

Camp Fellowship



Task Force Report



to Trinity Presbytery Council



January 28, 2010

Trinity Presbytery
Camp Fellowship Task Force

Rev. Bob Blackwell, I. Lehr Brisbin, Mac George, Bubba Harvin, Ida McCaskill,
Stephanie O'Cain, Guy White, Rev. David Torrey, Rev. Kevin Cartee (ex officio)

Final Report to Trinity Presbytery Council

I.	<u>Executive Summary</u>	1
II.	<u>Theological Considerations</u>	5
III.	<u>Educational Considerations</u>	8
IV.	<u>Ecological Considerations</u>	9
V.	<u>Financial Considerations</u>	11
VI.	<u>Facilities Considerations</u>	14
VII.	<u>Outdoor Ministries Board Covenant</u>	17
VIII.	Appendices - Supporting Documents	
	A. <u>Analysis of Cash Funds 2003-2008</u>	19
	B. <u>Cost Per Camper Analysis</u>	20
	C. <u>Camp 6 Year Analysis</u>	21
	D. <u>Outdoor Ministries Board Mission and Vision Statement</u>	22
	E. <u>Camp Consultant's Report</u>	23
	1. <u>Expand Your Christian Education Ministry Through Day Camping</u>	26
	2. <u>Camp Advocate's Manual</u>	30
	3. <u>Viability Assessment Tool</u>	38
	4. <u>Current Outdoor Ministry Program Board Covenant</u>	46
	F. <u>Resources for Further Reading</u>	48
	G. <u>Glossary</u>	49

Executive Summary

In a time and an economy where anxiety abounds and people carefully watch every investment, the Council of Trinity Presbytery formed a Task Force in November of 2008 with the following charge:

The Task Force will assess the potential of the Camp Fellowship site to support the overall mission and ministry of Trinity Presbytery taking into account the special theological, educational, ecological, and financial issues facing the camp. It will review the presbytery's utilization of the camp as a summer camp for children, as a year-round conference center, and as a resource for organizations in the vicinity. The goal is to produce a recommendation that best serves the presbytery's mission.

To be clear, the Task Force referred to the presbytery's mission statement for guidance and scope.

The mission of Trinity Presbytery is to serve Christ in a changing world by:
Being open to the movement of God's Spirit;
Facilitating the connection and partnership of churches; and,
Equipping and encouraging its diverse community in spiritual growth and mission effectiveness.

For over a year, the Task Force explored and evaluated the Camp Fellowship site and program. In addition to theological, educational, ecological, and financial issues associated with the camp, the Task Force received the additional charge to review and recommend a course of action with regard to the Outdoor Ministry Program Board Covenant with Foothills Presbytery.

From the information gathered, and the exploration of the issues concerned, the Task Force offers the following report to Presbytery Council.

The opportunity presented by the Camp Fellowship site provides excellent potential and resources to serve the mission of Trinity Presbytery. The camp provides a location for groups and individuals to seek discernment of the movement of God's Spirit, facilitate the connection and partnership of churches both within and without the bounds of Presbytery, learn and practice environmental stewardship, and equip and encourage our diverse community in spiritual growth and missional effectiveness. Therefore, the Task Force encourages Presbytery to commit the necessary finances, personnel, and resources to take full advantage of the legacy given to us by our forebears in all the presbyteries from which Trinity was constituted. As such, we recommend Presbytery:

1. Theological
 - a. Affirm a stewardship responsibility for God's creation.
 - b. Take seriously the call to be stewards of creation and actively engage in the practice of modeling and teaching care of creation through a theological approach.
 - c. Focus on the potential outreach of outdoor ministry through theological discernment and the exploration and practice of Discipleship and Evangelism.
 - d. Adopt these recommendations as the theological foundation for the practice of outdoor

ministry in Trinity Presbytery.

2. Educational
 - a. Invest finances, personnel, and program resources to enhance the educational opportunities associated with summer camp.
 - b. Devote resources to the development of a full program of activities for the "non-summer" season; such as retreats, meetings, and educational opportunities for confirmation, officer training, and parenting.
 - c. Enhance its outreach to local groups by becoming a proactive "citizen-neighbor" - making ourselves relevant to the local community in ways old and new that the Gospel of Jesus Christ is demonstrated and made real to our community.
3. Ecological
 - a. Empower Camp Fellowship's staff and program to become a center for modeling and learning the principles of environmental science, and practicing good stewardship of the creation.
 - b. Empower Camp Fellowship to develop and expand partnerships with local educational institutions, businesses and community organizations that promote and enhance the ecological/environmental issues associated with the Camp and the region
4. Financial
 - a. Implement an accounting and reporting process that creates clear and realistic lines of communication and responsibility.
 - b. Implement a process to clearly delineate program costs from the costs of ownership and facilities operation.
 - c. Implement an on-going maintenance program.
 - d. Create a separate physical account for the deposit of depreciation funds specifically for use in capital repair, replacement, and improvement.
 - e. Create/provide a capitalization and depreciation policy that includes
 - i. Dollar limits on assets to be capitalized,
 - ii. Descriptions of asset categories including examples of items, and
 - iii. Depreciable lives of asset categories.
 - f. Separate direct costs from indirect costs (e.g. example, staff expense, shared presbytery costs, etc.) in reporting.
 - g. Develop a funding plan associated with the Master Plan that includes:
 - i. Anticipated Presbytery support/benevolence,
 - ii. An annual fund for operations,
 - iii. Campership funding (seasonal and other),
 - iv. Other designated giving and bequests, and
 - v. Endow capital development opportunities.
 - h. Develop and promote greater "ownership" of the Camp by member congregations through increased participation in programs.

5. Facilities
 - a. Establish a 3-5 year plan to renovate and improve the existing facilities according to the facility inspection reports.
 - b. Commission a boundary survey to be performed as soon as possible for safety reasons with regard to camp boundaries as good neighbors.
 - c. Implement a Master Plan process that includes:
 - i. Staff Organization
 - ii. Program/Marketing
 - iii. Facilities
 - iv. Land Use/Forestry
 - v. Master Site Plan
 - d. Develop a Maintenance Master Plan which includes:
 - i. Major item replacement
 - ii. On-going Maintenance Plan and schedule
 - iii. Procedural Plan for crisis maintenance issues
 - iv. Disaster Response Planning

6. Clarify the Organizational structure of the camp in relation to the Presbytery with regard to:
 - a. Position description of the Camp Director (If item 7.b below is approved, then based upon the recommendations of the Camp Consultant, and the work of the Task Force, we recommend a move toward calling an Executive Director for Camp Fellowship).
 - b. Position description for the Site Manager
 - c. Providing for site security, kitchen staff, housekeeping, etc.
 - d. Defining the lines of accountability between camp staff and presbytery
 - e. Updating the Presbytery's Manual Of Operations to include a Division of Outdoor Ministry with a designated seat on presbytery council.

