

5. It is recommended that a three-year strategic plan be formulated with the Administration and committee. Projections should include operating, cash flows, and capital expenditure budgets, taking into consideration the needs of funding to the plant fund as it relates to conference operations. This would help to ensure a smooth operation especially in years of lower income.

6. Tithe income from a fifty-third Sabbath, or a "windfall," should be excluded for the purposes of projecting the tithe income of the next budget year. Trust maturities should be included only when the funds have been received and are available for use.

7. In budgeting expenses, funding should be kept in place for all committee approved full-time equivalent employees. Projected expenditures should include an inflation factor in order to provide adequately for operating expenditures, maintenance needs, and for the special projects funding. As new projects are approved, the budget should be immediately adjusted to reflect these additional expenditures.

8. If, after taking into consideration the existing factors and planning, the budget cannot be realistically balanced, the Administration and the committee shall make the necessary adjustments in order to bring the budget into balance within a specified time period, avoiding, if possible, radical and sudden changes.

CAMP WAGE SCALE GUIDELINES

(514-06N)

HOURLY WAGE NOTE: The hourly pay percentages are based on community wages and state, county, provincial, and/or federal minimum wage, whichever is higher. If the prevailing community wages for the job description are higher than those given below, hourly pay percentages should be adjusted accordingly.

EXEMPT EMPLOYEE NOTE: Each of the positions listed below are connected to Camp Administrative Models that are available on the North American Division Youth and Young Adult Ministries website at www.nadyouth&youngadultministries.org. Camps must be careful to distinguish between "exempt" and "non-exempt" employees. All "non-exempt" employees must be paid for all overtime hours they work according to your local state (province), or federal laws. For assistance with this contact your Conference Human Resources Department or the NAD Youth Ministries Department. For the purposes of our models the designation “Director” with any of the job descriptions requires that the position be salaried and must meet the state, federal or province criteria of an exempt position. All positions that do not meet these criteria must be non-exempt (hourly). A “manager” may also be salaried if the position meets the exempt requirements.

	Pay Percentage Range	
	Min	Max
Youth Department – Model #1		
Caretaker		
Youth Department – Model #2		
Head Ranger		
Head Cook		
Ranger		
Housekeeper		
Youth Department – Model #3		
Manager	75.00%	95.00%
Manager Coordinator		
Maintenance Director	51.50%	68.50%
Ranger		
Food Service Coordinator		
Food Service Director	75.00%	95.00%
Guest Services		

Secretary		
Receptionist		
Housekeeping Coordinator		
Camp Ministries Department – Model #1		
Administrative Director	87.00%	102.00%
Summer Camp/Yr Rd Pro Director	87.00%	102.00%
Plant Services Director	75.00%	95.00%
Marketing/Reservations Director	75.00%	95.00%
Marketing/Reservations Coordinator		
Food Services Director	75.00%	95.00%
Housekeeping Director	50.00%	70.00%
Housekeeping Coordinator		
Secretary		
Finance Director	75.00%	95.00%
Accountant		
Bookkeeper		
Camp Ministries Department – Model #2		
Administrative Director	87.00%	102.00%
Plant Services Director	75.00%	95.00%
Plant Services Coordinator		
Marketing/Reservations Director	75.00%	95.00%
Marketing/Reservations Coordinator		
Food Services Director	75.00%	95.00%
Housekeeping Director	50.00%	70.00%
Housekeeping Coordinator		
Secretary		
Accountant		
Bookkeeper		
Camp Ministries Department – Model #3		
Administrative Director	87.00%	102.00%

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Plant Services Director	75.00%	95.00%
Marketing/Reservations Director	75.00%	95.00%
Marketing/Reservations Coordinator		
Food Services Director	75.00%	95.00%
Housekeeping Director	50.00%	70.00%
Housekeeping Coordinator		
Secretary		
Finance Director	75.00%	95.00%
Accountant		
Bookkeeper		

Youth and Young Adult Ministries Website Camp Administrative Models

Questions that help define what type of model a camp is working under.

1. Who are employees accountable to? Or What is the chain of command (i.e., Administration, Youth Director, Manager)?
2. What department manages (is responsible for decisions made concerning its maintenance and development) the camp property?
3. Who is responsible for the summer program budget, the year-round operational budget, year-round staff salary budget?

