



Organizational Management, Programming Observations, & Recommendations
By: Zena Verda Pesta

Zena Verda Pesta's Credentials

Masters in System & Service Design

Design & field research

Project Management

Modeling solution, interventions, & steps for moving forward in a project

Conduct strategy workshops

Synthesize system map research

6 years of Organizational Management, Strategy, Program management, Modeling, Vision & Mission Development, Facilitation of such in Non-profit settings from healthcare to educational learning spaces

10 years of curriculum & program development in camp, community & postsecondary educational settings

13 years of teaching experience in camps, college/postsecondary, & community educational setting

15 years of practicing the craft of ceramics with others



Intention, Purpose, & Recommendations for use of this Document

This document's intention is:

- Ability to see overall current structure & programming clearly
- To identify strengths & missing links
- To aid the process of shifting where needed
- To aid in the process of setting unified goals

This document's purpose as a guide or worksheet:

- A frame for discussion & understanding of LL&P timelines & programs
- Aid in executing agreed upon goals
- To be used for meetings when speaking about specific programming/structural needs

Recommendations:

Including in this document are observations of staff, management, organizational structure & programming, along with recommendations on how to address these. These recommendations will include observations from current organizational structure & programming needs. *See previous slide for my credentials to understand my perspective.*

Current Timeline

*NOTE: there are a number of things missing from this timeline, it is not complete & only a overview, it is based on interviews with Herb Perkins. Use extra space in columns to fill in what you think is left out.

August

Last day of Camp

September

Send Volunteer Thank
You Notes

October

LARAC Grant Deadline

November

Pictures with Santa
Fundraiser

December

Shope Off Broadway Grant

Stewarts Students Holiday
Match Grant

Meet with Guidance
Counselors at School for LL&P
Counselor recruitment

Start LL&P Counselor
recruitment Process



Current Timeline

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January

Budget Due

Finish Summer Schedule

Continue Counselor recruitment process, including interviews etc.

Hire Counselors starts, deadline in April

Start Program Planning

February

Fundraisers (FPF, Facebook, email)

Start Conversations with Partnerships

Coordinate LL&P Lunch with Superintendent & Cafeteria Director

Coordinate School Facilities which need to be used with Superintendent

Coordinate Swim Program, Lake Lauderdale, Town, & Hebron

Coordinated Transportation Needs with BOE SCS, Town, & Insurance

March

Final Report For Charles R Wood Due from Previous Summer

Registrations Form sent out

Garden & Facilities Committee Contact

Camper Intake/ Registration form sent out

Schedule Facilities Work day: Barn, Water, Clean Up, Setting Up tents

April

Charles R Wood Grant Due

LEAP: Partnerships Application & Eligibility Form

Deadline for all Counselors Hired

CPR & first Aid Certification Scheduled

Application for Summer Camp from Washington county Board of Health & NY State Board of Health

May

Facilities Work Day & Setting Up Tents

Complete Summer Camp Application Supporting materials for Wash. Co. Board of Health & NY State Board of Health

Wrap up Program Planning

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June

Check Staff on Sex
Offenders Website

July

Counselor Training
First Aid & CPR Certification
Training day



Current Organizational Structure

Camp Prep (Jan-June)

Janice,
Executive
Director HSCH

Herb, Director
LL&P

Kim, Volunteer

Camp Staff (July & August)

Camp Director

Programming
Partnerships, i.e. SAW,
Merk Forest, Lake
Lauderdale, etc.