7. Take the following action regarding the Outdoor Ministries Program Board Covenant:
 - a. Revise the covenant agreement to return to a joint Outdoor Ministries Program Board responsible for sharing in the programmatic ministries of the two camps. This modification returns the Outdoor Ministries Program Board agreement to what we understand the original intent of the agreement to be, a strictly strategic program visioning function with shared resourcing in training, recruiting, marketing, purchasing, etc.
 - b. Removal of staff positions from the Outdoor Ministries Program Board Agreement (staffing to be determined through conversation with appropriate presbyteries' entities).
 - c. Place administrative, facilities, and operational specifics at the individual camp level.
 - d. Revise the Outdoor Ministries Program Agreement to reflect other necessary modifications.
 - e. Direct the Task Force, the Outdoor Ministries Director, and relevant staff and division personnel to meet with the Foothills Presbytery counterparts to evaluate and recommend a way forward for the OMPB agreement.
 - f. Explore a possible name change for Trinity Presbytery's facility.
 - g. Develop a comprehensive Master Plan which includes staffing, programming, business,

site development, land use, and marketing plans at Camp Fellowship.

We recommend that a process for evaluation and benchmarking be devised which includes realistic short and long term goals. Such a process should include the following:

- Complete the Consultant's Assessment Tool & build short-term and long-term goals based upon the results of the tool.
- Commission and Utilize a Master Plan
 - Programming
 - Marketing
 - Staffing
 - Finances
 - Operations
 - Facilities
- Evaluation - Address what it means to be a theologically responsible people within this ministry.
 - Use an Assessment Tool (adapted from the PCCCA Viability Assessment Tool) to find areas for growth and opportunities for improvement.
- Engage in on-going review of the developed benchmarks in one, three, and five year increments.

Theological Considerations

¹The heavens are telling the glory of God; and the firmament proclaims his handiwork. ²Day to day pours forth speech, and night to night declares knowledge. ³There is no speech, nor are there words; their voice is not heard; ⁴yet their voice goes out through all the earth, and their words to the end of the world.

Psalm 19:1-4a (NRSV)

This is the beginning of a conversation, an attempt to think theologically about the too numerous questions and issues facing us as stewards of God's creation at Camp Fellowship. So, we offer the following as a way to start our work together. As stewards of God's creation and called to share the gospel through the setting of the outdoors, we seek to teach the faith, model care of creation, and demonstrate ways of caring for God's creation and all of its beings in the world.

^{1,31}God saw everything that he had made, and indeed, it was very good. ...
^{2,8}And the Lord God planted a garden in Eden, in the east; and there he put the man whom he had formed. ... ¹⁵The Lord God took the man and put him in the garden of Eden to till it and keep it.

Genesis 1:31a, 2:8, 15 (NRSV)

From the very beginnings of our faith tradition, we have understood ourselves to be created in God's image and to be charged with caring for all of God's creation. In recent decades we have come to understand that caring for God's creation does not simply mean dominion as understood in late nineteenth and early twentieth centuries to mean subjugation and exploitation. Rather, we now understand the importance of dominion in the totality of its meanings to include keeping and healing, proper stewardship on God's behalf, and tending to all that God planted for the benefit of all God's creatures.

And yet, within our society, we continue to live and work as though we are the owners of the pieces of land to which we lay claim, even if a bank holds the mortgage to it. The Psalmist wrote, "The earth is the Lord's and all that is in it, the world, and those who live in it; for he has founded it on the seas, and established it on the rivers." (Psalm 24:1-2, NRSV) Thus we come to understand that though we lay claim to pieces of creation, they truly belong to God and we are merely caretakers.

The question we were charged with answering as a task force is whether, and if so how, the Camp Fellowship site can support the ministry and mission of Trinity Presbytery. Within that charge is a request for a definition of our understanding and motivation for utilizing the portion of God's creation which is entrusted to us, not just by those who had the foresight to purchase and build, but by the God who created us in God's image.

We all are aware of our impact on the world as the current discussion surrounding global warming illustrates. But this awareness of our impact is not a new phenomenon. As early as the time of the

prophet Hosea, we hear concerns raised about the behavior of human beings having an effect upon God's creation.

¹Hear the word of the Lord, O people of Israel; for the Lord has an indictment against the inhabitants of the land. There is no faithfulness or loyalty, and no knowledge of God in the land. ²Swearing, lying, and murder, and stealing and adultery break out; bloodshed follows bloodshed. ³Therefore the land mourns, and all who live in it languish; together with the wild animals and the birds of the air, even the fish of the sea are perishing.

Hosea 4:1-3 (NRSV)

With the prophet Hosea, we, as 21st century Christians, are beginning to understand just how the land mourns as the result of our activities. And since we profess to believe what the Psalmist said, "The earth is the Lord's and all that is in it, the world, and those who live in it" (Psalm 24:1), we are charged to care for God's creation in ways that are pleasing to God, and which reveal our understanding that we are all part of one community, interdependent and interrelated. Because we are the recipients of God's blessings, we have a responsibility to act in ways pleasing to God. As our ancestors, who entered the Promised Land, sought to please God, so we too are to make responsible use of the blessings God gives us through the creation entrusted to our care. We do so, because we believe that God continues to create anew the heavens and the earth even as we await the promised new heavens and new earth (Isaiah 65:17, 2 Peter 3:13). So, while we wait, we care for that given to us, even though we know that it is passing away.

The authors of the Confession of 1967 acknowledged that "...The church calls every man to use his abilities, his possessions, and the fruits of technology as gifts entrusted to him by God for the maintenance of his family and the advancement of the common welfare. ..." (Confession of 1967 9.46.c). And in this time, we are being called to be good stewards, not just of the creation entrusted to our care, but for the purpose of revealing to others the reality of God's grace demonstrated in the diversity and beauty of creation. "But we rebel against God; we hide from our Creator. Ignoring God's commandments. we violate the image of God in others and ourselves, ... exploit neighbor and nature, and threaten death to the planet entrusted to our care." (Brief Statement of Faith 10.3, selected lines 29-38). And so we reaffirm, along with the Westminster Divines, that ... All things which God made are good, and without distinction are to be used in the fear of God and with proper moderation (Genesis 2:15 f.). (Westminster Confession of Faith 5.231)

We could not say it any better than the National Council of Churches of Christ Committee on Outdoor Ministries did in their Theological Mission Statement brochure.

