



Report to the Board of Directors

Camp Winnataska

Summer 2010

Overview

Another summer, another successful camping season! As Camp Winnataska moves toward its 100th year birthday, I cannot help but be amazed at the continued love and devotion that generations pour into this place. What an honor to work as Program Director!

With the help of Catherine McIntosh Bentley as registrar, and Mark Buerhaus as caretaker, the program staff delivered a safe and successful program to almost 1,000 campers. We will continue to use feedback from parents, campers, directors, staff members, Board and CWOC members to improve upon the Winnataska experience.

I hope that my observations, data, insights and recommendations will help Angie Trantham, newly-hired Program Director, and the Board keep the positive momentum toward our 100th season. **Critical items are highlighted in blue.**

According to the 2010 parent survey,

- ✳ **94.8% of parents would send their child to Camp Winnataska again next year,**
- ✳ **98.1% of parents would recommend Camp Winnataska to a friend,**
- ✳ **98.7% of campers said that, "Camp was fun!"**

Although our goal would be to achieve 100% on all questions, those ringing recommendations sum up the summer very nicely!

Respectfully submitted,

Mary Margaret Shepherd

Summer Program Director

Summer Staff

A large staff was hired for Summer 2010, consisting of 12 Comanches and 11 Blackfeet. This was necessitated by the introduction of Go-Carts as a program area; the continued use of the Low and High ropes simultaneously, requiring a larger ropes staff; and using Blackfeet as maintenance around camp. Two of the Blackfeet also functioned as Program Specialists for part of the summer. We had 7 Program Specialists.

Achievements, successes, goals accomplished:

- ✦ The summer staff of 2010 got along well as a group. Jim Cearlock and Beth Fort of the hiring committee met with each staff member half-way through the summer to give feedback and evaluation information. I felt this was very helpful. I will also follow-up with an end-of-the-summer evaluation, as their evaluation scores are already in Survey Monkey.
- ✦ There were 4 returning Comanches and 5 returning Blackfeet. This is a 43% retention rate, which is high by ACA documentation. Although plans change over the course of a year, at least 50% -60% indicated that they were planning on returning next year. Returning staff members are critical to ensure a smooth transition from year-to-year.
- ✦ Mark Buerhaus is very positive in dealing with the staff, and his helpfulness is greatly appreciated. He personally supervised the two Blackfeet who worked maintenance every week.
- ✦ This was the second year to appoint two Comanches as dining hall stewards. This helps tremendously in the cleanliness and ordeliness of the dining hall. (I know, the dining hall is not what many would call clean or orderly!)
- ✦ Amy Williamson was hired as a Comanche to support the Camp Office and also to work on camp archives. She did miss being a “regular Comanche” but I do think this was a good use of a staff member’s time and certainly seemed to match her talents.
- ✦ According to the parent survey, “How did your camper feel about the camp staff?”
 - Great! 87.1%
 - Good 11.8%
 - Ok 1.2%

Issues, concerns, problems to be addressed:

- ✦ We may have interested staff members who would like to function as Program Specialists and Blackfeet/Comanches. If this happens, the Program Director will need to decide on a case-by-case basis if this is best for camp. In the summer of 2008, 3 staff members had dual roles. It was too much responsibility for them; although the staff was significantly smaller at that time (7 Blackfeet and 9 Comanches.)
- ✦ During exit interviews, the Blackfeet expressed that they felt “underappreciated” and that working maintenance “played off of their love for camp.” While I do not necessarily agree with these statements, it is true that working maintenance is very tiring. They did not feel that they were at their best during night activities. They also missed being with the campers. One

suggestion was to increase pay that week for those working maintenance, or to allow the maintenance Blackfeet time off in the evening. Perhaps a revised schedule can be adopted for 2011. Next summer will be easier with less adjustment because returning staff members will have experienced maintenance before.