Program Paid
Instructors

Kim

Janice

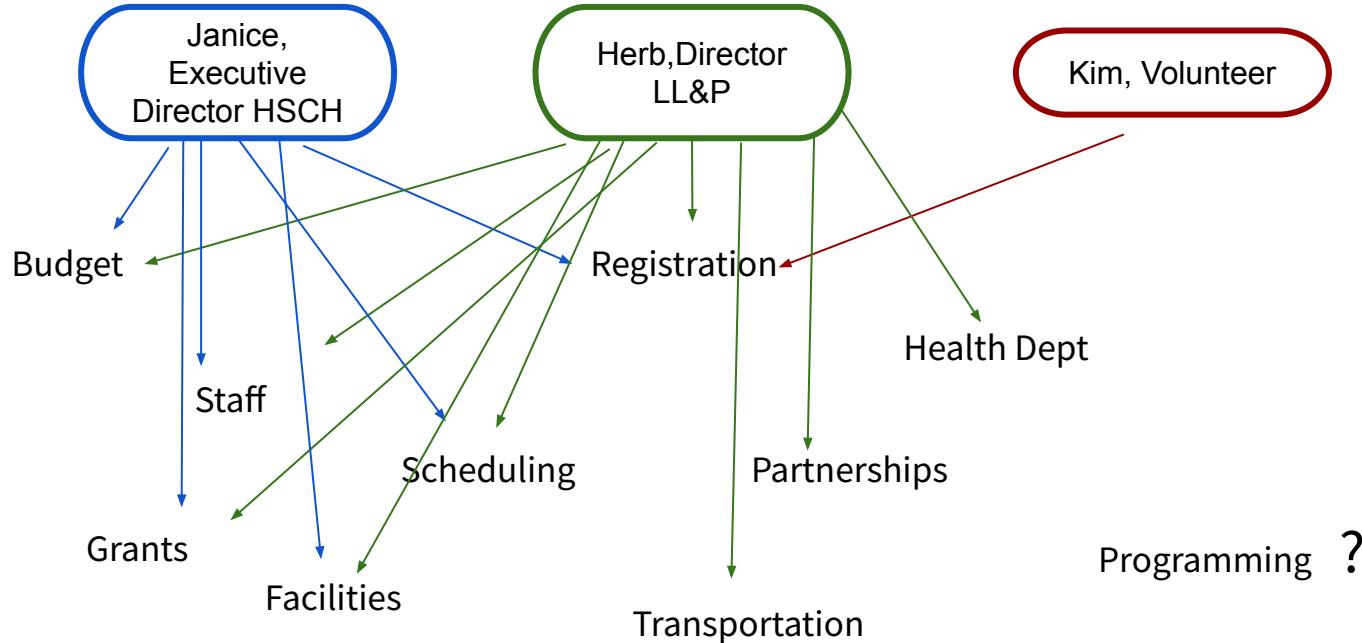
Volunteers

Herb

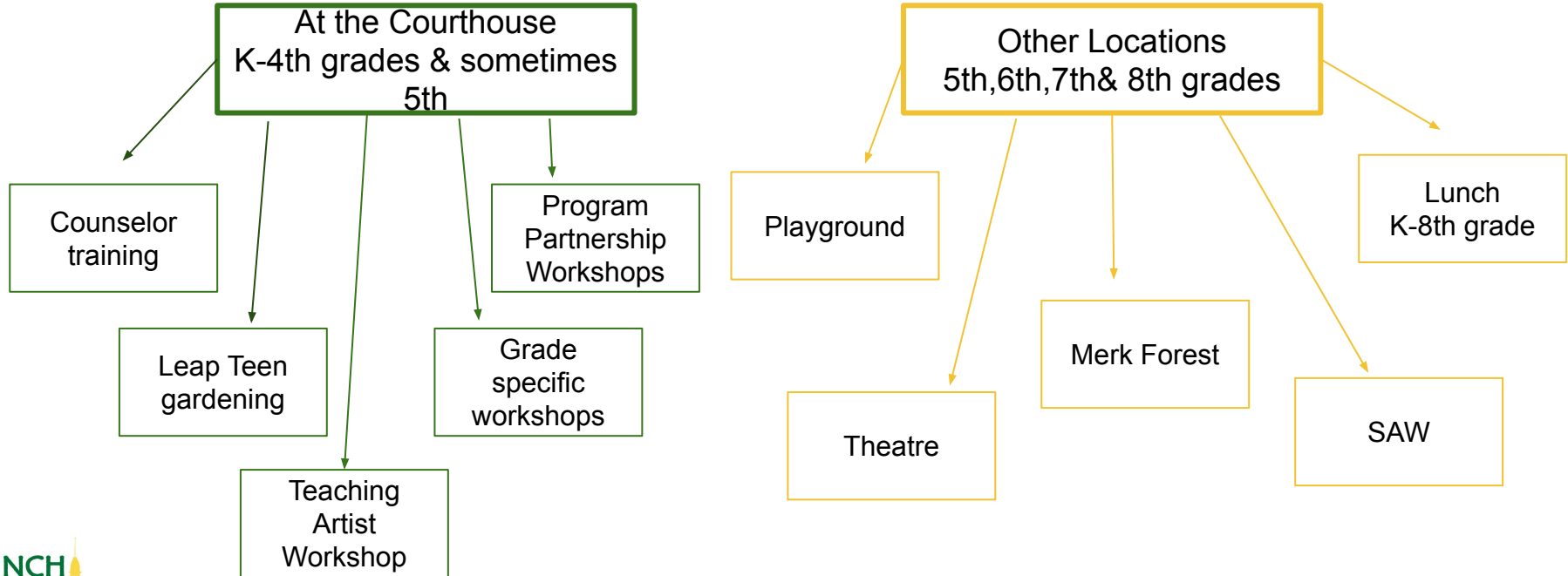
Counselors

Current Organizational Structure

Camp Prep (Jan-June)



Current Programming



For internal Review & Feedback of existing structures

Reviewing LL&P Season 2021 & Looking towards future seasons what are general thoughts & questions you have?

Timeline

Organizational Structure

Programming



Observations

NOTE: The following observations are mine (Zena's) from working as an instructor at the camp & from informal interviews with different staff members.



Observations

Bright Spots

- LL&P has long standing relationships which provide partnerships, funding, & programming
- Parents enjoy the programming, projects, & workshops kids are offered
- Kids are exposed to new & interesting points of view, workshops, & projects
- There are a number of capable adults who work for LL&P & are willing to continue to do so
- Many kids are interested in the programs provided & there are returning campers who become counselors
- Because of it being free of charge, the need to “satisfy” patrons in a specific way are not there, which in turn equals more freedom over scheduled activities & programs



Observations

Missing links

- LL&P Camp Culture is unclear
- There was a lack of organization which produced uncertainty around decision making & programming
- Teens Counselors were not adequately prepared for their roles & did not take their commitment to camp seriously. Also their roles were not clear in workshop settings with other staff.
- There are campers with behavioral, developmental, & emotional issues which the camp is not prepared to support. The kids are not properly screened.
- The lack of organization put a lot of stress & pressure on the Director to fulfill multiple rolls which they were not prepared for.
- Paperwork & registration is difficult to navigate there isn't one agreed upon and used streamlined process.
- Instruction, organization, hiring, programming is centralized to one person which makes it difficult for others to access, be apart of the process & help where needed.

How might we...



How might we...

- Create a culture within the organization of being honest about & working within the capacity of the organization and its staff, i.e. space, budget, the kids we can support, & personpower?