NOTE:

1. When establishing job descriptions and responsibilities it is critical to be sure you and your HR department comply with state/provincial and federal wage and hour laws.
2. All “non-exempt” staff must be paid for *all hours worked including* overtime according to your state/provincial and federal.
3. For the purposes of our models the designation “Director” with any of the title descriptions requires that the position be salaried and must meet the state/provincial and federal criteria of an exempt position. All positions that do not meet these criteria must be non-exempt (hourly). A “Manager” may also be salaried if the position meets the exempt requirements.

Youth Department Model

The conference Youth Director is the Departmental Director responsible for the entire conference camp program and answers to conference administration.

Model #1

In this model the Conference Treasurer (or other administrative officer) is directly responsible for the camp property management. They will usually contract with a pastor, teacher or another camp to run the summer program.

Caretaker (Hourly)

Responsible primarily for the upkeep of the camp facilities, under the direction of a camp manager in a medium-sized facility or directly to the camp director or administrative director/treasurer/property manager in a smaller camp. Usually covers a large variety of maintenance and other duties.

Model #2

In this model the youth director runs the Summer Youth Camp Program and all the on site year-round staff are individually and directly responsible to him/her.

Camp Ranger (Hourly)

Responsible primarily for the upkeep of the camp facilities. Usually covers a large variety of maintenance and other duties.

Head Cook (Hourly)

Responsible for a given budget, purchasing, menus, staffing and production of the entire food service operation.

Assistant Ranger (Hourly)

Assists in the general maintenance of a facility under the direction of the Head Ranger.

Housekeeper (Hourly)

Responsible for all phases of cleaning, janitorial and laundry services (when done in-house).

Model #3

In this model the youth director runs the Summer Youth Camp Program and delegates responsibility for staff, budgets and decision making to the on-site manager or his staff. The manager is responsible to the youth director. On-site directors are responsible to the manager. Other staff are responsible to their immediate area supervisors.

Manager (or Manager Coordinator) (Salaried)

Responsible for all phases of the camp and/or conference center operation including management responsibilities. Generally, lives on-site year-round. May also be involved in a variety of hands-on responsibilities.

Maintenance Director (Salaried)

Responsible for the management of the physical plant of a facility. Generally works in a large facility where much of

the time is spent in supervising other employees and other administrative duties. Is responsible for the control of a specific budget.

Ranger (Hourly)

Responsible primarily for the upkeep of the camp facilities under the direction of a plant services manager or a camp manager. Usually covers a large variety of maintenance and other duties.

Food Service Director (Salaried)

Responsible for budgeting, purchasing, menus, staff and production of the entire food service operation. Has professional training in food service management, dietetics, or documented professional experience.

Guest Services (Hourly)

Responsible for coordination of guest group reservations, keeping departments advised of group requests, prepares group utilization reports for billing.

Secretary (Hourly)

Performs traditional secretarial services.

Receptionist (Hourly)

Greets arriving guests and assists with their needs.

Marketing and Development (Hourly)

Responsible for expanding client and financial base of camp and camp projects.

Outdoor Education Coordinator (Hourly)

Responsible for development, programming, promotion and implementation of an outdoor education program.

Housekeeping Coordinator (Hourly)

Responsible for all phases of cleaning, janitorial and laundry services (when done in house), including ordering supplies, staffing, etc. Spends at least 50% of time in managerial duties

Camp Ministries Department Model

The on-site administrative/executive director is responsible directly to conference administration for the camp facility and in some cases for the Summer Youth Camp Program as well. They should be recognized as a department head. This person is responsible for all on-site camp ministries budgets.

Model #1

In this model the executive director operates on site and has associate(s) who coordinate summer camp and other year-round retreat ministries which could involve multiple facilities.

Administrative/Executive Director (Salaried)

The full-time CEO of a camp or conference center that operates on a year-round basis. Responsible for overall direction of all operations and programs. Responsible to camp operating/executive committee.

Summer Camp/Year-Round Programming Director (Salaried)

Responsible for all phases of the summer camp operation. Also responsible for year-round direction of a variety of programs offered for guests such as outdoor education, challenge courses, recreation, crafts, etc.

Plant Services Manager (Director if meets requirements for salaried.)

Responsible for the management of the physical plant of a facility. Generally, works in a large facility where much of the time is spent in supervising other employees and other administrative duties. Is responsible for the control of a specific budget.

Marketing/Reservations (Director if meets requirements for salaried.)