The National Council of Churches of Christ Committee on Outdoor Ministries

Theological and Biblical Foundations

God created humans to be in relationship. Genesis tells us that God brought forth the heavens and the earth, and God called it good. God intends for humans to care for the earth and all its creatures and to live in community with one another (Genesis 1:1-2:3). God intends for human beings to grow

[Go to Table of Contents](#)

in faith and in understanding of God's grace and love as revealed in Jesus Christ.

The Old Testament abounds with stories of God's interaction with people. These encounters became holy ground for the faithful as they recalled God's presence with them. The Hebrews were instructed to tell these stories to their children through all they said and did (Exodus 3:5; Deuteronomy 6:7).

Jesus routinely sought out a quiet place in the hills or by a lake to be alone with God. Sometimes he took his disciples with him to nurture their faith and to encourage them in the ways of discipleship (Mark 1:35; Luke 22:39-42). As Jesus traveled around Galilee, he frequently sat out of doors and told stories about rocks and trees and seeds (Matthew 13:1-35).

As he walked along the road and entered into conversation and broke bread with his followers, their eyes were opened and they recognized him (Luke 24:13-31). In the early days of the Christian community, the church grew as the followers gathered for meals, for praise, prayer and study, and for the mutual care and sharing of all they had. From this community, believers spread the good news of Jesus Christ to everyone they met. From the earliest days Jesus' followers were called to use their gifts in unique ways to nurture the life of the community and to care for the needs of the world (Acts 2:46).

Through Outdoor Ministries Programs, Campers:

- Open their eyes to God's presence in their lives in new ways.
- Discover and understand God's call to them.
- Renew and refresh their life and ministry.
- Experience joy in the community of believers.
- Rejoice in the beauty and amazing detail of God's creation.
- Find a still place where they can listen to and for God.
- Become committed to their responsibility to care for the earth.
- Explore the riches in the diversity among God's people.
- Practice living in community with God, others, and nature.
- Return to the everyday world transformed by their time away.

Adopted at the Annual Meeting of the Committee on Outdoor Ministries, January 2003.

Educational Considerations

It is difficult to imagine anything that offers an opportunity to experience God's world in such a special way as a camp setting. Nor should anyone grow up without participating in a Christian camping experience.

It is a demonstrated fact that today's children are losing touch with God's creation. They spend more time indoors and as a result spend less time in meaningful interaction with other people and nature.

Camp Fellowship is a educational treasure that Trinity Presbytery owns, and the key to opening this treasure and making it available to all is education. This education occurs through experiential learning and more traditional teaching methods. Trinity Presbytery needs to engage actively in providing a wide array of educational opportunities. These opportunities can be as minimal as an orientation session when groups arrive or as extensive as a week-long summer camping experience. Such opportunities may include, but not be limited to:

- Teaching the faith
- Teaching ecology & environmental stewardship including emphases on the lake and other natural areas
- Recreation:
 - Sailing/boating
 - Fishing
 - Sports – water and non-water
 - Team building, confidence courses
 - Fitness – games, hiking, mountain-biking
 - Ecology – gardening, sustainable farming, Bird-watching, animal observation
- Confirmation retreats
- Clergy, Commissioned and Lay leader continuing education
- Day Camping and other short term camping activities, such as,
 - Mentor and Me program for 'pre-campers' and parent(s)
 - Big Brother/Big Sister
 - First-Call Mentoring
 - Mission Experiences
 - Call Exploration/Discernment
- Presbytery ministries hosting leadership retreats, regular meetings, Continuing Education Programs – offer leadership if requested.

Ecological Considerations

The discipline of ecology and through it the stewardship of God's creation, has increasingly become an area of important emphasis for the Presbyterian Church (USA) in general and within the Trinity Presbytery in particular. The Camp Fellowship property is in a unique position to become the cornerstone of programs aimed at these environmental and ecological concerns of the Church—particularly within the three main areas of: (1) theological development and education, especially that related to environmental stewardship, (2) environmental education in the general sense, and (3) professional peer-reviewed programs of ecological research.

Rev. Bill Key, Presbyterian Church Camp and Conference Association (PCCCA) Consultant and career-camp director, concurred with this emphasis citing ecological program undertakings as one of the two main areas upon which he felt the future development of the Camp Fellowship program should capitalize within the overall mission of the Trinity Presbytery. **In making this recommendation, our consultant particularly recommended capitalizing on the following two unique aspects of the present Camp Fellowship program: (1) its close interrelationship with the already ongoing programs of environmental education and research of the presbytery's Stewardship for Creation Enabler (SCE), and (2) the property's direct access to Lake Greenwood through the camp property's extensive (nearly one mile) water frontage.** In response to these two recommendations of our outside consultant, **the Camp Fellowship Task force enthusiastically endorses in principle, a prospectus describing the eventual establishment of a free-standing "Lake Greenwood Environmental Field Station (LGEFS) on the Camp Fellowship property.** A copy of this LGEFS prospectus was forwarded to the Trinity Presbytery legal counsel and points raised in his response to this document have now been responded to in turn, indicating that basically, many if not most of the program elements of such a field station are already being undertaken at Camp Fellowship and as such they are already forming an important and on-going part of both the SCE's program of environmental education and research and/or the summer camping program. These activities include the following:

- A program of using miniature radio transmitters to study the movement and behavior of box turtles (*Terrapene carolina carolina*) has been carried-out for over eleven years at the camp as well as at other sights in the Presbytery, in the name of "Tagging Turtles for Jesus". This program has gained much notoriety for Trinity Presbytery in such diverse venues as a public display at the 2004 meeting of the PC(USA) General Assembly in Richmond, Virginia, and being featured twice as a Trinity Presbytery Division of Mission highlight (in 2003 and again this year, 2009) in our denomination's annual Mission Yearbook This program has also produced important articles that have been published in the peer-reviewed scientific literature citing and acknowledging the support of both our presbytery and the PC(USA) Office of Environmental Justice. Other presbyteries are now asking to send mission delegations to Trinity Presbytery, in particular to Camp Fellowship, to learn how this program operates and how they can duplicate it in their own home presbytery.
- The development of a program of teaching and environmental outreach using both live animals and preserved museum specimens to educate both summer campers and other Camp Fellowship

user groups as well as in programs given to various congregations throughout Trinity and its neighboring presbyteries in the southeastern region.