Recommendations:

1. **The hiring committee should aim for at least 20 staff members.** Ratios should be for at least 8 Blackfeet/ 12 Comanches or 9 Blackfeet/ 11 Comanches. Issues and policies regarding maintenance should be discussed and worked out before presenting to the Blackfeet.
2. **Continue to provide at least 5 full days of pre-camp training for staff and 6 for Program Specialists.**
3. **Continue to hire a separate Program Specialist for each program area.** The personnel budget should reflect this by compensating the adult professionals adequately. Our current pay of \$225 a week is not adequate. If we want our programs to grow, we need to offer competitive salaries. At its current rate, the majority of our Program Specialists will be 22-year olds just graduated from college. While I think that it is fine to hire from this age group, they have a tendency to repeat the programs that they experienced as a camper or staff member. I recommend the Board purchase the 2007 Camp Salary and Compensation Report published by the ACA, and allow the Program Director some flexibility in salaries to compensate Program Specialists based on experience. My recommendation would be to seek out someone in Outdoors who might bring more knowledge and experience to the program.
4. **Set up lifeguard training for staff members at a remote location during the spring** (i.e., UAB aquatics center). Once again, several staff members had difficulty finding classes and having lifeguard training at camp or at a remote location would be so helpful.
5. **Continue to do criminal background checks, child abuse checks, and drug tests for all summer staff employees.** Personnel policies regarding terminations and consequences for other offenses should be written by our legal counsel, or persons designated by the Board, and approved by the Board. These policies need to be explained to staff. Also, the Program Director should conduct random checks in staff living quarters.
6. **Consider rotating Comanches to assist with tasks in the Camp Office, in addition to Dining Hall steward.** This would be similar to the Blackfeet rotating among maintenance. A Comanche should not answer the phones, however. The person who answers the phones in the camp office needs to be a knowledgeable adult. Also important: The person who selects, organizes and uploads pictures to the camp website be the same person the whole summer to ensure consistency.
7. **Allow the staff the option to take off the week of July 4 (between sessions.)** If the 2010 schedule is similar to the 2009 one, this week provided a much-needed break for some of the staff and also helped to reduce the personnel budget. To run Camp Takoda and Friends for Life, only half the staff is needed. Also, if the schedule for 2011 is four camp sessions in a row, I would recommend that each employee get a night or two off sometime during this four-week period. They work themselves to the point of exhaustion, and their performance suffers.

Leaders

During the summer, over 160 high schoolers and college-aged youth volunteered their time as leaders at camp. For each session that they worked, they received a letter documenting their 80 hours of community service from the camp office. Leaders play a vital role in camper satisfaction!

Achievements, successes, goals accomplished:

- ✦ From the parent survey: *“How did your camper feel about his/her leaders?”*

Great	79.4%
Good	15.3%
Just ok	3.5%
Poor	1.8%
- ✦ We continue to have strong numbers in leader applicants. This year, we had 50 tenth graders, 73 eleventh graders and 35 twelfth graders.
- ✦ We had adequate coverage in the boy huts for 4th, 5th and 6th weeks. We did not have adequate coverage for 1st week.
- ✦ We were able to give very direct feedback to the leaders in a timely manner from the parent survey. Based on the 2009 Parent Survey, I spent more time at leadership weekend addressing Parent Communication and Behavior Management.
- ✦ Leaders created one-page biographies, complete with a picture, and posted them in their huts. Directors reported that campers and parents enjoyed reading about the counselors. Our goal was to give the dads something to do while the moms made up camper beds!
- ✦ Each leader from summer 2009 received evaluation data and feedback. I spent a great deal of time entering leader evaluations into a spreadsheet so that they might receive their scores. Leaders were given suggestions for improvement, their overall score out of 20, an explanation of the evaluation criteria, and also positive comments about their performance.
- ✦ Survey Monkey was used by the directors to gather leader evaluations, meaning that their scores are already in a format that can be communicated with them. Amy Williamson, in her duties as office helper, also entered the data from program areas.

