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As I compiled an overview of my career achievements, I took the opportunity to reflect deeply on my technical expertise, personal and professional growth, and unwavering commitment to servant leadership. This document not only highlights my accomplishments but also provides a clear insight into how my leadership philosophy is seamlessly integrated into the camp setting. It reflects my journey as a lifelong learner, educator, and leader. Each section offers a curated glimpse into my capabilities, showcasing a collection of approximately 10 key achievements per area that speak to my dedication, drive, and results-oriented mindset.

Through this reflection, I hope to convey the essence of my leadership style and philosophy, which have been shaped by the diverse opportunities and experiences I've been fortunate to embrace throughout my career. My goal is to secure a role where I can consistently leverage my strengths—cultivating growth, inspiring staff, and applying my unique talents to drive organizational success.

I am excited about the prospect of collaborating with your organization to create meaningful impact. Together, we can chart new paths, working alongside community leaders who share and support your mission and vision. I look forward to not only representing and advancing the organization's brand at regional and national conferences but also fostering initiatives that highlight the organization's positive influence on the community and its families.

In addition to my proven success in program development and strategic growth, I am confident in my ability to drive exceptional outcomes at a high level. I believe that vision alone is insufficient without the right people to bring it to life. Jim Collins articulates this well in *Good to Great*: "Leaders of companies that go from good to great start not with 'where,' but with 'who.' They get the right people on the bus, the wrong people off the bus, and the right people in the right seats."

Your organization is that bus, and I am prepared to take the driver's seat—bringing vision, strategy, and dedication to lead your team toward a future of continued success.

Be Competent ♦ Be Compassionate ♦ Be Curious ♦ Be Grateful ♦ Be Inspirational

Executive Management

- Drove budget preparation, analysis, and management of organization and/or department financials ranging from \$250,000 - \$2,400,000. Maintained a high degree of accuracy and execution on both revenue and expense to ensure organizations proved sustainable while remaining transparent through open-book management.
- Managed and maintained a bi-weekly payroll for 125 staff during the summer season and 8 FTE staff to establish compliance with accounting policies and procedures.
- Planned, guided, and executed several fundraising events and championed the success of each of them at different revenue points. Large fundraising events (>\$350k), including the M4Max Challenge and Partners with Youth. Mid-level events (>\$80k), including Backpack Bivouac and Night at The Races. Smaller fundraising events (<\$20k) included Run For The Hills 5k, Haunted Hay Ride, and Ride For the Hills.
- Mobilized and ignited a stagnant advisory board to grow in membership by 11 members in 9 months with the YMCA. Planned, led, and prepared monthly reports and minutes. Represented the CHMK Foundation to stakeholders, acting as an ambassador for the organization. Successfully implemented a high-level strategic plan focused on identifying and aligning programs with organizational goals as directed by the board.
 - o Les the strategic planning process and mission statement redesign with the CHMK Foundation.
- Cultivated a strong organizational culture by establishing best practices and leading by influence. A strong culture is not built overnight and takes time, commitment, patience, sacrifice, and vision. It requires leaders who are passionate about improving the organization and motivating, engaging, and inspiring with more than words or perks. It is arguably the most important aspect of successful organizations.
- Community representation and engagement are where I thrive! I enjoy being the “face of camp”, being the primary spokesperson for a program, and always bringing a genuine sense of enthusiasm and passion to my position. I believe that our job is to inspire change by connecting with people in a way that leaves them better than we found them while providing teachable moments and educating them on the “why” we do what we do at camp to promote healthy community relations, and ultimately, the cultivation of donors.
- Spearheaded the charge to identify, recruit, hire, and onboard multiple FTE staff positions to take ownership of established summer camp outdoor education, medical, development, and maintenance programs. All staff hired thrived under my mentorship and ultimately proved to be the “right people in the right seats” as they took on ACA accreditation, designed effective staff training, revitalized program offerings, cultivated donors, and more.
- Built strong rapport and relationships with a number of vendors, community partners, and service providers, including Sysco, GFS, US Foods, United States Forest Service, Fire Departments, Police Departments, Equipment Manufacturers, Restaurants, and many “outsource providers” of programming.
- Orchestrated scheduling and completion of annual state licensing inspections, electrical inspections, fire inspections, health inspections, facility inspections, and ACA accreditation when appropriate.
- Planned and executed advancement and stewardship activities and events (Thanks-4-Giving Dinner, Non-Ask Events) designed to establish donor connections, help deepen engagement, and foster an environment that leads to strong volunteerism, philanthropic gifts, and “storytellers” to act as brand ambassadors.

Operations & Differentiation

- Drove unprecedented increases in overall enrollment and revenue for 11 straight years, while keeping retention above 50%.

