



Job Title:	Development and Marketing Coordinator
Classification:	Full-Time, Salaried/Exempt
Compensation:	\$59,000-\$64,000, commensurate with experience
Reports to:	Executive Director/Camp Director
Duration and Location:	Year-Round (based out of Oakland, CA office, with occasional travel to Quincy, CA property mid-May through Mid-Aug)

We are seeking a dynamic, skilled, and experienced professional to join our year-round staff team as our first **Development and Marketing Coordinator**. This position will oversee and manage our marketing, development and fundraising, and communications efforts. In the past few years, due to increased staff investment, we have experienced significant growth in both program enrollment and contributed revenue to the organization. However, these two critical functions have often had to be deprioritized over more operational needs such as launching registration for the coming season, facility management, and seasonal staff hiring. We are excited about the idea of investing more staff capacity and organizational resources to these important and high return organizational functions.

As part of this expansion and restructure, we are also hiring a full-time, year-round Office Manager and you can learn more about that position [by clicking here](#).

You might be wondering if you'd be a good fit for Oakland Feather River Camp. There are a lot of additional details on the next pages about our organization's operating model, programs, and values, as well as about the role itself, but right away you'll know if you're suited for this position if you are:

- A clear communicator from both a writing and oral standpoint
- An outgoing relationship-builder and champion interested in supporting the camp experience and making it accessible to anyone who is interested.
- A process-oriented individual who likes to create structure in complex systems
- A detailed planner who can roll with changing priorities and situations
- Productive and independent, but a team-player at heart who holds yourself and others to high standards and values continuous improvement
- An individual that can juggle multiple projects simultaneously

That's a very brief introduction to this position and what we are looking for, but there's a lot more to it! We know that all camps and nonprofits are different and some are structured in very different ways. There is a lot of information in the next few pages, but our hope is that in learning more about OFRC and our culture upfront, as well as what type of individual we are looking for, you will be able to more effectively evaluate prior to applying whether you think you are a good fit for this role and if OFRC would be a good next step in your career journey.

ORGANIZATIONAL PROFILE & PROGRAM DESCRIPTIONS

For nearly 100 years, OFRC has provided youth and families with meaningful, mountain summer camp experiences and has helped facilitate the creation of lasting memories along Spanish Creek in Plumas National Forest. We have a long and interesting history that can be found [on our website](#).

OFRC is an organization with two distinct seasons - each with its own priorities, locations, and types of work depending on the time of year. During the program months (May-September), our team's primary focus is on the day-to-day operation of our Camp programs and facility in Quincy, CA. The focus in the non-program months (October-April) shifts to hiring and recruitment, marketing, fundraising, and - most importantly - planning for the upcoming summer!

OFRC is situated in the beautiful Plumas National Forest, where the Cascade and Sierra Mountain Ranges meet. Most of the year-round team spends our summers at Camp in Quincy, CA during the summer, and then work in or near our Oakland, CA office the rest of the year. Facilities and housing at camp are rustic, but well-maintained, and in the last four years, we have invested over \$250,000 into the site and property.

The Development and Marketing Coordinator position will be based out of the Oakland office year-round, but will make a handful of short trips up to OFRC each summer in late May through early August.

During a typical summer, we serve our community through six weeks of family camp, one week of traditional youth overnight camp, and several weeks of rental group camps. There is a lot of program diversity from week to week! We also typically have a Memorial Day Volunteer Work Weekend and a Labor Day Weekend Family Camp. There is rarely a day when we do not have campers on site between early June and August, so night and weekend work is standard and days off will likely occur in the middle of the week. The days at camp are long, yet fulfilling!

Our first group is usually scheduled for the weekend before Memorial Day weekend and our last group the weekend after Labor Day. Our dedicated Facilities Staff start waking up the facility late April and are typically employed until the end of September. In the summer months, we employ approximately 40 seasonal summer staff across our Program, Facilities, Food Service, and Office departments.

Family Camp is OFRC's signature program (check out [our themed week descriptions on our website!](#)). In 2021, we averaged 90 family campers during each session. This was lower than our typical occupancy capacity due to COVID-19 restrictions. For the 2022 season, we are striving for over 150 campers each day or session.

Our one-week of **Youth Camp** has been capped at ~80 youth largely due to our staff structure. We've had waiting lists in this program for the last three years and hope to grow it as we expand on our Counselor/Leader-In-Training program and increase the number of program staff needed during our other camp weeks through enrollment growth.

