

Director of Operations Job Description

Wabash Park Camp & Retreat Center

Reports To: Executive Director

Status: Full-Time, Salaried

Supervises: Operational, seasonal, and future staff as assigned by the Executive Director

POSITION PURPOSE

The Director of Operations provides hands-on leadership for the day-to-day operations of Wabash Park Camp & Retreat Center (WPC&RC), ensuring that the ministry's people, facilities, resources, and operational systems work together effectively to support its mission.

The Director of Operations works in close partnership with the Executive Director to turn organizational vision, strategic priorities, and Board-approved plans into daily action.

WPC&RC currently operates with a small staff. Therefore, this is a working leadership position, not solely an administrative or supervisory role. The Director of Operations will personally carry out operational responsibilities where dedicated staff are not yet in place, while also leading and coordinating existing staff, seasonal employees, contractors, and volunteers.

As Wabash Park grows and additional staff positions are added, the Director of Operations role will naturally shift toward greater supervision, systems development, coordination, and accountability.

The expectation is simple:

Lead the work. Organize the work. And when necessary, do the work.

MISSION

The Director of Operations leadership should reflect WPC&RC's commitment to extending Christian hospitality and creating an environment where campers, guests, churches, families, volunteers, and staff have the opportunity to Hear the Whisper of God.

Operational excellence is an important part of that ministry.

PRIMARY RESPONSIBILITIES

1. Day-to-Day Operations

- Assume responsibility for the daily operational needs of WPC&RC.

- Translate Executive Director priorities into specific plans, assignments, timelines, and results.
- Personally handle operational responsibilities when another staff member is not available or assigned.
- Develop systems that improve communication, organization, efficiency, and accountability.
- Maintain an organization-wide calendar of operational needs, seasonal responsibilities, projects, guest groups, and deadlines.
- Identify problems and take appropriate action to resolve them.
- Provide regular operational updates to the Executive Director.

The Director of Operations should be comfortable moving between leadership and hands-on work as the needs of the ministry require.

2. Staff Leadership & Accountability

- Work alongside and provide operational leadership to existing staff.
- Supervise staff assigned by the Executive Director.
- Establish clear priorities, expectations, and responsibilities.
- Coordinate schedules and daily work assignments.
- Conduct regular staff check-ins.
- Follow up on assignments and projects.
- Address routine staff concerns promptly and professionally.
- Work with the Executive Director on significant personnel, disciplinary, or performance matters.
- Encourage direct communication, teamwork, mutual respect, and accountability.
- Help build a healthy staff culture as the organization grows.

The Director of Operations should model servant leadership while recognizing that healthy ministry requires both grace and accountability.

3. Facilities & Grounds

Work closely with the Caretaker while providing overall operational Coordination for WPC&RC's buildings, grounds, infrastructure, and equipment.

Responsibilities include:

- Establishing maintenance priorities.
- Developing preventative-maintenance schedules.
- Monitoring building repairs and maintenance.
- Coordinating grounds needs.
- Ensuring seasonal opening and winterization are completed.
- Coordinating contractors and vendors.
- Monitoring equipment and utility needs.
- Maintaining project and repair lists.

- Ensuring facilities are safe and ready for guests.

The Director of Operations is not intended to replace the Caretaker. The Director of Operations provides coordination prioritization, resources, follow-through, and additional hands-on assistance when needed.

4. Housekeeping & Facility Readiness

Until additional housekeeping staff are available, the Director of Operations is responsible for ensuring housekeeping needs are completed, whether through personal involvement, seasonal employees, volunteers, contractors, or other available resources.

Responsibilities include:

- Establishing cleanliness standards.
- Developing cleaning and turnover schedules.
- Inspecting lodging and meeting spaces.
- Coordinating laundry and linens.
- Monitoring cleaning supplies.
- Preparing facilities for guest arrival.
- Inspecting facilities following departures.
- Identifying maintenance needs discovered during cleaning.
- Personally assisting with facility preparation when necessary.

