



EXECUTIVE DIRECTOR

Job Description

POSITION TITLE	<i>Executive Director</i>
REPORTS	Governing Board; specifically, to the Board President
RELATIONSHIP WITH BOARD	The organization is governed by an elected board that sets policies, approves and monitors the annual budget, and evaluates program effectiveness under a Governing Board model. The Executive Director is accountable to the board for the day-to-day management of the organization. In collaboration with the Executive Director, the board fosters a positive and productive partnership, regularly assessing performance based on key metrics. These metrics include leadership effectiveness in upholding Camp Fire's values, financial stewardship, and progress toward strategic goals and organizational growth.

**ABOUT CAMP FIRE
SNOHOMISH
COUNTY**

Camp Fire Creates Powerful Youth Experiences.

We create safe spaces where young people can have fun and be themselves.

Through playful, inclusive, affordable, and powerful out-of-class experiences Camp Fire connects young people to the outdoors, to others, and to themselves. We provide young people a space where they truly belong.

Camp Fire's programs enable young people to develop essential skills that have long-term benefits and make a positive societal impact in the world.

Connection is our core.

Our Mission

Camp Fire connects young people to the outdoors, to others, and to themselves.

Our Vision

We envision a world where all young people thrive and have equitable opportunities for self-discovery, community connection, and engagement with nature.

Self-Discovery

All young people find their spark, lift their voice, and discover who they are.

Community Connection

All young people find, build, and contribute to their community; they develop meaningful relationships with supportive adults and peers; they feel seen, heard, accepted, supported, and affirmed for who they are today, and who they will be in the future.

Engagement with Nature

All young people experience the power and awe of the outdoors; they learn to respect, love, and care for our world.

Our Values

We are a values-driven organization today and since 1910.

Our values are what guide us each day. They meet each moment in time and meet each young person where they are. When we began in 1910, the values of Work, Health, and Love underpinned our journey to building up youth. It was also just the beginning.

Today, our focus is giving all young people the opportunity to experience Camp Fire's powerful programs and the opportunity to thrive.



WE ARE INCLUSIVE. Camp Fire works to create safe and inclusive environments, so everyone feels welcome. This means committing to equity, diversity, access, and anything else that holds us all back from an equitable and just world.

WE GET OUTDOORS. Camp Fire learns from and respects our planet. Spending time in nature has proven health and mental health benefits. Nature-based learning is a powerful tool for youth development. We are not just consumers of nature – we conserve, protect, and steward our natural resources.

WE PRIORITIZE RELATIONSHIPS. Camp Fire develops supportive cross-generational relationships. Supportive, trained adults are key to our work. We offer guidance and support during each young person’s dynamic journey to become who they want to be. Developmental relationships are the roots that give young people the chance to grow.

WE HONOR THE POWER OF YOUNG PEOPLE. Camp Fire believes one of the best ways to honor the power of young people is to share power with them through meaningful participation and decision-making. We prioritize youth voice; we entrust them with responsibility and authority; we encourage young people to find their spark and lift their voice.

WE ARE LEARNERS. Camp Fire helps young people (and adults!) know themselves. Self-discovery is an adventure. We invest heavily in training and professional development for the adults who serve our youth. Staff, board, volunteers, youth—we are all a community that is growing towards thriving, together.

WE TAKE ACTION. Camp Fire encourages young people to advocate, organize, and work for change in their communities and beyond. This has been a core value since Camp Fire was founded in 1910. As an organization and as individuals, we can make an impact now.

WE ARE RESPONSIVE. Camp Fire has continually adapted and evolved since 1910 to respond to what young people need to thrive. Each local affiliate has the autonomy and flexibility to customize its programming to best support youth, families, and the local communities they serve; because they are the ones best positioned to listen, learn, adapt, and respond to those needs.

WE PURSUE IMPACT. We seek out the newest research, practice every-day innovation, and meticulously measure results—all to help young people thrive in a complex world. We know Camp Fire changes individual lives, families, and communities, so we work to show that data and tell those stories.



Camp Fire’s Definition of Thriving

Camp Fire defines thriving as feeling deeply connected: to others, to nature, and to ourselves. We are inspired by Dr. Kia Darling-Hammond, creator of the Bridge to Thriving Framework.