- Environmental curricula for summer campers were written during the past year by a particularly talented summer counselor who had just completed her B.S. in Wildlife Biology from Clemson University. It is hoped that she will return in following years to both further develop and apply this teaching curriculum for campers in years to come.
- Future years will also hopefully see the initiation of other environmental teaching/research activities including activities such as erecting Purple Martin and/or Bluebird nest boxes and using these as a basis for hands-on bird-banding experiences for campers and other Camp Fellowship visitors. A U.S. Fish and Wildlife Service permit has already been obtained for this activity by the Trinity Presbytery's SCE. An additional important activity would be a detailed GPS mapping of the topography of the Camp Fellowship property, along with its vegetation, major habitat types and other important ecological features.
- While much of the work of the LGFS should be broadly-based and directed toward the study and teaching of general ecological principles, much of the early work of the station has been slanted toward an emphasis on the use of living animals. Specifically those species of wildlife found at the site or, when necessary to teach specific principles, species that may not actually be found at the site, but which are native to other parts of Trinity Presbytery (e.g., the American alligator). However, living examples of species of birds, snakes, turtles, alligators, and amphibians has proved to be an especially attractive "draw" to capture the interest of potential campers. And these same animals can and have been very effectively used in "witness"/outreach presentations, making them well worth the added trouble and expense required to maintain them in captivity (at least during the summer camping season).
- Finally, it is important to emphasize that many of the research programs and other activities described above can serve as the basis for writing grant proposals – particularly as they can be used to address topics of current environmental concern such as climate change and global warming. Such research grants can and should include overhead charges to support, in part, the core costs of operating the camp (e.g. utility charges, building and road maintenance costs etc.). In this way, these environmental programs can actually become revenue generators rather than costs to the operation of the Camp Fellowship program.

Financial Considerations

The Camp Fellowship Task Force is in full agreement that Camp Fellowship is a valuable and unique asset which can and does enhance the overall mission of Trinity Presbytery. Although the camp faces many challenges, several of which are financial, we believe that efforts need to be made to provide the necessary resources to keep the camp viable so that it may become a greater part of the ministry of Trinity Presbytery.

We decided that first to determine the mission and the theological/ecological aspects of the camp and then back into the numbers. We believe that the niche identity is what will sell the camp in the future and the ecological identity is a natural fit. Once that identity is determined we can then look into the various programs and costs of running the camp.

A need exists to clarify the role of the financial person on staff of presbytery with regard to reporting, accountability, operations, and financial decisions. The definition of the Depreciation Fund Line Item (within the Outdoor Ministry budget) needs to be designated specifically for Outdoor Ministry at Camp Fellowship in a unique and separate physical account to be held separate from Presbyterian Student Association and the Presbytery Office depreciation accounts. If one does not exist, a policy should be established with regard to the dollar amount and duration of an asset's depreciation.

Also, the consultant report included a section on the financial statements and the confusion surrounding them. There is need to address the lack of transparency between the Presbytery and the camp administrators. Overhead salaries, depreciation, capital expenditures, and other large items need to be clearly communicated when they are outside the Director's control. There should also be some consideration in how the financial information flows for both camps. As part of the clarification of the reporting, financial projections in a five year increment need to be made and evaluated regularly. Currently there is a duplication of efforts which a change in procedure could help reduce costs and give the camp administration more management support through more transparent information.

Camp Fellowship is very fortunate to have Rev. Kevin Cartee as the Director of Outdoor Ministries for Trinity and Foothills Presbytery which includes Camp Buc and Camp Fellowship. Unfortunately, as consultant Bill Key has said, this shared responsibility gives Kevin two full-time jobs. The challenges facing Camp Fellowship at the present time can easily require the full time attention and management abilities of one person without having an additional camp to oversee. Over time this situation needs to be addressed and Camp Fellowship be allowed to have a Director without the current shared responsibilities.

We believe that Camp Fellowship has suffered throughout the years from a lack of consistency in leadership which has resulted in the lack of development and implementation of a long range plan for the camp. The lack of continuity in leadership and oversight has resulted in a deterioration of the camp facilities to the point that some structures may need to be demolished. It is imperative that Kevin be given the support needed so that there will be the continuity in leadership needed to see Camp Fellowship reach its full potential.

The task force directed that a survey be conducted of the camp facilities to determine what deficiencies exist and a cost estimate is being made as to the cost of correcting the deficiencies and bringing the facilities up to standard. These costs are expected to be substantial. This is being done at a time when there is already a feeling that the Camp Fellowship budget as a percentage of the total Presbytery budget is disproportionate.

There is a need for the camp to increase its revenues in order to lessen its impact on the Presbytery budget. It is believed that the summer camp program, at best, can only be a break even endeavor, but that additional revenues can be generated during the non camping season by utilizing the upgraded facilities for conferences and programs for area churches, schools and communities. The proposed Lake Greenwood Environmental Field Station at Camp Fellowship holds promise of generating additional revenues from grants and from the possibility of the involvement of area schools and colleges.

As Bill Key has suggested, the Camp Director with the help of the Presbytery should continue to track the total cost of hosting one camper for one week and set fees based on recovering the costs involved. Additional day camps should be considered also.

There is merit in developing a five year business plan which can be updated on a yearly basis and against which performance can be measured. The task force recommends that within five years, the budget support from presbytery be reduced to 10% current levels as of this report, excluding maintenance and depreciation.

Some years ago there was a master plan developed for Camp Fellowship which contained a number of somewhat unrealistic suggestions. This plan was soon forgotten and resulted in no implementation or guidance in the subsequent years. Although funds may not presently be available for anything more than bringing the present facilities up to standard, it is felt that a reasonable master building plan should be developed for Camp Fellowship to provide a vision of the future for the camp.

The camp director has increased the promotion of Camp Fellowship and Camp Buc among the churches in the Presbyteries and has developed a web site for the camps (www.bucandfellowship.org). Brochures have been produced for distribution to churches, and presentations are being made to churches informing the members about the camps. Increased promotion of Camp Fellowship needs to be done not only in the churches, but also within the surrounding communities. It would perhaps be beneficial for Camp Fellowship to join the chambers of commerce in the surrounding areas in order to get more exposure.

The camp director has done an excellent job in securing the services of an outstanding summer staff for the 2009 camping season, and has delegated responsibilities to his staff wisely. The director also should assess the current permanent camp staffing to see if they are being fully utilized year round, and if any savings could be attained by having any of their duties performed by outside sources.