Our **Rental Groups and Program Partnerships** make up a significant percentage of our summer and revenue. We host external camps of all types, including a week-long art camp for

adults, the longest running LGBTQ+ family camp in the country, several youth camps run and staffed by the Oakland Parks & Recreation Department, and weddings.

Our mountain backdrop provides a unique recreation and community building experience for Oaklanders and Northern California youth and families. Accommodations for campers include platform tents and rustic cabins. Half have electricity, but half do not! Bathroom facilities include four bathhouses throughout the site.

MEET THE TEAM

We consider ourselves to be a fun, hardworking, and committed bunch. Here is a list of the other year-round staff and who the Development and Marketing Coordinator will work closest with:

Mark: OFRC's Executive Director & Camp Director. He is a process and systems-thinking individual (with a big picture view) who has spent 16 summers working or volunteering at camps in some capacity. Mark started [his camping career](#) as a counselor in Michigan, and will be starting his sixth year in his current role as ED/CD of OFRC in January. You'll work closely with him to reach the organization's and your individual goals. When Mark is taking a break from the fun of his job, you can find him seeking out the best hikes with the most expansive views (in both the mountains and the hills of the Bay), picnicing in a local park with friends, or planning his next trip to take during the off-season (likely either somewhere with a beach or back to Chicago where he lived for 20+ years).

Tim: OFRC's Assistant Camp Director. He is a lifelong lover of all things Summer Camp! Tim is a creative thinker who focuses on operations. As the year-round lead on our programs, you'll work with him to make sure our programs are being marketed effectively. He joined Oakland Feather River Camp in the Spring of 2021 after a decade at Interlochen Center for the Arts where he began as a cabin counselor and most recently served as the Director of Residence Life for the boarding school and camp programs. He is a hiring wizard, having recruited, interviewed, and hired over 1,000 summer camp employees in his career. Tim is also a musician, actor, writer, and an advocate for Health Equity. In his spare time, he can be found hiking, reading, playing piano or swimming in any open body of water.

Vince: As Facilities Manager, Vince is caretaker for the property during the non-summer months and oversees wake up and shutdown of the facility each year. During the camp season, he also manages our maintenance and capital projects on-site and our Building & Grounds and Housekeeping Staff.. You'll work with Vince to ensure we are marketing our facility appropriately and when we are raising funds for facility improvement or capital projects. Vince lives on property year-round, enjoys observing all the wildlife in the area, and is active in the Quincy community. Some say he is one of the most pleasant individuals in all of California to have a conversation with!

Office Manager and Registrar: Due to the retirement of our long-time Office Associate & Registrar, we [are also currently seeking to fill a newly structured, year-round, full-time Office Manager position](#)! This position will be responsible for processing registrations, bookkeeping, running payroll, managing our office operations and overseeing our seasonal camp Office & Store staff members.

Seasonal Staff: Each summer, we welcome seasonal department managers for our Food Service and Program departments in order for camp operations to run smoothly and around 40 frontline seasonal staff members across all departments. We aim to be an employer of choice with a stellar staff retention rate AND a big stack of new employee applications every year. We want OFRC to be THE most rewarding, fun, and sought after place to work. While these folks are only with the organization for a small part of each year, they are responsible for the high quality programming and service that OFRC is known for.

LOCATION

The Development and Marketing Coordinator position will be based out of our Oakland Office year-round. While this position will be required to make some short trips up to OFRC each camp season, this position will be based in Oakland during the summer months to represent OFRC at community events while the rest of the team is up in the mountains and to intentionally be somewhat disconnected from day-to-day operations.

During non-program months (October-April), the Executive Director/Camp Director, Assistant Camp Director, and Office Manager will join this position down in Oakland, where our small office is located. Oakland is one of the most diverse cities in the country, with communities and neighborhoods representing hundreds of backgrounds, ethnicities, and demographic profiles. The progressive political culture, commitment to equity, and vibrant art, music, and food scene give Oaklanders a lot of pride and reflect the values of the city as a whole. As one of the fastest growing cities in California, **the restaurant, entertainment, and nightlife scene in Oakland was thriving before COVID hit.**

In addition to the bustling city life, Oakland is situated with easy access to Pacific Ocean **beaches** and **coastline**, and the incredible **East Bay Regional Park System** (including Redwood Regional Park, right in the Oakland Hills, a ten minute drive from the Office). Our office is also located a short walk from Lake Merritt, a community gathering and expansive park space - right in the middle of the city.