“When young people are thriving, they are connected to others, to nature, and to themselves with a loving awareness of their identities, dreams, passions, and needs. They are invited to imagine their whole selves and to grow, learn, and achieve in a self-determined, purpose-driven way. For young people in particular, finding a place where they can simply be —where they can exist fully— can be very difficult, especially when who they are is challenged by society. That’s why Camp Fire designs identity-affirming, accessible environments in which youth can experience the relationships, fun, inspiration, acceptance, safety, and support they need in order to thrive.”

Dr. Kia Darling-Hammond: Darling-Hammond, K. (2021). Bridge to Thriving Framework. Wise Chipmunk.

ABOUT THE POSITION

The Executive Director in collaboration with the Governing Board is responsible for the effective business and revenue generation plans that support the achievement of Camp Fire Snohomish County's current Strategic Plan providing high-quality programming, allowing young people, their families, and their community to thrive with quality Camp Fire experiences, while actively promoting Diversity, Equity, and Inclusion (DEI) in all facets of the job. They will also be responsible for stewardship of Camp Fire's assets, including our 185-acre resident camp, Camp Killoqua, and service center located in Everett.

The Executive Director adapts and makes good decisions, developing systems and processes that promote shared awareness and execution of key tasks overseeing the day-to-day operations of the organization. Of equal importance is the job of increasing awareness in the broader community, (especially those that are unaware of Camp Fire's existence) of the value of Camp Fire and the positive impact it has on youth and their families. This is a full-time position, hired by and directly accountable to the Affiliate’s Governing Board through its elected Board President.

DUTIES

Governance and Executive Board Partnership

- In partnership with the Governing Board, articulate a clear vision with established and periodically updated goals to further the Mission of Camp Fire.
- Engage board members to adapt in a changing environment, and to think strategically in the best interest of Camp Fire Snohomish County.
- Provide board members with appropriate information needed to make informed decisions to set priorities and develop a written strategic business plan.
- Support board recruitment and development focusing on Diversity, Equity, and Inclusion in cooperation with board leadership.



Strategic Vision

- Promote and keep the Camp Fire Mission, Vision, and Values in the forefront when making decisions about staffing, allocation of resources, and all programming.
- Actively participate in the strategic business planning process and the development of strategies to meet the Affiliate's desired outcomes and results adopted by the Governing Board.

Organizational Leadership

- Actively promote and market Camp Fire programs to youth and families in Snohomish County.
- Cultivate a strong and transparent working relationship with the Governing Board and ensure open communication about the measurement of financial, programming, and impact performance against stated milestones and goals.
- Demonstrate success in strengthening leader performance, building a true learning organization, aligning culture to strategy, and building capacity to achieve long-term business goals.
- Direct and administer all Affiliate human resource functions, including recruiting, selecting, and retaining staff, compensation and benefits, performance appraisal, employee relations, counseling, and terminations.
- Ensure that Affiliate policies, practices, and programs comply with all applicable federal, state, and local employee laws, including equal employment opportunity and nondiscrimination and that also promote diversity, equity, and inclusion.
- Manage and develop high-performing teams of staff and volunteers, setting and achieving strategic objectives.
- Work within the guidelines of Camp Fire's National Charter.

Advancement-Fundraising and Marketing

- Formulate and execute comprehensive marketing, branding, and development strategies that will ensure consistency throughout Camp Fire Snohomish County, increase awareness of Camp Fire's value to society and enhance revenue from individuals, major donors, foundations, government agencies, and businesses.
- Develop and/or maintain diverse funding sources.
- Take the lead for the direction of planning and implementation of fundraising activities, including individual giving, events, and product sales in partnership and leveraging the expertise of the Governing Board, staff, and volunteers.
- Facilitate periodic Capital Campaigns to expand and maintain infrastructure.
- Actively promote Camp Fire and its many impactful programs in the community at large (especially with those who are unaware of Camp



Fire), increasing awareness and respect for our positive work with youth and their families.

- Write and/or review grant proposals and establish and maintain positive relations with funders.