AVID4 ADVENTURE

	2013	2014	2015	2016	2017	2018
Enrollment	235	324	453	723	1105	1427
Revenue	\$318,505	\$520,806	\$753,340	\$1,185,339.74	\$1,721,402.50	\$2,400,000.00
YOY Financial Growth	-	37.80%	39.80%	59.60%	52.80%	29.10%

CAMP HO MITA KODA FOUNDATION

	2018	2019	2020	2021	2022	2023	2024
Enrollment	193	296	177	286	770	900+	1,700
Revenue	\$344,308	\$470,753	\$499,564	\$595,104	\$970,229	\$1,137,841	\$880,000 (as of 9/21/24)
YOY Financial Growth	-	36.7%	6.12%	19.1%	63%	17.3%	On track for >1,000,000

- Earned Net Promoter Scores of 90, 91, 95, 97, 89, 91, 94, 92, 95 for years 2016-2024
 - o Did not measure before 2016.
 - o 94% public score for "Director Exceeded Expectation"
- Actively involved with the implementation and accountability of the following systems:
 - o Rockefeller Habits
 - o Entrepreneurial Operating System (EOS/ Traction)
 - o Gallup Q12 Employee Engagement
 - o Zingermann's Natural Laws of Business
 - o Development of 2020 and 2030 Company Vision
- Instrumental in the planning, participating, and processing the annual full-day Critical Incident Simulation.
- Rebranded the summer camp image, culture, identity, and program at the Great Lakes Science Center to grow from 2 program sites to 8 per season, resulting in consecutive record-breaking revenue years for the education department.

- Rebranded the summer camp image, culture, identity, and program at Camp Ho Mita Koda, to grow from 1 program location to two locations across two states and increased the program offerings by 15.
- Assisted in planning and participated in many annual offsite full company and board retreats.
- Recipients of many large grants, including a \$134,000 and \$225,000 grant that was submitted 10 days into a new position. Recipient of a \$332,000 grant.
- Revitalized the camp leadership accountability chart to ensure our priority stakeholders always receive beyond-expectation service. This led to a non-traditional and far more effective team emphasizing Camper, Staff, and Parent Experience.
- Developed and introduced the company's core values and vision statement as part of the founding staff team.
- Helped to define and establish a financial assistance program, which resulted in 100% of applicants being offered assistance and over \$75k awarded each season.
- Turned around an underperforming YMCA branch by completely revising the business model and strategy. Results included a \$101K loss to \$60K loss in the first year and an increase of 10 over 1,000 membership units in 10 months.

Marketing & Customer Experience

- Revitalized materials, presentation, contacts, and flow for **House Parties** held in the off-season during the early years of Avid4 Adventure's growth. Have personally led upwards of 100 parties, with a 90% conversion rate.
- Spearheaded and hosted live and recorded **Webinars** for the public, alumni, and staff. Topics ranged from an introduction to camp for new families, seasonal updates for alumni families, informational presentations bridging the gap between day camp and overnight camp, etc.
<https://youtu.be/e8jH4HcFszo>
- Pioneered and led incentive-based **Call Campaigns** to keep staff engaged in the off-season, while maintaining ongoing touchpoints with families that had already experienced the program.
- Optimized the look, feel, and collateral used in marketing tables for **Job Fairs, Camp Fairs** and public facing **Community Events**.
- Contributed detailed content for the Avid4 online **Customer Experience Resource Guide**.
- Created the first interactive and online **Newsletter** for campers and parents of Avid4 Adventure.
<https://joom.ag/CBgQ> . Oversee and write all Camp Ho Mita Koda monthly newsletters and annual reports.
- Drove family engagement during a camper's session by providing no less than 100 **Photos** per day, per group, as well as 3-4 **Personalized Emails** per week. Additionally, short **Videos** were created to highlight

“pivotal moments” at camp and put parents at ease. <https://youtu.be/ca7JBvRc-EM> ; <https://youtu.be/AUlcxpQckSU>

- Wrote and participated in **Blogs and Interviews** (tv, radio, print) with various outlets to address numerous topics, including a peek behind the scenes of what happens in the off-season. <https://avid4.com/blog/colorado-mountain-camp-permitting-summer-2015-expeditions/> ; <https://adventuresportspodcast.libsyn.com/ep-129-getting-kids-into-the-outdoors-holiday-flashback-with-ian-roberts>
- Attended and presented at local, regional, and national **Conferences**. Leading sessions as often as possible to move the organization forward. Was the Keynote speaker in 2021 for the [Diabetes Education and Camping Association International Conference](#)
- Worked to establish a “**Brand Ambassador**” and “**Overnight Camp Street Team**” to push grassroots marketing for the introduction and enrollment of a brand new overnight camp program that I worked to open in 2017, resulting in 1,000 campers in the first season.
- Built a website from scratch for the Camp Ho Mita Koda Foundation. www.camphomitakoda.org
- Successfully researched and implemented a brand-new CRM, ATS, Donor/Volunteer Database, and Registration System to streamline operations and increase efficiencies.

