some new and exciting activities to keep campers engaged. Recreation added a water day; Outdoors worked very hard to make the camp-out memorable; Horses ran very smoothly, which required a great deal of behind the scenes work; Canoes moved to the gorge, which was met with accolades by all; Pool offered swimming lessons and fun relays and to practice strokes; Ropes added new initiative games to help campers get to know each other; Crafts had some really neat offerings, including luminaries to light the way to Hillside at Grail.



### Issues, concerns, problems to be addressed:

- ✦ Ropes consistently scored last in program areas among campers. The new high ropes course will help, obviously, but repeating the same elements year-to-year does not rate high with campers.
- ✦ Outdoors is another program area that I feel needs revamping. I'd like to hire a Program Specialist that will take some time to work with me on evaluating the activities we've offered in the past and gathering materials. I believe that there are some great resources out there, we just need someone willing to find them.

### Recommendations:

1. **Select the overnight camp-out site in March.** This way, any needed work can be done on spring work days.
2. **Fix the four low ropes elements that need to be repaired.** Inspection was done at the end of May, but with the high ropes course being built, there really wasn't time or money to get them repaired.
3. **Purchase permanent games and activities to offer to campers during down time on Mainside.** The Chico playground fills this need up on Chico Hill. True, campers do not have

much downtime, but campers on Mainside (especially boys) roam around between activities, and would enjoy something like tetherball.

4. **Establish a long-term savings account for big program purchases.** Currently, the budget give a little “wobble room” to buy new items year-to-year, but if we were to consider a “bigger purchase” such as new saddles, or even something like kayaks, we would have no money to do so. The best way to buy a car is to save up for it, and that’s what I think we should apply to long-term planning for programs.
5. **Look into purchasing our own inflatable.** Currently, we rent a moon bounce each week from a rental store in Irondale. In the long run, it might make more financial sense to buy one than continue to rent.
6. **Continue to encourage program areas to break into smaller groups.** Many activities are more successful and offer more camper participation if huts are broken into two smaller groups (ie, archery, fishing, “The Wall.”) In order for this to happen, we must have enough staff in program areas.
7. **Hire Program Specialists as soon as possible** – especially for Outdoors. We must be willing to pay Program Specialists for time that they spend for planning if we wish to attract professional and dedicated employees.
8. **Create a new horse trail.** Campers consistently asked for new trails on their weekly evaluations.
9. **Establish a permanent archery range.** With the storm in March of 2008, the old archery range was destroyed. The overflow parking lot was used this summer as a temporary range. It was a good location, but extremely hot and didn’t offer a natural bank for arrows. If this is deemed the best location, some shelter is needed. It would also be great to have some permanent storage with the range. If a new location is suggested, then work would need to begin soon to get this established for next summer.
10. **Offer more camper choices.** I do think exposure to all the activities is very worthwhile, but I also think that campers need to be able to choose some of their activities This was an idea that Harlan and I talked to the staff about this summer, but not enough prior-planning was in place to accomplish this. With all of the other changes that were taking place at camp, it wasn’t something that I wanted to push on them, so it became a goal for next year. This year, my goal is to have some scheduling alternatives in place in the spring.

## Night Activities

For many campers, the night activities are the most exciting part of camp. In 2008, a new night activity was added – Pirate Night – and elements of two past night activities – Carnival Night and Wacky Tacky Night – were combined.

### Achievements, successes, goals accomplished:



- ✦ Campers consistently rated Mission Impossible night as their favorite activity. Since this requires very little planning ahead of time and cost almost no money to run, I'd say that is a big success!
- ✦ During 5<sup>th</sup> week, the Holy Grail pageant was held on Thursday night, as a trial run. Both sets of directors, Mainside and Chico, had very positive comments about the order of the night activities. In addition, the co-ed campers

enjoyed ending camp with Country Night. The staff remarked that they felt that they had a “bonus” day at camp on Friday. I do feel that the message of Grail was still imparted to the campers, which is important to many people who have been connected with camp for years. I did hear from some who did not wish for the change in night activities to occur.

### Issues, concerns, problems to be addressed:

- ✦ Wacky Tacky night consistently rates lowest among campers. Although I feel that any Sunday night activity is going to rank as least favorite – campers are still warming up to their week at camp – there is always room for improvement. The staff modified and adjusted the schedule according to feedback from campers and directors.



### Recommendations:

1. Offer to weekly directors the choice to have Grail on Thursday or Friday night.



*Camp Website*

The camp website is now our number one tool to communicate to parents and potential campers. It should be a priority among the Board to keep it useful, user-friendly, easy to navigate, and attractive.

**Achievements, successes, goals accomplished:**

- ✳ I was able to learn the website software with relative ease. Although I wasn't able to spend a great deal of time on the website (aside from the daily pictures), I was able to make some updates, such as the 90<sup>th</sup> birthday party announcement.

**Issues, concerns, problems to be addressed:**

- ✳ Some parents find the arrangement of the material on the website confusing. Information is imbedded far down the page, or they can't find what they need and end up calling the office anyway. In my experience, people want the important information "above the fold," meaning they don't have to scroll down.