Program and Evaluation

- Take the lead in determining the program needs of the Affiliate's jurisdiction.
- Develop creative ways of modifying existing programs to fit better with the lifestyle of today's youth and families, capturing those that have been "lost" to sports and other competing activities.
- Monitor and develop strategies to ensure all Camp Fire programs are consistent with the Camp Fire Mission, Vision, and Values and Inclusion Statement.
- Assess and evaluate, using Youth Outcome Surveys and the Program Quality Assessment (PQA) tools for continuous program learning and improvement.
- Support and ensure PQA improvement plans are completed and incorporated into current and future programming.

Finance

- Work with the Board Treasurer and finance committee to maintain and monitor the Affiliate's financial condition and ensure sufficient operating reserves and cash flow to meet the Affiliate's obligations.
- Prepare, present, and administer the budget in a manner that is understandable and fiscally responsible. Budgets and updated budget proposals are prepared for board approval in a timely manner with any significant revisions in expense or revenue approved in advance.
- Establish and/or maintain an effective internal control system and ensure that accurate and timely financial information is provided for internal and external use.
- Maintain positive relationships with financial institutions and external auditors.
- Maintain and improve Camp Fire's current and fixed assets including its financial assets such as the endowment fund, as well as its real estate assets (Service Center and Camp Killoqua).

**DESIRED
COMPETENCIES**

COMPETENCIES

Analytical Skills: Synthesizes complex information; uses data and intuition effectively; designs efficient workflows and procedures.

Leadership: Demonstrates self-confidence, inspires respect, trust, and enthusiasm in others; actively supports diversity, equity, and inclusion; recognizes and motivates team members to achieve goals.

Quality Management: Consistently seeks improvement opportunities, delivering thorough and accurate results.



REQUIRED QUALIFICATIONS

Strategic Thinking: Develops strategies to advance organizational goals, analyzes market competition, and adapts to changing conditions.

Innovation: Embraces creativity, generates ideas for improvement, and communicates ideas persuasively.

1. Bachelor's degree in nonprofit management, public administration, business, youth development, or a related field, OR equivalent experience and training.
2. Minimum of 5 years of experience in a leadership or management role in a nonprofit, public sector, or youth-focused organization, demonstrating effective leadership, strategic planning, and program impact.
3. Business Development: At least 5 years of experience in business development, achieving measurable growth targets or successful strategic partnerships.
4. Financial Management: Proven experience in operational budget planning and management, handling earned income, endowment income, and fundraising, with documented success in budget adherence and financial goals.
5. Human Resource Knowledge: Familiarity with human resource management principles, including training or experience with compliance and team development.
6. Marketing, PR, and Fundraising: Minimum of 5 years in marketing, PR, and fundraising, with a track record of engaging a diverse group of stakeholders and expanding engagement by at least 15%.
7. Communication, Assessment, and Analytical Skills: Demonstrated ability to create influential reports and presentations, with 5+ years in roles involving assessment and data analysis.
8. Organizational and Project Management: At least 3 years managing multiple projects with high completion rates, meeting at least 90% of deadlines.
9. Interpersonal and Presentation Skills: 3+ years of experience in stakeholder engagement or public speaking, with evaluation scores of at least 85% positive feedback.
10. Relationship-Building: Minimum 5 years of experience in roles requiring strong relationship-building skills, with a track record of maintaining positive client or stakeholder relations.



**PREFERRED
QUALIFICATIONS**

11. Professional Development and Team Building: Proven success in recruiting and retaining a diverse team with a 90% retention rate; experience in creating development plans for team members.
 12. Ethics and Compliance: Consistently adheres to ethical standards and ensures accountability, with up-to-date compliance training and no disciplinary issues in the last 3 years.
 13. Computer Skills: Proficient in Microsoft Word, electronic databases (including SharePoint), email, and internet navigation; comfortable using standard office equipment.
 14. Physical Requirements: Regularly required to communicate verbally and occasionally to stand or walk, meeting the physical demands needed for the role.
- Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

**CONDITIONS OF
EMPLOYMENT**

1. Advanced experience managing Ultra Camp
 2. Advanced experience managing Little Green Light
 3. Grant Writing and Fundraising Innovation. Advanced skills in grant writing with a history of securing competitive grants, along with creative approaches to diversify funding streams.
 4. Crisis Management and Resilience Planning. Expertise in handling crises or unforeseen challenges in nonprofit settings, ensuring operational continuity and stakeholder trust.
 5. Diversity, Equity, and Inclusion Leadership. Proven track record of implementing DEI initiatives, including training programs or community engagement efforts.
 6. Stakeholder Engagement Expertise. Experience in cultivating long-term relationships with community leaders, corporate partners, and government agencies.
 7. Change Management Skills. Strong ability to lead organizations through periods of growth, restructuring, or strategic redirection, maintaining morale and achieving outcomes.
1. Position Requirements
 - a. Ability to meet the described position requirements throughout this position description.
 2. Background Check
 - a. Completion and clearance of a criminal background check (state, national, and/or FBI level).