Issues, concerns, problems to be addressed:

- ✦ As we all know, the strengths of the teenage counselor – energy, enthusiasm, a sense of play – are also sometimes the weaknesses. We can still continue to work on and improve our leader training in the areas of managing inappropriate camper behavior, developing positive relationships with campers and making a good impression on parents.

Recommendations:

1. **Continue to recruit boy leaders** through high schools and churches, using camp alumni and friends as a resource. Follow up with 10th grade boys in Camp Brain who *do not* apply to be a

leader. My recommendation would be to give priority to choice weeks, like 6th week, to those boy leaders who volunteer to work 1st week.

2. **Set the spring schedule now.** I recommend that we get our leadership weekend, camp spring work days, and CPR classes on the camp calendar now. (See addendum.) Also, I recommend using Winnataska alumni Alex Fritz to teach CPR classes. I approached him about this during the summer and he said he would be happy to do so.
3. **Analyze the way that leader assignments are given.** After doing the summer schedule for leaders for three years, I keep telling myself, "There's got to be a better way to do this!" I would also recommend assigning Special Leaders their program areas before the summer starts and letting them know what program they are serving. This way you can find out who is lifeguard certified and who does not like horses, etc.

Parents and Campers

Winnataska hosted over 1,000 campers this summer, including four specialty camps. Camp Brain lists this as just over 800 families.

Here are some statistics about our camper population:

- ✦ **1015 campers total**, including specialty camps
 - 10 Young Teen Asthma campers
 - 24 Camp Takoda campers
 - 18 Friends for Life campers
 - I do not have specific data from the Mountain Hills Running Camp.

- ✦ **354 males, 643 females** (This is up by 50 male campers from 2009.)

- ✦ **The vast majority came from Alabama:**
 - 896 campers from Alabama (845 in 2009)
 - 45 from Georgia
 - 16 from Tennessee
 - 10 from Florida
 - 6 from Mississippi

- ✦ **50% of our campers, or 509 campers, came from the following zip codes:**
 - ✦ 35216 129 campers (100 in 2009)
 - ✦ 35242 87
 - ✦ 35244 86
 - ✦ 35209 68 (50 in 2009)
 - ✦ 35243 61
 - ✦ 35226 56 (43 in 2009)
 - ✦ 35223 22

- ✱ During the registration process, parents were asked how they heard about Winnataska. The drop-down menu indicated most were referred by friends:
 - Referred by a friend 330 campers (265 in 2009)
 - Family members 70
 - Internet search 27
 - Brochure 6
 - Magazines/Publications 3
 - Camp Fair 2
- ✱ The same question was posed on the parent survey. 78 answered the question accordingly:
 - Referred by a friend 67 campers
 - Internet search 4
 - Attended an event at camp 6
 - Camp Fair 0
 - Print advertisement 1

Achievements, successes, goals accomplished:

- ✱ Like last year, an email was sent out to parents the week before their child was to come to camp. The email was revised from 2009 and contained more information. It was also posted on the website and labeled, "Parent Information Sheet." Most of the information could be found on the website already, but parents appreciated something that they could print out.
- ✱ Daily pictures were hosted by Bunk1.com. I received a great deal of feedback regarding pictures, which I will be happy to pass on to Angie. Some of the complaints aren't really things that can be changed, but parents do consistently say that closer-up shots are easier to see than large group shots. (However, when you eliminate large groups, you are most likely going to have parents say that their child was never in a picture at all.)
- ✱ As in 2009, parents were able to purchase BunkNotes through bunk1.com for their campers. Overall, there were very few problems with Bunk Notes. In the fall of 2009, we received a commission of \$700. This year, the percentage that we earn off of BunkNotes will increase because of our continued relationship with them, and I anticipate commission around \$1,000. We tried to be as proactive as we could in communicating with parents how Bunk Notes and pictures functioned.
- ✱ During each camp session, I sent out two emails to all parents as a "letter" from camp. I talked about the weather, what was happening in Outdoors that day, what the night activity was, etc. My purpose was to communicate with them in case their children did not write letters home and also to throw in some verbiage like, "Your campers are learning so many skills, and they don't even realize it!" I do know that some parents read the letter; at least I saw some references to things I mentioned in Bunk Notes.
- ✱ Each parent was emailed a link to a Parent Survey. This year, 182 parents responded. With approximately 800 families in our database, that is a 22% return rate. Not as good as last year's 334 respondents, but still a decent amount.