San Francisco (referred to residents of the East Bay as "The City") and Berkeley are a short drive or train ride away. Santa Cruz, Monterey, Wine Country, and Sacramento also are all within a couple of hours and allow for easy day trips. Road biking and bike trails are numerous throughout the region. **National Parks such as Yosemite, Sequoia, Muir Woods** are all within a day's drive as well.

ORGANIZATIONAL CULTURE

We Are Mission and Vision Driven... and Committed to Celebrating!

If you haven't already, check out our nonprofit mission at the top of the job description. We use our mission as our guiding light as we set goals and priorities. We also love that it includes the word *celebrate* and strive to do that when we accomplish milestones or benchmarks towards our organizational goals. We have a vision of being a mountain microcosm of Oakland, representing every community and demographic group, and with as vibrant cultural programming as is available down in Oakland.

We Have High Standards and Aim to Work Smarter, Not Harder!

We value knowing the best practices and endeavor to apply them as much as possible at every opportunity. At the same time, we are a small organization and know that perfection is the enemy of progress. Each year, our goal is to make recurring processes smoother and more efficient than the year before and also become more effective in our personal performances.

We Are Committed to Your Success!

To that end, we're serious about helping you improve your skill set, whether it be to further develop your strengths or to fill the gaps in certain areas. Certifications, conferences, webinars, podcasts, books, training sessions - there are lots of ways we develop our skill sets. While our professional development budget is not unlimited, we want you to be successful at your role and love to see our team members grow. We also know that sometimes we need to bring in the experts and get some extra help. When needed, we're not shy about calling upon contractors to help with specialized tasks or projects when capacity is short or the task is over our heads!

We're Nimble & Ready for Anything

Our rapid growth has sometimes caused growing pains, which has meant juggling multiple projects at once and having to respond to opportunities or unexpected situations. While this position is being created to help address this, we know that change is one of the only constants in life, that camps are complex organizations, and that success breeds new challenges.

We Understand the Need to Recharge

As any nonprofit or camp professional will tell you: you *need* to take a break to rest and recharge after (and during) a busy program season! We FULLY support that. In addition to valuing flex-time and having a generous time off policy, we are also **implementing a four-day off-season work week for our year-round staff starting in October**. This position will require occasional work on weekends and weeknights, but we also allow for flexible, remote work arrangements. We encourage disconnecting *completely* from work during time off so real recovery can take place and we can give our all when we return to work. Given the residential nature of the camp, it's not always possible to do this, but with a little bit of planning and coordination, it can nearly always be done!

COMPENSATION & BENEFITS

In addition to your salary (see range above), a generous vacation, PTO, and holiday policy, and an employee program discount for your friends or family to use during our Family Camp program, we cover 100% of health insurance premiums and recently set up a company 401k retirement program. We also cover your cell phone bill. Did we mention that we are implementing a four-day work week from October - April? Yes, really!



CHALLENGES WE'VE FACED THE PAST YEAR & A HALF

It's been a challenging year and a half for all camps, nonprofits, and small businesses and OFRC is no outlier.

Prior to the pandemic, we were on a fast-paced growth trajectory. Largely because of a focus on heads-in-beds (marketing and maximizing occupancy) and investment in our fundraising program, we had sizable surpluses each of the last several years. OFRC has grown from a budget of \$600k in 2016 to just over a million in 2021 and we are projecting additional growth in the years ahead.

After cancelling our 2020 camp season last Spring, we faced significant financial challenges as a seasonal business so reliant on summer program revenue. We survived thanks to the generosity of our OFRC camp families and alumni community, and through securing financial support through government programs at the federal, state, and local levels.

One priority of our nonprofit board of directors was to keep our year-round staff fully employed and we are proud that we were able to make it through 2020 without furloughing or reducing wages for any of our year-round team.

As our financial position stabilized in the early Fall of 2020, we began to plan for the 2021 camp season. We began contingency planning for summer 2021 - a huge endeavor. We soon realized that we needed additional staff capacity to execute a safe and successful camp season (and we had been hoping to hire this position after the 2020 camp season prior to the pandemic) and so we created a new full-time, year-round Assistant Camp Director position to increase staff capacity in the non-summer months.