**Recommendations:**

1. **More people need to be able to update the website.** I realize that you don't want too many "chefs in the kitchen," but right now only one employee and one volunteer can update the website. (And I can't update it from my home.) Pat Dunlap is very helpful, but she should not be called upon to do tasks that we can easily do ourselves.
2. **The material on the website needs to be updated, reorganized, and include more pictures.** This is just basic good marketing sense. Our website is attractive and does a satisfactory job of getting information to parents. I think it could be improved upon. I do not mind doing this at all, as I have experience with running a website for my church; it just requires time, and the right software.



*Camp Brain*

We all knew that switching to an online system was not going to be an easy task. But, ready or not, here it came! So we adjusted and learned a lot. Absolutely we did the right thing! It will get better every year.

**Achievements, successes, goals accomplished:**

- ✱ Maureen Schaffer and I received some training from Camp Brain. Their customer support is very helpful and willing to answer our many questions and work with us. As with all computer programs, it is not perfect, but it is customizable. It just takes time and patience.
- ✱ We now have an easily accessible and organized system to store data. Camp Brain has many features that I was not even able to begin to use because of time constraints.

**Issues, concerns, problems to be addressed:**

- ✱ Because of both the paper and online registration process this year, several camps were overbooked. In the month of April, our database had not been imported into Camp Brain yet, and paper registrations were coming in at a steady rate. By the time all the “dust had settled” we had some overbookings for Chico camps and especially 6<sup>th</sup> week.

**Recommendations:**

1. **More people need to know how to use Camp Brain.** I know camper confidentiality is important, but it does not make sense for me to be the only person who knows how to access and organize the information. Taking time to train others is very important.
2. **Tweak the database.** There are some basic parameters set up this year that we learned over the course of the summer would best be set up a different way. I cannot do this from my home in North Carolina – another reason why hiring an office manager is so important.



*Miscellaneous*

**Achievements, successes, goals accomplished:**

- ✦ Outsourcing meals to campus dining is a great decision. I found the employees, Ms. Edna and Mr. Kenny very pleasant to work with. They were very flexible and wanted to improve to please us.
- ✦ We ordered canteen items from City Wholesale this year. This service saved us time and gas money. They delivered once a week and offered a huge variety of items. I'd like to continue to order from them.
- ✦ We hosted three specialty camps this summer – Young Teen Asthma Camp/Camp Wheezeaway, Camp Takoda, and Friends for Life. Personally, I found the Friends for Life camp very rewarding, and I know that staff members feel the same way. I think it is very important to our mission to continue to reach out to special needs groups in the manner that we have.
- ✦ Per Lane Rutledge's recommendation, weekly directors were evaluated using a simple rubric developed by me and Harlan. Senior leaders and program specialists filled these out.



**Issues, concerns, problems to be addressed:**

- ✦ Overlapping two specialty camps proved to be very complicated.
- ✦ We had some problems with the radios (camp walkie-talkies). Foster helped us out with some new batteries, but it took a while to work all the kinks out. Apparently, they do better after having charged and died a few times.

**Recommendations:**

1. **Contact Kerry Mataya of AASCG as soon as possible to secure dates for Camp Takoda for next year.** We need to be willing to work with her this next summer, as she didn't have any input into dates this past year.

2. **Examine the “rate per camper/per day” for specialty camps.** While it is a form of outreach to offer camps for those with special needs, we also want to make sure that we are not losing money in the process.



3. Using Stephanie Harless as a resource, **develop a new weekly director evaluation.** Stephanie was a Chico director this summer and creates these in her career at Blue Cross/Blue Shield. She has graciously volunteered to help with this.
4. **Make changes to increase attendance the first week of camp** by either 1) moving the start of camp to a week later on the calendar or 2) making first camp a co-ed camp. I think many families are still on vacation the first week of June, and this interferes with starting camp on June 8, as our schedule is currently set.
5. **Work with Property Manager to test the radios prior to arriving at camp.** Besides it being tremendously frustrating to have radios that don't work, this is also a safety concern.



*Looking Ahead*

It is my intention to return to Camp Winnataska next year as Program Director, if the Board is inclined to offer the job to me. I felt supported, appreciated, and encouraged. I enjoyed getting to know many of you better than I did before. I love how our camp experiences are all so different, yet we all have a deep love for Winnataska. Thank you for all the work you do to make me, Harlan, and the staff look good!

I would also like to take a minute to acknowledge the great job that Harlan Ponder did as Assistant Program Director. She was willing to do absolutely anything to help me out, and we're a great team! Her sense of humor kept me laughing all summer long. Camp is lucky to have her.

Next year is our ACA visitation. I didn't really even skim the surface of all that involves here in this report, because at this time, I truly don't even know. I would like to continue to work on program improvements, learning Camp Brain, helping with the website, and communicating with staff. All of these items are essential to keeping camp running smoothly for next year. I would like to respectfully request to be compensated for hours worked during the year, in whatever manner the Board decides. I realize our budget is not extraordinary, and many people willingly volunteer with no compensation, but I also have to keep my family's financial condition in mind. Thank you for considering this.