Issues, concerns, problems to be addressed:

- ✳ Campers – especially oldest girls – continue to bring their cell phones to camp. In some cases, parents allow or even encourage their campers to bring them.
- ✳ Some parents did not receive email communication from info@winnataska.org.
- ✳ One of the parent survey questions was, *“How would you rate the camp programs and nightly activities on each of the following topics: Child learned new skills.”*
 - Excellent 2010 61.6% 2009 59.7%
 - Good 2010 31.3% 2009 31.3%
 - Fair 2010 3.2% 2009 2.4%
 - Poor 2010 0.6% 2010 0.6%

Although I did promote skills learned in communication to parents and in the brochure, it seems that we still need to be doing more to promote the types of skills that campers learn at camp.

Recommendations:

1. **Focus publicity funds on ways that encourage friend referrals.** The vast majority of campers hear about camp this way. While the camp brochure is wonderful and chocked full of pictures, perhaps this is an area that can be cut back, since very few new campers hear about camp this way. 16% said on the Parent Survey they had never seen the brochure.
2. **Investigate our email delivery system and server options to try and increase the number of parents that receive emails from info@winnataska.org.** Our email is spotty, at best. If this is our primary means of communication, then email needs to be more reliable in reaching parents.
3. **Continue to work on and improve pre-camp communication with parents.** During summer 2010, parents received two major emails: One was a confirmation when their child registered, and the other was sent out about two weeks before their camp session, with the packing lists and such. Perhaps this informative email could be sent sooner.
4. **Update the parent survey and re-enroll in surveymonkey.com for quarterly use.** Look for other ways to use surveymonkey.com.

*Office, Health Hut,
Registration, Website, and
Check-in*

To think of the amount of progress that has been made in these areas since the summer of 2008 is mind-boggling! A second full year of registration with Camp Brain ran even smoother than the year before.

Achievements, successes, goals accomplished:

- ✳ From the parent survey: *“How would you rate Camp Winnataska on the following,”*
 Website and online registration
 Excellent 2010 71.6% 2009 80.6%

Good	2010 26.5%	2009 18.0%
Fair	2010 1.3%	2009 3.9%
Poor	2010 0.6%	2009 0.4%
Check-in/Check-out procedures		
Excellent	2010 55.5%	2009 70%
Good	2010 34.2%	2009 23.3%
Fair	2010 7.1%	2009 3.9%
Poor	2010 1.9%	2009 1.1%

- ✱ Camp Brain customer support is excellent. Catherine was a quick student of all things Camp Brain and we continue to rely on it heavily, learning new things constantly. We certainly feel that it is worth the money.
- ✱ We had two working computers and three printers in the Camp Office this past summer. They were used every minute of every day!
- ✱ A simple gesture, but well-appreciated: Parents were able to drop-off mail at an Information Desk outside of the Walter House on Registration Day. This decreased the amount of mail during the week and parents saved on postage. (This was my spot during Registration and was also a great way to take suggestions.)
- ✱ Canteen Care Packages were available for parents to purchase at registration. Parents appreciated saving money on time and postage, and we made several thousand dollars – we sold a great deal of Winnataska logo items that had been gathering dust for a while. Many thanks to Amy Gilmore Passey and Shannon Edwards for taking this idea and running with it. This was also a way to utilize volunteers.
- ✱ Candace Dix was the new health hut and nurse coordinator. She did an excellent job overseeing the health hut and we are so very thankful!
- ✱ Like 2009, each camper was emailed a luggage tag to attach to their luggage. Sadly, many of the luggage tags did not make it to the end of the week, but the luggage crew reported that it helped to have the tags during the luggage runs on Sundays.
- ✱ During check-in, all health checks were conducted in the gym. Candace trained the Comanches to provide health checks to those campers who did not have medications. The area was shaded and restrooms were available. It rained 6th week and this was very helpful