We also made some significant changes to our operating model due to the need to operate as efficiently as possible in 2021. The two biggest changes were structuring our Family Camp program as sessions (in previous years, we had a nightly reservation option), and replacing our one-week of youth overnight camp with an additional family camp session. We also engaged in significant facility retrofitting, made several operational changes to mitigate COVID risks, and reduced enrollment capacity.

Like most camps throughout the country, we struggled with hiring this year. While we raised pay rates significantly multiple times while hiring, the challenges of this past year have led us to prioritize discussing the workload, appropriate compensation, and other aspects of the staff experience. This aligns with our value that we want to be an employer of choice. And in fact: we've already made a significant step towards this goal: we are implementing a four-day work week for our year-round staff during the off-season months, which we will be starting in October.

THE WORK AHEAD & POSITION PRIORITIES

As we turn our attention to the 2022 season, organizationally we are interested in creating stability for our various functions and positions. The significant growth (and accompanying growing pains) from the past several years, coupled with the turbulent past year and a half, has brought us to a place where we want to focus on building a strong foundation of our core organizational functions - marketing and fundraising included.

Even though we have had significant growth in our program enrollment and contributed support over the past several years, each year we have found ourselves implementing marketing and fundraising campaigns later than we'd like to, or lacking the staff capacity to tackle low-hanging fruit or capitalize on strategic opportunities that would result in a return of investment. The creation of this position will help us implement initiatives in a way that will result in more camper registrations and additional donations.

In the lead up to our 2022 camp season, this position will be focusing on:

- Marketing
 - Leading our digital, print, and in-person new acquisition and retention marketing initiatives
 - Establishing more consistency in the implementation of our social media and email marketing efforts
- Development & Fundraising
 - Engage in a stewardship campaign to meet and thank the majority of our donorbase
 - Prepare for pre-summer and summer solicitation efforts to campers and non-campers
 - Piloting a monthly giving campaign

If you are not already, you'll be trained up with Mailchimp, Wordpress, Little Green Light (our constituent management database) so you are comfortable with these important tools.

For more information on this role's priorities and projects for the year ahead, check our work plan for this position on the last page of this packet!

CANDIDATE ESSENTIALS

- You have at least 3 years' experience in marketing or fundraising management or coordination
- You have an affinity and appreciation for the focus of our mission, and a strong desire to help get folks in nature
- You are passionate about community building and building the infrastructure that it takes to make community happen
- You are an excellent communicator, with a strong sense of humor
- You are a solution-based, problem solver who is willing to explore various solutions before seeking assistance on a task
- You are a people-person who loves talking with stakeholders and spreading the word about our program

- You have a creative eye and are interested in keeping up with current trends
- You're a detailed planner, but can roll with changing priorities and situations
- You are wildly productive and independent, but a team-player at heart and you love building relationships with people
- You hold yourself and others to high standards and strive for continuous improvement, but don't let it stop you from getting the job done
- You effortlessly juggle multiple projects simultaneously
- Other people consider you a stellar (written, oral, digital, technical) communicator
- You recognize that our culture and brand will be impacted by your leadership

These are some of the biggies. Make sure to read the job description on page 9 for other required qualifications and attributes.

HOW TO APPLY

Prior to applying, please review the job description for the role's primary responsibilities, required and preferred qualifications and attributes, and compensation information.

To apply, please email Jobs@FeatherRiverCamp.com and attach:

1. a PDF of your resume
2. a PDF of your cover letter that answers the following:
 - a. Why is this position of interest to you, and why would you be a great fit?
 - b. What type of work situations do you thrive in?
3. Optional: You are welcome to also share something that shows the quality of your previous work or a skill set you would like to highlight. Perhaps it is an appeal letter you drafted or formatted, a digital brochure or recruitment video you spearheaded the creation of, an e-blast you designed and wrote copy for, or documentation of a procedure that shows your attention to detail.

INTERVIEW PROCESS AND TIMELINE

Our goal is to have the selected candidate start as soon as reasonably possible after the completion of the screening, interview, and selection process.

We will accept resumes and application materials on a rolling basis. Preference will be given to those who submit their applications prior to September 30, 2021. We strongly encourage you to submit your materials sooner rather than later.

We hope to begin interviews in the first week of October.