With the facility survey being done, and cost projections being attached to the needs to bring the camp facilities up to standard, there will need to be a substantial monetary investment in the camp

by Trinity Presbytery if it is to remain viable. To clarify the viability of the camp as a ministry which supports the mission of Trinity Presbytery, the separation of facilities from program expenses in the reporting should be done. This separation will highlight the cost of owning the camp versus the cost of operating the camp. We therefore ask Presbytery to own the ministry by acknowledging the cost of owning and maintaining the facility. We suggest that the breakdown of expenses be allocated as follows:

CAMP FELLOWSHIP FACILITIES

- 70211 OM Director Compensation
- 70303 Supplies
- 70309 Memberships/Subscriptions
- 70319 General/Meetings/Travel
- 70501 Vehicle Operations/Gas
- 70506 Vehicle Maintenance
- 70601 Utilities
- 70603 Telephone/Internet
- 70604 Insurance
- 70609 Equipment/Equipment Maintenance
- 70610 Building Maintenance
- 70611 Grounds Maintenance
- 70618 Staff Expense- Direct
- NEW Staff Expense- Indirect
- 70690 Depreciation

OUTDOOR MINISTRIES PROGRAM

Administrative

- 70211 OM Director Compensation
- 70303 Supplies
- 70309 Memberships/Subscriptions
- 70319 General/Meetings/Travel
- 70501 Vehicle Operations/Gas
- 70506 Vehicle Maintenance
- 70601 Utilities
- 70604 Insurance
- 70609 Equipment & Maintenance
- 70610 Building Maintenance
- 70611 Grounds Maintenance
- 70618 Staff Expense- Direct
- NEW Staff Expense- Indirect
- 70690 Depreciation

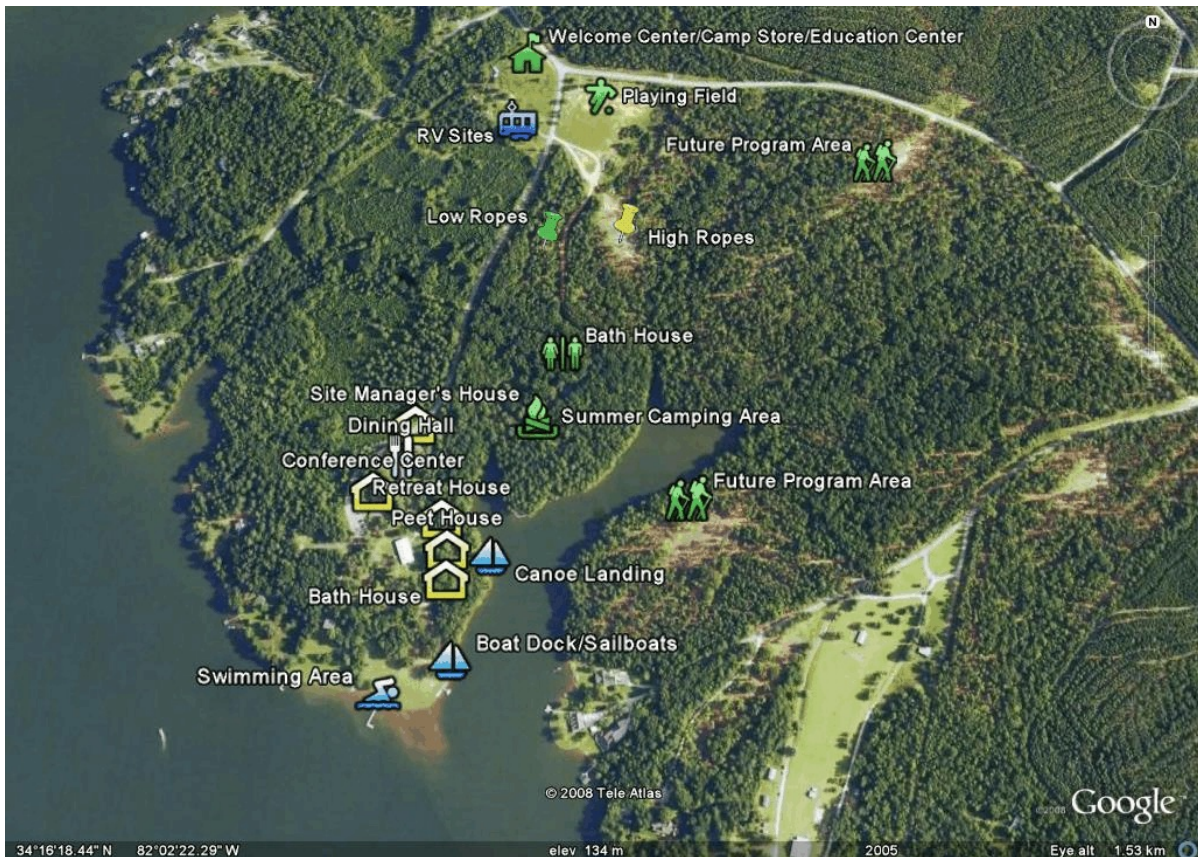
Summer Camp

- 70201 Salaries/Wages
- 70203 Employer FICA Tax
- 70210 Staff Develop & Travel
- 70304 Printing
- 70305 Advertising/Publicity
- 70308 Program Expense
- 70309 Memberships/Subscriptions
- 70311 Medical Expense
- 70313 Food Costs
- 70317 Conf/Workshop/Seminar
- 70318 Linen Expense
- 70324 T-Shirts
- 70358 Camp Fellowship Bus Rental
- 70604 Insurance

Contract

- 70201 Salaries/Wages
- 70203 Employer FICA Tax
- 70308 Program Expense
- 70313 Food Costs
- 70318 Linen Expense

Facilities Considerations



We unanimously agree that Camp Fellowship supports our overall mission and ministry but it has financial challenges that need to be dealt with immediately. Before moving forward with repairs and renovations, Camp Fellowship needs a financial commitment from the Presbytery and its member churches. This commitment needs to come in the form of a realistic budget based on historical revenue and expenses and insightful pro formas. If we totally renovate the camp it will not be a quick fix but it will contribute to the marketability over the long run. There has been discussion of adding additional facilities and programming opportunities but first Presbytery needs to maximize the use of existing facilities before exploring expansion. A bath house is needed near the swimming area in order to meet code which is the only new construction we recommend at this time. This approach is simple and can be outlined as follows:

1. Financial Buy In — over a 3 to 5 year commitment to meet projected revenue and expense targets, that will reduce the financial burden.
2. Repairs — Do all repairs using the inspection reports as a guide.
3. Marketing — Emphasize the "newly renovated camp" in marketing efforts aimed at campers, conference center users, community organizations, and camp alumni/ae. Do a better job in

marketing to all churches in the market area.

4. Reassess — In 3 to 5 years evaluate progress. If on track, explore a long range land use plan.

The Camp Fellowship Task Force retained the services of Cornerstone Inspection Services of Ware Shoals, SC to inspect the buildings and report on remedies to existing safety hazards and property deficiencies.