Issues, concerns, problems to be addressed:

- ✱ We need more assistance from nurses during check-in to help campers with medications. This was often the longest line during registration.
- ✱ I think the drop if the number of respondents in the “Excellent” category in the “Website and Registration” category and the “Check-in and Check-out” was due to the fact that major changes were made before the summer of 2009 to improve upon these; whereas this summer, there were only minor changes. These things didn’t stand out in parents’ minds.

Recommendations:

1. **Purchase a reliable copier for the Health Hut.** It would be used during registration to copy medical insurance cards and throughout the week. Nurses were always walking down to the Walter House to use the copier. (The one that they had was broken. Geoff let us borrow his.)
2. **Continue to have parents bring health forms rather than mail them in.** This was a change in our process from 2 years ago and was better this summer; some parents still did not have one. Mostly they forgot to bring a copy of their medical insurance card. In our communication, we reminded parents not to pack their medicines in suitcases.
3. **Plan to increase wireless internet coverage around other areas of camp.** User groups will definitely use this service.
4. **Update the website.** Transfer pictures from previous summers to the new website. Add video, links to facebook groups, and other media, including the archive photos that were scanned. Change out some of the pictures that are on there.
5. **Open registration earlier than last year.** See Catherine’s notes.
6. **Before camp starts, have a registration meeting.** Include staff, nurses, welcome center people, greeters, and others who help with registration. We met at Leadership Weekend, and came up with some great ideas! It is important to improve the process every year.

*Program Areas and
Night Activities*

The Program Specialists and Comanches and Blackfeet worked very hard to keep kids engaged, and having fun. CYOA continued as a way to offer camper choice.

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. Some highlights:
 - Each hut had one swim lesson a week at the pool.
 - Swimmers wore a colored ID band to indicate their level of swimming competency.
 - Recreation had a field day event with the two youngest huts on Mainside.
 - Outdoors moved the camp-out back to the old campsite at Rushton.
 - The middle huts participated in a “Paddle and Ride” to the dam.
 - Crafts made rockets from recycled magazines. (Don’t worry - no fire or explosives!)
- ✱ A program retreat was held in the fall to generate ideas and build excitement for the upcoming camping season. It was well-attended with a good mix of recent alumni and seasoned folks.
- ✱ Kelley and I modified the schedule this year to include some program changes, and also to make adjustments according to feedback from last summer.

- Ropes and Go-Carts were a split activity. This was done because go-carts really needed only half a hut at a time. When go-carts weren't operating, the go-cart staff then helped out at ropes and other program areas. Often the hut would then split between low and high ropes activities.
- Horses and Crafts were a split activity. This helped us to reduce our craft expenses. I did receive a few comments on the parent survey that campers (girls) missed craft time.
- ✦ Choose Your Own Adventure had a successful second summer. From an administrator's point of view, it got easier because I learned how to streamline the choice part and the assignment part. We did have a few outside volunteers take on adventures: Briski Shoults taught a cake decorating class where the participants decorated cupcakes for the entire camp. Since Horses was split with Crafts, we also tried to make sure that the CYOA Crafts activities were fun and exciting and that more participants were able to make crafts.
- ✦ In the camper survey conducted on Friday afternoons, Canoes had the most votes for favorite activity every week, with Ropes and Horses usually alternating between second and third.
- ✦ From the parent survey: *"As a camper, let us know about the activities"*

Awesome!	84.1%
Fun	15.9%
Just ok	0%
Didn't like them	0%
- ✦ From the parent survey: *"As a camper, let us know about the nightly programs"*

Awesome!	79.9%
Fun	18.9%
Just ok	1.2%
Didn't like them	0%
- ✦ Go-carts were purchased thanks to some generous donors and friends of Camp Winnataska. The campers liked riding the go-carts very much; but the main problem is that they were not as reliable as we need them to be to have them in regular rotation.
- ✦ The staff worked to tweak night activities and improve upon last year's. For example, sundaes were added to Mission Impossible night. Pirate Night was simplified and just included skits, night swim and a movie. The youngest huts on Mainside spent the night on the old ballfield heading up to Wayside after Indian night.