Oakland Feather River Camp Development and Marketing Coordinator Job Description

Job Title:	Development and Marketing Coordinator
Classification:	Full-Time, Salaried/Exempt
Compensation:	\$59,000-\$64,000, commensurate with experience
Reports to:	Executive Director/Camp Director
Location:	Year-Round (based out of Oakland, CA office, with occasional travel to Quincy, CA property mid-May through Mid-Aug)

Organizational Mission: *To promote and celebrate connections between nature, family and community, by creating unique opportunities to advance environmental awareness, cultural diversity, and youth empowerment.*

Position Purpose & Short Description: The Development and Marketing Coordinator is responsible for the planning, coordination, and implementation of OFRC's marketing, communications, fundraising, and stewardship efforts to ensure stakeholders and prospective campers are well-informed, enrollment goals are met, and that community members are invited to financial support the organization.

Essential Job Functions:

1. Develop and oversee implementation of OFRC's fundraising, stewardship, and financial development efforts
 - Manage and lead the design, planning and implementation of major fundraising efforts, including the Annual Benefit, in-season fundraising efforts, and the fall campaign
 - Lead the design, planning, and implementation of stewardship campaigns and efforts
 - Manage and oversee organization's constituent database to ensure accurate camper, donor, and prospective contact, donation, and relationship information, as well as providing reports and coordinating campaigner efforts and progress
 - Recruit volunteers for fundraising and stewardship events and efforts, including the Annual Benefit, smaller fundraising events, post-summer stewardship efforts, an annual thank you event, and other cultivation efforts
 - Prepare campaign and event materials and communications in a timely manner that is integrated and coordinated with other organizational communication efforts
 - Assist with small, but growing grant program, identifying and prospecting funders, assisting with grant applications, communications, and reports
 - Provide staff support to the Board of Directors Development Committee, working with the Executive Director and Committee Chair to develop agendas and document minutes and actions items
2. Develop and oversee implementation of OFRC's program and rental group marketing efforts
 - Develop and lead campaigns to attract and retain campers OFRC summer programs, with a focus on both meeting budget revenue targets and engaging with target populations (campers from underrepresented or low-income communities)
 - Work with vendors and volunteers to create or update and disseminate marketing materials including brochures, e-flyers, social media assets, and call scripts
 - Coordinate and participate in (and recruit and train volunteers to assist with) community outreach events such as farmer's markets, camper recruitment fairs, and other events suitable for marketing camp programs
 - Manage listings and digital promotional efforts including Yelp, Facebook, Google Adwords, Berkeley Parents Network, 510Families, and others

- Oversee marketing efforts for new rental group acquisition efforts, including the development of our online presence and digital rental group brochure
 - Document the marketing program including identification of deadlines/target completion dates of all marketing activities
3. Oversee and manage OFRC's constituent communications efforts
- Manage camp e-marketing service and database, ensuring all leads are entered into our database and communicated to through email marketing efforts
 - Update web pages regularly to ensure OFRC's website is effectively demonstrating program offerings and opportunities to get involved with the organization or learn more
 - Manage organizational Facebook and Instagram accounts and presence

Other Job Duties:

- Work closely with the Assistant Camp Director to implement seasonal staff recruitment and hiring, including attending hiring events if needed
- Assist other year-round staff and departments with graphic design and material creation when needed
- Represent OFRC at community events

Relationships:

Internally, this position will work closely with the Executive Director on development initiatives, the Assistant Camp Director and the Office Manager on program marketing, registration, and communications, and the Assistant Camp Director on seasonal staff hiring and promotion. Externally, the Development and Marketing Coordinator will connect with donors, community members, event attendees, current, past, and prospective campers, local business leaders, and contractors.

Equipment Used:

Including, but not limited to, the use and care of: standard office equipment, software - including Little Green Light (our donor database), Mailchimp, Wordpress Elementor (backend of website), Microsoft Office Suite, the Google Suite; credit card terminal, and vehicles.

Qualifications, Knowledge, Skills & Abilities:

Required

- A high school diploma or its equivalent, plus two years of experience in the following areas:
 - Fundraising and development
 - Digital marketing and program participant recruitment
 - Experience in the summer camp industry and/or experience in a similar nonprofit setting a plus
- Demonstrated passion, experience, and commitment to increasing access and engagement to the outdoors
- Comfort with asking individuals, businesses, and other entities to provide OFRC with direct and/or indirect support
- Well-developed communication skills, including writing, editing, proofreading, public speaking, and listening skills in English
- Strong technical and digital communications and presentation skills, including proficiency in Microsoft Office and Google Suite and a minimum 40wpm typing speed
- Demonstrated customer service and engagement skills and the ability to understand, adapt to, and build relationships with diverse people, teams, perspectives, and cultures in a friendly, collaborative consistent manner
- Exceptional organization and project management skills, attention to detail, and experience successfully managing multiple simultaneous initiatives, collaborators and constituencies