Cornerstone presented the report in ten booklets, one for each of the buildings or building types at the camp. They are:

1. Conference Center
2. Cafeteria
3. Bath House
4. Peet House
5. Retreat House
6. Residence
7. Arts and Crafts Building
8. Camping Cabins
9. Fraser Chapel
10. Boat House

Each booklet reports deficiencies, supported by photographs, in the various elements of construction such as foundation, exterior, roof, interior, plumbing, electrical, heating and air conditioning, etc.

The general impression is that the buildings of Camp Fellowship were in some cases poorly constructed with insufficient attention paid to longevity and protection from the elements, as evidenced by poor drainage, water damage and inadequate ground clearance. There is also evidence of long-deferred maintenance. Plumbing leaks, falling light fixtures, gaps in siding and similar problems indicate that maintenance has been neglected. The most serious deficiency noted was in the area of life safety and health. Most smoke detectors are inoperative, electrical circuitry has been incorrectly installed and is not protected in many locations and many switches and electrical receptacles are missing protective plates. Cornerstone also observed several deficiencies regarding gas piping and water heaters. Mold growth was observed in a few locations, with the recommendation that it be identified and abated.

These problems constitute a general life safety and health hazard and should be corrected as completely as possible before the next camping season.

It is recommended further that the kitchen be re-inspected by a team of experts in kitchen facilities design and construction. Cornerstone's report indicates enough deficiencies to suggest that there are additional problems that should be addressed. For example it appears that electrical circuitry is seriously deficient. Also, exhaust hood operation and associated fire suppression systems, along with under-hood equipment shut-down, must be verified for correct operation under fire conditions.

A priority list of repairs should be established. While it is tempting to make such a list based on buildings, we strongly recommend that the first repairs be made to life safety and health hazard deficiencies. After these repairs are made, repairs may be made in any convenient order, but we emphasize that the safety and health of campers must come first.

Outdoor Ministries Board Covenant

COVENANT OF THE OUTDOOR MINISTRY PROGRAM OF TRINITY AND FOOTHILLS PRESBYTERIES

Please see Appendix E.4 for the current Outdoor Ministry Program Board Covenant agreement.

We reaffirm the need for a working relationship between Foothills and Trinity Presbyteries in outdoor ministries. However, just as we recognize distinct advantages to the current partnership agreement, we also sense a need for clarification in the areas of programming, operations, maintenance, and onsite management responsibilities.

We would advocate for a revision of the partnership agreement that affirms the ownership of the land and maintenance of the property as the primary responsibility of the Presbytery and the development and implementation of programs as the primary responsibility of the joint Outdoor Ministry Program Board.

While we do not advocate a return to the former understanding of separate and individual ministries, we recommend a re-envisioning of a cooperative effort focused on programmatic objectives. In order to best accomplish this goal for Camp Fellowship, we recommend that the partnership agreement not include a shared staff person. This means that each presbytery would be responsible to provide for their appropriate staffing needs. This change in the agreement would clarify the responsibilities and needs of each camp, facilitate economies of scale, and eliminate the duplication of effort within two different systems by the existing Director. Decision making will be streamlined, enabling a more pro-active and responsive decision implementation process, and allowing for capitalizing on opportunities in a timely manner. The traditional summer camping program is an important aspect of each camp's program, but Camp Fellowship has the opportunity to expand its year round conference and environmental education programming in ways not currently possible with the existing shared staff approach.

The advantages to this revised model includes continued reduction of excessive duplication of expenses and resources. Such a partnership would also allow each presbytery to keep the good things in place in the current agreement, (e.g., shared programming, resourcing of materials, supplies, technology, recruitment of seasonal staff and prospective campers and retreat participants), while providing appropriate emphasis on the unique aspects of Camp Fellowship.

In order to accomplish this vision, we recommend:

- Revise the covenant agreement to return to a joint Outdoor Ministries Program Board responsible for sharing in the programmatic ministries of the two camps. This modification returns the Outdoor Ministries Program Board agreement to what we understand the original intent of the agreement to be, a strictly strategic program visioning function with shared resourcing in training, recruiting, marketing, purchasing, etc.
- Removal of staff positions from the Outdoor Ministries Program Board Agreement (staffing to be determined through conversation with appropriate presbyteries' entities).

- Place administrative, facilities, and operational specifics at the individual camp level.
- Revise the Outdoor Ministries Program Agreement to reflect other necessary modifications.
- Direct the Task Force, the Outdoor Ministries Director, and relevant staff and division personnel to meet with the Foothills Presbytery counterparts to evaluate and recommend a way forward for the OMPB agreement.
- Explore a possible name change for Trinity Presbytery's facility.
- Develop a comprehensive Master Plan which includes staffing, programming, business, site development, land use, and marketing plans at Camp Fellowship.

Appendix A.

TRINITY PRESBYTERY

ANALYSIS OF CASH FUNDS PROVIDED FOR THE YEARS 2003 THRU 2008

(columns A thru F are in \$1,000)

YEAR	(A)	(B)	(C)	(D)	(E)	(F)	(G)
2003	991	(87)	904	42	946	171	18.1%
2004	1,007	(87)	920	32	952	163	17.1
2005	969	(82)	887	34	921	176	19.1
2006	1,095	(86)	1,009	97	1,106	235	21.2
2007	1,032	(88)	944	29	973	162	16.8
2008	1,047	(80)	967	36	1,003	199	19.8

Totals	6,141	(510)	5,631	270	5,901	1,106	
=====							
Averages					984	184	18.7%
=====							

Content of columns:

- A. Total Operating fund expenditures by presbytery for the year**
- B. Total depreciation recorded by presbytery for the year**
- C. Column (A) less column (B)**
- D. Total capital expenditures by presbytery for the year**
- E. Column (D) plus column (E) = total cash funding provided by presbytery for the year to all divisions**
- F. Total cash funding provided by presbytery to Camp Fellowship for the year (see separate schedule C-1)**
- G. Yearly averages of presbytery funding provided to Camp Fellowship from total funds available [column (E)] for each year and for the six year period**

Appendix B.

**CAMP FELLOWSHIP
COST PER CAMPER ANALYSIS**

FOR THE YEAR 2008

Campers registered for the year:

Contract-----	621
Summer-----	<u>128</u>
 Total-----	 749
	====

Total cost for the year:

Administrative/facilities, etc.-----	\$238,146
Contract-----	33,568
Summer-----	<u>56,008</u>
 Total-----	 \$327,722
	=====

Cost per camper-----	\$437.55
	=====

Revenues received:

Contract-----	\$56,041
Summer-----	<u>44,631</u>
 Total-----	 \$100,672
	=====

Revenue per camper-----	\$134.41
	=====

Net cost of Camp Fellowship-----	\$227,050
	=====

Net cost per camper-----	\$303.14
	=====

Note – The number of campers shown above include only those on contracts and summer camp registrations. Groups using the lakefront/Fraser chapel/etc. for only the day are not included in the totals.