Issues, concerns, problems to be addressed:

- ✦ Per the ropes course inspection from of Adventures Unlimited, there are some items that need to be addressed on our low and high ropes courses. (See report for specifics.)

Recommendations:

1. If go-carts are to be used in program again, this can only be done successfully if

a. A mechanic is available to repair carts as needed. This past summer, repairs were needed on a daily basis. The staff members tried to learn as much as they could from Bill Jordan, but their knowledge was limited and the carts were very unreliable.

b. A permanent track is built. Dust is a problem, and the carts need a bigger track than the one at the overflow lot. The track created at the pasture was the right size, but the angle of the field made it difficult to turn and caused a cart to flip.

Obviously, this is a big investment for camp. I do feel that campers loved the go-carts; I am just not sure that camp wants to invest as much money is needed to keep the program running smoothly.

2. Establish a long-term savings account for big program purchases. Currently, the budget gives only a little “wiggle room” to buy new items year-to-year, but if we were to consider a “bigger purchase” like kayaks, we would have no money to do so.

3. Look into purchasing our own inflatable bounce house. In the long run, it might make more financial sense to buy one than continue to rent.

4. Create a new horse trail and a trail down to the gorge to use for fishing. Clear Jake’s Trail to use in outdoors. Campers consistently asked for new trails on their weekly evaluations.

5. Continue to modify and adjust the schedule. Work on ways to make it easy for campers, leaders and directors to use the schedules.

6. Hold a program retreat in the fall to generate ideas for program.

7. Consider re-organizing programs. One suggestion was to move canoeing “up top” in Outdoors and have “Waterfront” as the program that is currently Canoes. Another idea was to have “Outdoor Sports” as a program area and “Nature” as another. With the “daily” schedule, this would give you the flexibility to go to Nature twice during the week and Outdoor Sports three days, or something like that. There are many creative solutions that can re-energize Outdoors and keep programs fresh.

*Facilities, Scheduling,
Specialty Camps and Misc.*

Achievements, successes, goals accomplished:

- ✱ Campus dining continues to offer great food. Chris Vizzina, Ms. Edna and her son, Joseph are extremely pleasant to work with! Apparently, hot wings are a must for Summer 2011!
- ✱ Camp Takoda hosted more campers this summer. The group was divided into an older group and a younger group, and used both Strickland and Reimel. Penney Patterson, an employee of AASCG, served as director, and also brought staff to work with behavior. Because of the schedule, the group stayed two nights this summer, as opposed to three the year before.
- ✱ As always, Friends for Life is a very rewarding experience for the staff, and campers from the Exceptional Foundation. Also due to schedule conflicts, the group chose to come to Winnataska

for a one-day camping adventure. This was very agreeable to their staff, who really does not like spending the night with no air conditioning. It also was more affordable for the participants.

- ✱ The Mountain Falls running camp returned to Winnataska at the end of the summer. Half the staff manned the pool, canoes and ropes, while the other half worked on camp clean-up. I do feel that this was a successful venture – if approached again to have the running camp here next year, I would say yes.

Issues, concerns, problems to be addressed:

- ✱ The Cobra radios purchased in 2009 began to falter in their performance. Several of them had to be taken out of rotation. They are relatively inexpensive - \$25 to \$40 each. We just need to plan on spending several hundred dollars each year to replace them. The positive side of using these radios is that they can be purchased at Wal-Mart and other retailers close to camp.
- ✱ Young Teen Asthma camp was significantly smaller this year, with only 10 campers, and only 7 that stayed for the entire time. This is not an efficient use of staff and program. There were many issues in trying to integrate the Young Teen Asthma campers as a part of first week camp, and I would not recommend that it continue in the same way.