As WPC&RC grows, the Director of Operations would help recruit, train, and supervise dedicated housekeeping personnel.

5. Guest Services & Hospitality

Ensure that guest groups experience excellent Christian hospitality from preparation through departure.

Responsibilities include:

- Coordinating guest-group operational needs.
- Preparing lodging and meeting spaces.
- Coordinating special requests.
- Assisting with arrivals and departures when needed.
- Ensuring communication between facilities, housekeeping, food service, and guest services.
- Responding to operational guest concerns.
- Identifying ways to improve the guest experience.
- Helping establish systems that allow WPC&RC to serve additional groups efficiently.

Until dedicated guest-services staffing is expanded, the Director of Operations should expect to personally participate in these responsibilities.

6. Camp & Program Operational Support

Coordinate the operational needs of:

- WPC&RC youth camps
- Family Camp
- Church camps
- Retreats
- Conferences
- Special events
- Campaign events
- Volunteer workdays
- Other ministry programs

The Director of Operations will ensure facilities, supplies, equipment, staffing, safety procedures, and logistics are ready before programs begin.

The Director of Operations may personally assist with setup, teardown, transportation, supplies, guest needs, and other operational responsibilities when necessary.

Program and spiritual leadership remain with the Executive Director and designated program leaders.

7. Safety & Risk Management

Help maintain a strong culture of safety throughout WPC&RC through:

- Facility safety inspections.
- Emergency preparedness.
- Incident-reporting procedures.
- Child-protection procedures.
- Waterfront and recreation safety coordination.
- Vehicle and equipment safety.
- Contractor safety.
- Staff training.
- Appropriate documentation.
- Insurance and risk-management compliance.

Significant incidents or concerns will be promptly communicated to the Executive Director.

8. Financial & Purchasing Stewardship

Work within budgets and financial policies established by the Executive Director, Finance Committee, and Board.

Responsibilities include:

- Monitoring operational expenses.
- Coordinating purchasing.
- Ensuring proper purchasing authorization.
- Obtaining competitive quotes when appropriate.
- Reviewing operational invoices.
- Managing vendor relationships.
- Assisting with operational budgets.
- Identifying opportunities for savings and efficiencies.
- Monitoring utility and facility operating costs.
- Forecasting future maintenance and equipment needs.

The Director of Operations does not independently establish financial policy or authorize expenditures beyond specifically delegated authority.

9. Project Management

Maintain an organized system for operational and capital projects.

For significant projects, identify:

- Scope
- Priority
- Budget
- Responsible person
- Timeline
- Contractors or volunteers needed
- Current status
- Completion date

The Director of Operations will not simply maintain a project list. The position is responsible for helping move projects toward completion, including personally participating when appropriate.

10. Volunteers & Seasonal Staff

Because volunteers and seasonal employees are an important part of WPC&RC's staffing model, the Director of Operations will:

- Identify appropriate projects and responsibilities.
- Recruit and coordinate volunteers with the Executive Director and church partners.
- Match volunteers with needed work.
- Prepare materials and supplies.
- Provide appropriate direction and supervision.

- Coordinate seasonal operational employees.
- Develop systems that allow volunteers to serve meaningfully throughout the year.

11. Building the Future Operational Team

An important responsibility of the Director of Operations will be helping WPC&RC build an operational structure that grows responsibly with ministry and revenue.

As resources allow, the Director of Operations will work with the Executive Director to identify staffing needs in areas such as:

- Guest services
- Housekeeping
- Food service
- Facilities and grounds
- Seasonal operations
- Administrative support

The goal is not to immediately create a large staff. The goal is to develop the right staffing structure as ministry activity and revenue justify it.

CURRENT LEADERSHIP STRUCTURE

WPC&RC currently operates with a small core staff that includes:

Executive Director

Provides overall ministry, organizational, strategic, relationship, and development leadership.

Full-Time Caretaker

Provides hands-on facilities, grounds, maintenance, housekeeping, seasonal, and property care.