- Demonstrated ability to take ownership of projects and meet deadlines, as well as readjust priorities on a regular basis as needed
- Self-starter and able to work independently and remotely towards individual and team goals
- Highly motivated with the consistent ability to meet or exceed goals, cultivate and retain relationships, volunteers, and program participants
- Willingness to learn and adapt to both existing and new systems, technology (software), and processes

Preferred

- Experience with starting a major gift, moves management, or monthly giving program
- Demonstrated success with fundraising events across several metrics
- A strong history of successful stewardship efforts
- Experience with the following software/services: Little Green Light and Mailchimp
- Familiarity and comfort with graphic design programs such as Canva, Microsoft Publisher, or Adobe Illustrator, InDesign, or Photoshop
- Provide solution-based thinking in all areas and work to create and/or adjust systems to be more efficient
- Experience in program and partnership development

Work Environment & Physical Aspects of the Position:

- Must feel comfortable standing and/or sitting at a desk for long stretches of time
- Must be able to routinely perform the following physical activities; climb stairs, bend, stoop, kneel, twist, reach with hands, sit, stand for extended periods of time, walk, lift and/or move up to 50 pounds, have finger dexterity, grasp, perform repetitive motions, talk, hear and have visual acuity to perform detailed tasks
- Must be able to stand at a booth at a marketing, hiring, or other job-related event
- Must be detail oriented and exhibit a high degree of accuracy and alertness
- ***Please Note: OFRC Requires that all employees be fully vaccinated against COVID-19, and will require proof of vaccination as part of the onboarding process.***

Compensation & Benefits

- Salary Range: \$59,000-\$64,000
- This position is designed to be based in Oakland year-round. However, should the candidate be interested, OFRC would be happy to offer, during summer program months, on-site, private, rustic, and furnished accommodations.
- Benefits include: paid health premiums, holidays, generous vacation/PTO, professional development opportunities, 401k savings plan, cell phone, employee program discount, and, if interested, housing and meals during program months.

NON-DISCRIMINATION POLICY: Camps in Common and Oakland Feather River Camp does not discriminate internally (in its administrative and program operations) or externally (in its recipients of services) on the basis of race, color, religion, gender identity or expression, sex, sexual orientation, age, national origin, ethnicity, ancestry, genetic information, marital status, veteran status, or mental or physical disability or any other status or characteristic prohibited by applicable law in the United States. Camps in Common prohibits any such discrimination or harassment and no person/s may be denied service and/or employment based on the categories noted above.



OFRC 2022 WORK PLAN

DEVELOPMENT AND MARKETING COORDINATOR

	JAN.	FEB.	MAR.	APR.	MAY	JUN.
Marketing	Email marketing for each segment					
	Manage OFRC's social media presence					
	Retention marketing (segmented emails, calls to former campers)					Manage media intern/volunteers
	Non-digital new aquisition marketing (fairs, events, mailings, flyers)				Work Weekend promotion	E-Blasts before and after each program
	Digital new acquisition marketing (adwords, yelp, social media paid ads, digital backpacks, sponsored posts)			Engagement at Oakland-based events		
	Rental Group promotion					
	Market SIT program					
Development	Q1 Stewardship		Summer Match-Pool Solicitation			
	Secure Board Pledges				Pre-Summer Stewardship	Mid-Summer Stewardship
	Prepare for Annual Benefit (TBD)			Annual Benefit (TBD)		
	Monthly Giving Push				Engagement with City Council Members for Mid-Cycle Budget Advocacy	
	Analyze metrics from prior year					

	JUL.	AUG.	SEPT.	OCT.	NOV.	DEC.
Marketing	Email marketing for each segment					
	Manage OFRC's social media presence					
	Manage media intern or volunteers	Post-season camper family engagement			Prep for FC Registration Launch	
	E-Blasts before and after each program				Update printed marketing materials	
	Engagement at Oakland-based events	Post-Season Debrief				
Development			Year-End Campaign Preparation and Execution			
	Mid-Summer Stewardship	Post-Summer Stewardship		Create 2023 Development Plan		Prep for Board Campaign
			Major Donor TY Event		Q4 Stewardship	
			Impact Report		Prepare for 2023 Benefit Event	