Program Development

- Collaborated with and was instrumental in the creation and implementation of the national “Train the Trainers” model, workshop, training, and curricula.
- Involved in developing the “Class V Management and Leadership Practicum.” Helped design flow, interviews, and curricula, and spearheaded the overnight camp portion of training as well as the end-of-program experience, which consisted of an LNT Instructor Training through 3 days of caving. Created the CHMK Leadership Development Program: <https://camphomitakoda.org/leadership-development/>.
- Co-created the national Leave No Trace Youth Program Accreditation, Nature Keepers Program, and LNT for Every Kid Program through a grant from The North Face and in collaboration with Leave No Trace. <https://lnt.org/accreditation>
- Engineered and piloted an extremely successful Adventure Pin Program that coincides with activity passports. <https://avid4.com/pins/>
- Pioneered and led a “Seasonal Staff Safety Bonus Program” that reduced the number of vehicle claims and repairs each season.
- Conceptualized and implemented creative and compelling programming, resulting in a 204% growth in summer camp enrollment and 189% increase in our School Age Child Care program in the first 9 months at the Nordon Hills YMCA.

- Designed a full internship program for Adventure Experiences, Inc. in Colorado while completing my own internship. The program is still in existence. <http://www.aeibasecamp.com/why-work-at-aei/>
- Spearheaded the creation of an Outdoor Education department from scratch to utilize a 33-acre piece of property and begin contracting services with local schools.
- Collaborated with the executive leadership team to shape and implement a 3-day, offsite, pre-season “Camp Leadership” training for overnight camp leadership and support staff. Allowed an opportunity for in-depth training and collaboration, helping to bring folks up to speed and hit the ground running.
- Introduced new programming each season that was researched thoroughly and not currently offered by like-service providers and competitors. Programs included Mountain Boarding, Via Ferrata, Adventure Photography, Recreational Tree Climbing, Log Rolling, Spelunking, and more.

Staff Engagement

- Defined and assigned a “Director of Fun” position to keep staff engaged year-round and camp on their minds to increase retention.
- Inspired staff to pursue their dreams through participation in the Adventure Grant contest.
- Encouraged community building and creating friendships in the desert while having fun through the annual pre-season staff trip to Moab.
- Contributed to monthly “Best in Business” webinars for staff to keep the lines of communication open and provide opportunities for learning and growth. <https://youtu.be/65dAz6EyFsA>
- Created a dedicated staff training website and online portal.
- Showed gratitude and promoted community outside of a work environment through monthly rec outings and happy hours for leadership staff.
- Hosted “beyond expectation” staff banquets which included end of season slideshow, staff gift, group photo, catered buffet, memory books, bonuses, and more!
- Supported the staff by covering entry fees to races for sports that fall into one of the offerings at camp.
- Reworked the benefit guide with the COO to include unlimited Paid Time Off and tons of perks to ensure a great work/life blend exists for all staff.
- Collaborated with the executive leadership team to drive company culture forward in a positive direction. As a result, Avid4 Adventure was ranked as the #3 “Best Place to Work” in 2017 by Outside Magazine.

Recent Achievements

2020- Only T1D Resident Camp in the World to Operate in-person programming
2020- ACA OHIO LCOL Board Member- Communications Chair (Current)
2020- CHMK Leadership Development Program Founder
2021- Founder of the National Diabetes Camping Conference
2021- DECA Board Program Sub-Committee Member
2021- DECA Keynote Speaker
2021- ACA Program Excellence Award Winner
2021- Ohio & Eastern Leaders Conference Presenter
2021- Ohio Camping Conference Presenter
2021- Secured a \$330,000 Grant through the New Venture Fund
2021- Ended the FY with a \$204,000 positive variance
2021- Co-authored a Book with Jim Cain. Connections without Contact. Fastest-selling book in the ACA bookstore for the first year out and the most reordered ACA book on Amazon
2021- Northeast Ohio Camp Cluster Meeting Founder and Leader
2022- Ohio Camping Conference Presenter
2022- Founding member of the Diabetes Camp Collaborative NPO
2022- National Diabetes Camping Conference Founder
2022- Diabetes Standards Founding Board Member
2022- Multiple Time DECA Workshop Presenter
2022- Created Core Values, Strategic Plan, and Vision Statement for the Camp Ho Mita Koda Foundation
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2022- Camp Pro Collective Facebook Page Founder. The largest active gathering of Camp Professionals in the world.
2018-2024 Brought in >\$5 Million in revenue to CHMK since 2018 years and a combined revenue of >\$10 Million combined in revenue since 2013.
2023- ACA Leader for ACA National Pilot Mentorship Program
2023- Secured a \$332,000 gift to support operations at Camp Ho Mita Koda
2023- \$1 Million in revenue for the first time in CHMK's 95-year history
2023- National expansion of the Camp Ho Mita Koda summer camp program to a second location in Michigan
2023- Created Gender Inclusion Policy, DEI Statement, and COVID Protocols for the Camp Ho Mita Koda Foundation
2024- Annual fundraiser (M4Max Challenge) raised \$368,000 in three days
2024- Recorded the highest participation levels in Camp Ho Mita Koda's 95-year history
2024- Introduced a new suite of programming in two states, which bolstered enrollment and spread the reach of the Camp Ho Mita Koda organization.
2024- Created Camp Mascot for the Camp Ho Mita Koda Foundation
2024- International Partnerships with SugarPixel
2024- \$368,000 in three days with the M4Max Challenge Fundraiser.
2025- 25-year member of the American Camp Association