Appendix C.

Trinity Presbytery								
Percent of Expenditures - Operating Fund 01								
Division/Area		6 Year Avg	2008	2007	2006	2005	2004	2003
1	Benevolences	14.5	13.8	14.3	14.4	15.9	13.9	14.8
2	Constitutional Structures	10.8	10.9	13.1	10.9	11.1	9.0	10.0
3	Council	7.7	7.4	5.2	4.6	7.6	10.2	10.9
4	Div Governing Bodies	10.2	10.7	10.0	8.7	10.0	9.3	12.6
5	Div Education & Nurture	7.7	7.2	7.8	4.2	9.6	8.2	9.0
6	Camp Fellowship	14.8	16.9	13.3	14.9	15.0	14.7	14.1
7	Div of Mission	4.5	6.3	8.0	3.8	3.2	2.5	3.1
8	Div Evangelism & Ch Supt	8.2	9.4	9.0	9.6	7.2	7.2	6.9
9	Campus Ministry	9.8	9.8	9.9	10.6	11.1	8.5	9.0
10	New Church Development	3.5	0.0	0.9	10.4	0.8	7.8	0.8
11	* Depreciation	8.3	7.6	8.5	7.9	8.5	8.7	8.8
Total		100.0	100.0	100.0	100.0	100.0	100.0	100.0
* Depreciation Expense is Allocated as Follows:								
3	Council	2.5	1.5	2.1	2.3	2.7	3.4	3.5
6	Camp Fellowship	4.3	4.5	4.8	4.2	4.3	3.9	4.1
9	Campus Ministry	1.5	1.6	1.6	1.4	1.5	1.4	1.2
Total		8.3	7.6	8.5	7.9	8.5	8.7	8.8

Outdoor Ministries Board Mission and Vision Statement

Our Mission:

To provide a space set apart to meet God, creation and each other.

We live out our mission by:

▶ **Providing a place for spiritual renewal.**

We will maintain and develop two unique outdoor facilities that complement each other: Buc and Fellowship.

▶ **Implementing year round and summer programs for all ages.**

We will offer a variety of year round and summer programs with a strong Christian emphasis that stands firmly in the Reformed and Presbyterian theological tradition.

▶ **Reaching out to the church and the wider community.**

We will offer a ministry of hospitality by hosting events and retreats for various groups from our churches and the wider community.

▶ **Modeling and teaching stewardship of God's creation.**

We will provide opportunities for learning about and caring for the environment in our role as stewards of God's creation.

Appendix E.

Consultants Report to the Camp Fellowship Task Force of the Presbytery of Trinity on March 30-31, 2009

Background. The goal statement of this task force is:

“The Task Force will assess the potential of the Camp Fellowship site (and ministry?) to support the overall mission and ministry of Trinity Presbytery, taking into account the special theological, educational, ecological, and financial issues facing the camp. It will review the presbytery’s utilization of the camp as a summer camp for children, as a year-round conference center, and as a resource for organizations in the vicinity. The goal is to produce a recommendation that best serves the presbytery’s mission.”

The invitation to the consultant stated that the expectation for the visit was to address:

- Possibilities and potential for Camp Fellowship
- Strategies for Camp Fellowship to distinguish itself from other camps in the area
- Program possibilities in relation to the camps physical arrangement, financial limitations, and those that fit presbytery’s mission.

Other issues arose during the course of the visit that were addressed at that time and are covered in this report.

Procedure:

On the morning of March 30, 2009 I took a tour of the camp facilities accompanied by Alan Arnold, Kevin Cartee, Lehr Brisbin, Bob Britt, and Ray and Patrick Bell. After a thorough tour we had lunch and discussed the situation, observations, and possibilities.

Impressions:

Camp Fellowship is a beautiful site that is well suited for a children’s and youth camp as well as a multiuse conference center for all ages. This is emphasized by its location on Lake Greenwood, which is the camp’s most unique and desirable feature. The first impression as you enter the property is one of well-kept, clean grounds that are free from trash. The buildings are attractive and the dining hall and kitchen are outstanding.

The arrangement and location of buildings point out the need for a master building plan before any further development is done. It is also obvious that there is a need for ongoing building maintenance, and high on the priority list should be a new maintenance and separate storage facility for gasoline, paint, and other highly flammable materials. It is also recognized that such buildings are not revenue producing, and that needs to be factored into the priority. The waterfront equipments needs to be better secured during the off-season. (But that wasn’t one of the expectations of the visit, but as an old camp director, I can help it! There were other observations that I shared with the group orally.)

On the morning of March 31st. I met with Alan Arnold and Zeb Smith, presbytery’s accountant. We discussed the finances of the camp operation and the method of reporting. It

was also suggested that a system of cost analysis was needed for responsible operation of the program and facility. Zeb agreed and stated that he was capable and very willing to assist in this undertaking. As is stated later in this report, I strongly suggest that this offer be accepted.

After lunch I met with, and reported to, the entire membership of the Camp Fellowship Task Force. In addition to the members, Alan Arnold and Kevin Cartee were also present.

Observations:

- There seems to be general support for the ministry of outdoor Christian Education in Trinity Presbytery. This is especially true of the Executive Presbyter and the presbytery staff. Understandably, there were also concerns and offers to assist in every way possible.
- Kevin Cartee is a young, enthusiastic camp director who is eager to learn, but has two full-time jobs.
- At the present time, the one single imperative is financial, (surprise, surprise, surprise), and that the above stated assignment to the Task Force, and hence the consultant, was based primarily on this outstanding need.
- Meeting this need must be done with existing facilities as there are presently no funds available, nor is a capitol funds drive feasible to build additional facilities that can be revenue producing.