- ✱ The bathhouses. When asked in the parent survey, *“What did your camper like least about camp?”* the number one answer was the restrooms/showers/bathhouses. In the section where parents could provide comments, over 50% of those that filled out the survey made comments. Also from the parent survey, *“Please rate the camp facilities in each of the following topics: Restrooms/Bathhouses”*

Excellent	14.5%
Good	46.9%
Just ok	21.9%
Poor	9.3%
Don't know	7.4%

- ✱ Several of the camps continue to be at low capacity. (These are statistics for Mainside only.)

○ 1 st week- co-ed	2010 50%	2009 31% capacity
○ 2 nd week girls	2010 53%	2009 52% capacity
○ 3 rd week girls	2010 81%	2009 71% capacity
○ 4 th week co-ed	2010 64%	2009 59% capacity
○ 5 th week co-ed	2010 96%	2009 76% capacity
○ 6 th week co-ed	2010 99%	2009 98% capacity

Recommendations:

1. **Set the summer schedule by October and have it readily available for parents.** As unnamed members of the Board say to me often, parents decide in the fall where to send their kids to camp!
2. **The bathhouses need renovating.** The improvements made to the bathrooms this past summer were definitely noticed, but plumbing continues to be a major problem. If you have 175 campers and none of the toilets work, you have a problem. Camp needs to be planning long-term to renovate the bathrooms.

3. **Make changes to increase attendance the first few weeks of camp.** Changing 1st week camp from all girls' camp (2008) to a co-ed camp (2009) resulted in a decrease of 4 campers. Last year, a sibling discount was given to siblings who attended 1st or 2nd week. 34 families took advantage of this, 23 during the 1st session. This discount was confusing to parents, however, and was misapplied frequently.
4. **The camp office needs to be a separate building,** especially now with Angie and her husband occupying the Walter House. Purchase large signs to indicate that the Walter House is a private resident.
5. **Specialty camps need to register through Camp Brain.** This is a carry-over recommendation from 2009 that did not get realized. It seems difficult for the Specialty Camps to plan ahead and get our information to Camp Brain to set up in time. (Must be done in the fall.) However, this is still a good idea and one to work toward.
6. **Budget needs to include funding for camp maintenance issues for use by the caretaker.** When something needs to be fixed or repaired in the summer, it is critical that Mark get the materials he needs in a timely manner. He was dependent upon using the program credit card.

Office Manager's Report

Catherine McIntosh Bentley handled camper registration with great aplomb; going above and beyond her call of duty to return parent phone calls in a timely manner (and even to drop off lost sleeping bags at camper's homes!) She does an outstanding job representing Camp Winnataska. Here is her report:

- ✳ **Consider adding more Mini Chico sessions, specifically for Session 6.** I received several calls from parents (who had a child registered on Mainside for Session 6) hoping to register a younger sibling for a Mini-Chico for Session 6. Not one of them who inquired decided to send the younger sibling for the full Chico week. We did not fill up Chico Session 6 this summer. Yes, it does make things more difficult on the office side of things when you have 3 Chico options for a session (ex. Mini Chico 3B, Mini Chico 3C, or Chico 3B/C), but we should offer what the parents are hoping for.
- ✳ **Continue to offer the Early Bird registration discount.** It was \$50 off for a full week and \$25 off of a Mini Chico. I suggest we honor that discount again for 2011. We had 155 campers (118 families) whose parents chose Early Bird registration and paid in full by credit card. Another 28 campers (23 families) chose Early Bird registration and paid in full by check. The deadline for Early Bird registration for 2010 was March 1st. However the deadline for 2009 was March 15th. This did cause problems and I talked on the phone with numerous upset parents who thought it would have been the same policy as the previous summer.
- ✳ **Open up registration earlier than December.** Other camps do, why shouldn't we? I think that promotes our excitement for camp 2011. This would allow parents to spread out payments, if needed. We should even promote "Holiday Gift Certificates" on our website so

parents/grandparents/aunt and uncles can give campers a week at camp or partial week at camp as a Christmas gift.