**SALARY
WORK
ENVIRONMENT**

- b. Specific focus on disqualifying offenses related to child safety or abuse.
- 3. References
 - a. Provision of professional and/or personal references, particularly from roles involving work with children.
- 4. Proof of Identity and Work Authorization
 - a. Compliance with federal and state employment eligibility requirements (e.g., I-9 verification).
- 5. Health and Safety Compliance
 - a. Proof of current vaccinations (e.g., TB test, COVID-19, or flu, as required).
 - b. Ability to complete a drug test

Based on experience, \$100,000 - \$165,000

This is a FLSA exempt position. The work environment characteristics are representative of those an employee encounters while performing the essential functions of this job. Ability to effectively handle high-stress situations, including long days (sometimes 10 to 12 hours). Some evenings and weekends are required.

Travel may include out-of-area conferences, other organization's meetings, visits to Camp Killoqua, meetings with donors and, participation in Camp Fire events. Applicant must possess the ability to travel.

**BENEFITS
INFORMATION**

- Medical insurance
- Life insurance
- Retirement IRA
- Paid annual vacation leave
- Paid sick and safe leave
- Paid holidays
- Paid family/medical leave
- Additional benefit details available upon request*

**APPLICATION
INSTRUCTIONS**

To apply for this position please create a cover letter clearly identifying how you meet all required qualifications, any preferred qualifications and the questions below. Send your application materials to edsearch@campfiresnoco.org.

In addition to your resume please also provide written responses to the following questions:

Budget Management

Describe your experience with managing a nonprofit budget. How do you prioritize spending to ensure the financial sustainability of an organization while balancing programmatic needs, staff compensation, and other operational costs?

Personnel Management

As Executive Director, you will be responsible for overseeing staff development and performance. Can you provide an example of how you



have successfully led a team, developed talent, and handled personnel challenges in a nonprofit or similar organization?

Fundraising Strategy

Camp Fire relies on a variety of fundraising strategies to support its mission. Can you outline a comprehensive fundraising plan you have developed or executed in the past? What specific strategies would you use to secure major gifts, grants, and increase donor engagement for Camp Fire Snohomish County?

Financial Sustainability and Growth

What steps would you take to ensure the long-term financial sustainability of Camp Fire Snohomish County? How would you balance the need for immediate funding with the importance of building a strong, diversified funding base for the future?

Stakeholder Engagement and Board Relations

Camp Fire Snohomish County works closely with its board of directors, community stakeholders, and donors. How do you communicate financial performance, fundraising goals, and personnel issues to various stakeholders, and how do you ensure alignment with the organization’s mission and vision?

**CLOSING DATE
NOTES**

Initial application screening begins January 15, 2025; Position is open until filled.

More information about Camp Fire is available at <https://campfiresnoco.org/about/camp-fire-background/>



CAMP FIRE'S STATEMENT OF INCLUSION

Camp Fire believes in the dignity and the intrinsic worth of every human being. We welcome, affirm, and support young people and adults of all abilities and disabilities, experiences, races, ethnicities, socio-economic backgrounds, sexual orientations, gender identities and expressions, religion and non-religion, citizenship and immigration status, and any other category people use to define themselves or others. We strive to create safe and inclusive environments that celebrate diversity and foster positive relationships.

As one of the nation's leading youth development organizations, Camp Fire takes pride in its longstanding commitment to providing programs and services to all youth. Camp Fire programs reflect our Statement of Inclusion by engaging youth in activities that allow them to practice collaboration, communication, and teamwork. Through these activities, facilitators can help provide a foundation for young people to work toward equity, inclusivity, and justice.