Responsible for expanding client and financial base of camp and camp projects as well as handling all reservations.

Food Services Director (Salaried)

Responsible for budgeting, purchasing, menus, staff and production of the entire food service operation. Has professional training in food service management, dietetics, or documented professional experience.

Housekeeping Coordinator (Hourly) (Director if meets requirements for salaried.)

Responsible for all phases of cleaning, janitorial and laundry services (when done in house), including ordering supplies, staffing, etc. Spends at least 50% of time in managerial duties.

Secretary (Hourly)

Performs traditional secretarial services.

Finance Director (Salaried)

Responsible for all phases of financial management of the camp operation including budgeting, preparation of financial statements, keeping of all accounting records and billing. Generally, works in a large camp that handles most all accounting functions independent from conference office accounting.

Bookkeeper (Hourly)

Handles coding of bills, prepares billing for guest groups. May maintain limited accounting records in-house but Conference Office keeps official records as part of conference accounting.

Accounting (Hourly)

Assists financial director or head accountant in preparation of accounting records.

Model #2

In this model the director operates summer camp and year-round camp ministries program and may have assistants or associates as needed.

Camp Director/Administrative Director (Salaried)

The full-time administrator of a camp; or conference center that operates on a year-end basis. Responsible for overall direction of all operations and programs. Responsible to camp operating committee. He (or she) is also responsible for all phases of the summer camp operation.

Plant Services Manager (Salaried)

Responsible for the management of the physical plant of a facility. Generally, works in a large facility where much of the time is spent in supervising other employees and other administrative duties. Is responsible for the control of a specific budget.

Marketing /Reservations Coordinator (Hourly)

Responsible for expanding client and financial base of camp and camp projects

Takes reservation requests along with other duties, often secretarial.

Food Services Director (Salaried)

Responsible for budgeting, purchasing, menus, staff and production of the entire food service operation. Has professional training in food service management, dietetics, or documented professional experience.

Housekeeping Coordinator (Hourly) (Director if meets requirements for salaried.

Responsible for all phases of cleaning, janitorial and laundry services (when done in house), including ordering supplies, staffing, etc. Spends at least 50% of time in managerial duties.)

Secretary (Hourly)

Performs traditional secretarial services.

Bookkeeper (Hourly)

Handles coding of bills, prepares billing for guest groups. May maintain limited accounting records in-house but conference office keeps official records as part of conference accounting.

Accounting (Hourly)

Assists financial director or head accountant in preparation of accounting records.

Model #3

This model operates only year-round retreat or conference center ministries (The Summer Camp Program rents from the Camp Ministries Department.)

Administrative/Executive Director (Salaried)

The full-time CEO of a camp or conference center that operates on a year-round basis. Responsible for overall direction of all operations and programs. Responsible to camp operating/executive committee.

Summer Camp/Year-Round Programming Director (Salaried)

Responsible for all phases of the summer camp operation. Also responsible for year-round direction of a variety of programs offered for guests such as outdoor education, challenge courses, recreation, crafts, etc.

Plant Services Manager (Director if meets requirements for salaried.)

Responsible for the management of the physical plant of a facility. Generally, works in a large facility where much of the time is spent in supervising other employees and other administrative duties. Is responsible for the control of a specific budget.

Marketing/Reservations (Director if meets requirements for salaried.)

Responsible for expanding client and financial base of camp and camp projects as well as handling all reservations.

Food Services Director (Salaried)

Responsible for budgeting, purchasing, menus, staff and production of the entire food service operation. Has professional training in food service management, dietetics, or documented professional experience.

Housekeeping Coordinator (Hourly) (Director if meets requirements for salaried.)

Responsible for all phases of cleaning, janitorial and laundry services (when done in house), including ordering supplies, staffing, etc. Spends at least 50% of time in managerial duties.

Secretary (Hourly)

Performs traditional secretarial services.

Finance Director (Salaried)

Responsible for all phases of financial management of the camp operation including budgeting, preparation of financial statements, keeping of all accounting records and billing. Generally, works in a large camp that handles most all accounting functions independent from conference office accounting.

Bookkeeper (Hourly)

Handles coding of bills, prepares billing for guest groups. May maintain limited accounting records in-house but conference office keeps official records as part of conference accounting.

Accounting (Hourly)

Assists financial director or head accountant in preparation of accounting records.