- Create a community of openness and collaboration around shared goals within the management & staff?
- Make sure all staff have clarity, feel supported, and are prepared for their roles prior and during camp?
- Create an environment for the staff & kids that include gathering, rhythms of differently paced activities & be more intentional in how these are used in the camp setting?
- Manage the Budget, Timelines, & Programming in a way that is clear, timely, & organized?

Recommendations

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Utilized other existing organizational camp structures to build an organizational camp structure that works for LL&P. On the following page I have created a basic structure for LL&P utilizing other camp structures.

Organizational Structure



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Create protocols, job descriptions so all roles & responsibilities are clear. Understand who is in charge of what staff & how those relationships function. Create trainings that are intentionally developed to include team building, problem solving, & a space for openness, safety, & learning. Create a community commitment statement for all staff involved & contracts for staff to sign. Have scheduled feedback sessions & check in's with each staff member, prior, during, & after camp.

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Research & Plan

Leadership Team can talk about the values the camp should uphold & the individual interests they would like to share. There are many different intentional activities used in day camp settings to build camp culture & produce rhythms that work to everyone's benefit. Intentionally planned gatherings, pauses, & listenings are practices we all could practice together.



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The Leadership Team needs to come together to realistically decide what quality of care & programming they would like to provide. Then would need to look at their budget & personpower to understand what they have capacity for. This most likely will be in relationship to the budget. A scale back in the number of campers might be in order. I would highly recommend scaling down the operation of camp, i.e the number of kids.

**Hope this can be used as a helpful tool with the next steps in understanding
LL&P's future!**

**Thank you!
Zena Verda Pesta**