Part-Time Communications Director

Supports communication, marketing, storytelling, and promotion of WPC&RC's ministry.

Director of Operations

Would become the working operational leader who connects daily responsibilities, people, projects, guest needs, and systems while personally filling operational gaps where staff are not yet available.

Seasonal employees, contractors, and volunteers supplement this core team as needed.

RELATIONSHIP WITH THE EXECUTIVE DIRECTOR

The Executive Director and Director of Operations will function as close leadership partners with clearly defined responsibilities.

Executive Director Focus

- Mission and spiritual direction
- Organizational vision
- Strategic planning
- Board leadership
- Conference relationships
- Major donors
- Fundraising and development
- Room to Grow Campaign
- Church partnerships
- Community and external relationships
- Guest-group development
- Ministry development
- Long-range property and program development
- Final personnel authority

Director of Operations Focus

- Daily operations
- Operational staff leadership
- Facilities coordination
- Housekeeping
- Guest-service operations
- Maintenance planning
- Project implementation
- Purchasing
- Safety systems
- Operational procedures
- Scheduling and coordination
- Facility readiness
- Volunteer and seasonal workforce coordination
- Hands-on operational work where staffing does not yet exist

The Executive Director leads where Wabash Park is going and why. The Director of Operations helps make sure the people, systems, facilities, and daily work are in place to get there.

AUTHORITY & DECISION-MAKING

The Director of Operations is authorized to make routine operational decisions within Board-approved policies, approved budgets, and authority delegated by the Executive Director.

The Director of Operations will consult the Executive Director regarding significant personnel decisions, unbudgeted expenditures, major contracts, policy changes, significant safety incidents, legal matters, major guest conflicts, and matters with significant financial or reputational implications.

The Director of Operations should never become a barrier between the Executive Director and staff. The position should strengthen communication, accountability, and teamwork.

QUALIFICATIONS

The successful candidate should demonstrate:

- Strong Christian faith and commitment to WPC&RC's mission.
- A servant-leader mindset.
- Willingness to work hands-on as well as lead others.
- Leadership and supervisory ability.
- Strong organizational and project-management skills.
- Ability to manage multiple priorities.
- Ability to hold people accountable while maintaining healthy relationships.
- Strong communication and conflict-resolution skills.
- Practical problem-solving ability.
- Financial awareness and good stewardship.
- Minimum of five years of progressively responsible experience in operations, facilities management, hospitality, camp administration, nonprofit leadership, or a related field.
- At least two years of demonstrated leadership or supervisory experience, including coordinating staff, volunteers, projects, or daily operations.
- Ability to work effectively with staff, volunteers, contractors, guests, churches, donors, and Board members.
- Sound judgment and appropriate confidentiality.

MEASURES OF SUCCESS

Success will be demonstrated when:

- Daily operational needs are addressed without requiring routine Executive Director involvement.
- Staff understand priorities and responsibilities.
- Facilities are consistently clean, maintained, safe, and guest ready.
- The Caretaker has clear priorities and operational support.

- Preventative maintenance reduces emergency repairs.
- Projects move toward completion.
- Guest groups experience consistent hospitality.
- Seasonal employees and volunteers are effectively utilized.
- Operational spending remains within approved budgets.
- Systems become stronger and less dependent on individual people.
- Additional staff are added thoughtfully as revenue allows.
- The Executive Director has significantly greater capacity for donors, churches, partnerships, ministry growth, strategic leadership, and the future of WPC&RC.

MISSION EXPECTATION

At Wabash Park, operational work is ministry.

Preparing a room, solving a maintenance problem, helping a guest, coordinating volunteers, cleaning a facility, managing a project, or improving a system all contribute to creating a place where people can encounter Christ.

The Director of Operations must therefore be willing to lead from both the office and the grounds.

Our goal is not simply to operate Wabash Park Camp & Retreat Center well. It is to prepare a place where people can Hear the Whisper of God.