- ✱ **Revisit our COMPS (complimentary campers from directors/nurses/staff) policy.** There were 47 COMPS used for summer 2010, which equals \$27,500 of unpaid camp fees. There is a written policy that directors abide by. There is not a written policy regarding nurse COMPS that I am aware of. Numerous nurses this summer registered multiple campers. Both directors and nurses should have a written policy.
- ✱ **Have a service program set up for people who use a COMP.** Consider implementing a “Help Serve Camp” program – any person who plans on using a COMP for the summer should attend a workday, or complete “x” amount of service hours during the off season....in essence, *give back* to camp.

PROGRAM NEEDS FOR SUMMER 2011

Each Program Specialist listed items that that they felt were **essential** to their program for next year that need to be replaced or added. I’ve included items \$100 or more.

Item (s) needed	Program Area	Estimated cost
Archery target covers	Outdoors	\$500
Fiberglass arrows	Outdoors	\$150
New tents	Outdoors	\$250
Clear Jake’s Trail	Outdoors	\$ to rent equipment
Horse trail	Horses	\$ to rent equipment
Rebuild pony grove	Horses	\$ for materials
Saddle pads, tack	Horses	\$500
Dynamic ropes (3/4)	Ropes	\$100 each
Pool repair	Pool	? (big bucks!)
Slide repair	Pool	\$2,000
Canoe repairs	Canoes	\$400
Go-Cart track	Go-carts	?
Tool set for go-cart maintenance	Go-Carts	\$100

PROGRAM WISH LIST

We also asked the Program Specialists to work with their staff to develop a “wish list.”

Item (s) wished for	Program Area	Estimated cost
Water trampoline, slide, or blob	Canoes	\$1,000 - \$3,000
Dock at the dam at Rushton	Canoes	\$ for materials
Zip line or slide into the gorge	Canoes	?
Electricity in the pony grove	Horses	?
Sod for the high ropes area	Ropes	?
Shelter for the high ropes area	Ropes	?
Scooters (32)	Recreation	\$500
New guns for BB’s	Outdoors	\$50 each
Saddles	Horses	\$ varies greatly

* need to replace a few each year

PROPOSED DATES FOR 2010/2011

Date	Event	Place
Saturday, September 11	Camp Work Day	Winnataska
Saturday, October 9	Camp Work Day	Winnataska
Saturday, October 30	Camp Work Day	Winnataska
Saturday, December 18	Applications open on website for leaders and staff	www.winnataska.org
Saturday, January 15	Applications for staff closed	www.winnataska.org
	Camp Work Day	Winnataska
Saturday, January 22, 9 – 12 am	Interviews for staff and first-time leaders	VHUMC
Saturday, January 29, 9 – 12 am	Interviews for staff and first-time leaders	VHUMC
Saturday, February 12	Camp Work Day	Winnataska
Friday, February 25 – Sunday, February 27	Leadership p weekend at camp for first time leaders and staff members	Winnataska
Saturday, February 26	Camp Work Day / leadership for returning leaders	Winnataska
Sunday, February 27	CPR class for leaders, directors	Winnataska
Saturday, March 5 (tentative)	Camp Work Day	Winnataska
Saturday, March 26	Camp Work Day	Winnataska – provide housing for staff to stay for Open House
Sunday, March 27, afternoon	Open House	Winnataska
Saturday, April 9	Camp Work Day Leadership Training Make-up CPR class for leaders and directors	Winnataska - provide housing for staff to stay for Open House
Sunday, April 10, afternoon	Open House	Winnataska
Saturday, May 7	Camp Work Day	Winnataska
Saturday, May 14 – Sunday, May 15	Ropes training for ropes staff Pool work day	Winnataska
Sunday, May 15, afternoon	Open House	Winnataska
Tuesday, May 31	Program Specialists arrive	Winnataska
Wednesday, June 1	Staff arrive	Winnataska