Implementation:

Develop a plan to improve the program offerings at the summer camp by:

- Better utilization of Lake Greenwood:
 - Fishing camps – utilizing the pontoon boat
 - Scuba diving/snorkeling, and lake exploration
 - Canoe trips (even overnight, if feasible)
 - Sailing trips (if you can't take your food and equipment with you, have a truck meet you at the over-night campsite.)
 - Skiing Camps (have families with ski boats and instruction abilities volunteer to bring them and their family and teach water skiing to campers)
- Improve other program areas:
 - Nature, ecology, and conservation study (fully utilize Dr. Brisbin). For additional resources contact Lorrie Loughney, The Presbytery of Lackawanna, 550 Madison Ave., Scranton, PA 18510 (LorieLoughney@aol.com), or Dick Grant at Howell Conference and Nature Center, 1005 Triangle Lake Road, Howell, MI 48843, (rgrant@howellnaturecenter.org).
 - Bring in specialists for square dancing, drama, music, group games, etc.
 - Start new ministries such as day camping. Start small and build. If the anticipated grant comes through, build on that. If not, try on your own.
- Continue to improve your marketing:
 - See the attached manual for suggestions that utilizes volunteers in particular churches for promoting Camp Fellowship. Also use the manual as a guide for writing articles in church and presbytery newsletters, publishing the theological reasons for sending a child to a Christian camp.
 - A vast majority, something like 85% of children, don't go to any camp. You aren't

competing with just the 15% who do. Sell camping in general and church camping in particular as an indispensable part of their Christian development. In these poor economic times go after the marginal families who can no longer afford to send their children to private camps. To prevent our marginal campers whose parents can't even afford a church camp, develop a "campership" program. Donations are tax deductible and it is fairly easy to set up and administer. If there are further questions, or more information is needed, contact me. Or for additional help in marketing contact Steve Coons (coons@comcast.net). He is also a consultant and very knowledgeable about marketing.

Reporting to Council:

It is vital that your report not only present the Task Force Recommendations and ideas of what to do, but convince them that they are attainable. To do this I recommend that first a cost analysis system be utilized. This will give the cost of having one camper stay one night and eat three meals. The same can be done for conferees. Zeb Smith is well qualified and has expressed a willingness to assist in this cost analysis. Utilizing this and your marketing plan, make some realistic projections and set some future goals. Develop a business plan that will cover these projections for at least the next five years. In addition, cover who and how these plans will be reviewed, revised, and reported on. (This will then be the new 3 R's of education at Fellowship!)

It will be the responsibility of the Joint Outdoor Ministries Committee to implement whatever action Presbytery Council takes. For this reason, and to create their "ownership," it would be a good idea to meet with them, go over a rough draft of the report, and get their input, evaluation, and suggestions for making any changes.

My final recommendation is to clarify all financial statements that are distributed. This comes from one who is not a CPA and needs help in interpreting how these figures were arrived at, what they tell us about this operation, and what is the past history and future projections so that informed decisions can be made. Just "bottom line" isn't enough and just a whole lot of figures are too much.

Conclusion:

Although Camp Fellowship has hit a bump in the road, it has an illustrious history of very fruitful ministry. It also can have a bright future that is well worth the work, energy and resources needed for it to continue to be a valuable resource for the ministry of Trinity Presbytery. I commend the work that David Torrey and his Task Force have done and continue to do. I appreciate being invited down to South Carolina in the spring! My blood still runith orange and my feet still like to get back to red dirt. I also want to publicly thank Alan Arnold for his kind hospitality. It lacked only one thing, and that was that Penny wasn't with us.

If there are any further questions or ways that I can be of assistance, please do not hesitate to contact me.

William A. Key, CCE, CCD
April 2009

Appendix E.1.

An Opportunity to Expand Your Christian Education Ministry Through Day Camping

There is a belief among some spouses of day camp directors, that if you are a faithful resident camp director, God will reward you by calling you to direct a day camp! The theory goes that as a day camp director you get to send the campers home at the end of each day, if a child gets sick you call the parents to come get them, and there are no unexpected emergencies concerning buildings, cooks, or night time raids! Well, maybe there is some truth in this, but lets look at some better reasons to at least consider adding day camping to your ministry of Christian education.

We will first talk about some of the advantages of day camping and then present four working models.

Some advantages of a day camping ministry: (And please keep in mind that we are not discussing “child care”)

- Children have more time during the summer. However, day camping can also be a year-round ministry by making it a part of an after school program and/or week-end events.
- The ever growing need for alternatives to child care means a large pool of campers.
- It is economically feasible because:
 - The program doesn't require a large start-up cost.
 - The program doesn't cost a lot to operate.
 - The program generates enough revenue to more than cover the cost.
 - Brings young people to your church or camp who are potential members or resident campers.
- Does not take much space, leadership, or resources.
- A resident camp needs no special training and many churches have a denominational resident camp that could offer training in the necessary skills such as:
 - Camp skills & activities
 - Staff training
 - Financial management
 - Health & safety regulations
- It is the fastest growing segment of the camping industry.

There are many ways to utilize day camping in a ministry of Christian education. Here are just four common examples. There are others, or combinations of these.

- For resident camps:
 - Make it a part of your existing camp program
 - Have a “traveling” program that goes from location to location for a set period of time

and then moves to another location. This can also be done in conjunction with a local church or group of churches

- For local churches:
 - Develop a joint venture in day camping between your denominational camp and educators in your church
 - Have your program operated solely by your church or group of churches

In the **first** of these proposals the program is planned and carried out by and at an existing site. It is run as a part of the camp program. Children are brought to the site in the morning and picked up each evening. Transportation may or may not be furnished by the camp.

The **second** plan is a joint venture that is operated in cooperation/conjunction with an existing camp and one or more churches. Some activities would take place in town either at church(s), parks, schools, wooded or open areas. Other programs would be at camp.

Some possible church program components:

- Arts & crafts
- Games (indoor & outdoor)
- Bible study
- Worship
- Drama
- Music &/or creative movement

For swimming either use camp facilities or contact local motels, country clubs, even private pools, and rent if necessary.

Look into local field trips

- Airports
- Manufacturing
- Survey the resources of your particular church membership
 - Farms
 - Offices
 - Labs
 - Farrier (someone who shoes horses)
- Libraries

Have an occasional over-night

Have family gatherings with plays, art exhibits, pot-luck suppers.

The camp could assist with:

- Staff recruitment and training. Remember that in day camp the staff goes home at night so parents, teachers, and others can be available as staff members
- Budget building and financial management
- Health and safety regulations, i.e.: risk management plan, health history forms, etc.

On weekends or scheduled days, the campers could go to camp for such activities as:

- Swimming
- Nature hikes
- Rope courses
- Out-door skills
- Cook-outs
- Waterfront activities
 - Swimming
 - Boating
 - Fishing
 - Etc.

Almost any activity that is presently done at a resident camp can be included in these week-end experiences with campers and parents.

Transportation could be handled in one or a variety of ways, such as:

- Parents responsibility
- Church(s) vehicles
- Rental vehicles
- Camp vehicles
 - The cost and fees for this type of program would be worked out cooperatively and shared.

The **third** possibility is a traveling program (similar to the old time “floating crap game”!) In this model the camp provides program (staff, schedule, supplies, curriculum resources, etc.) and the particular church provides support services, i.e.: P.R. and involvement in the program as arranged between the camp program director and the church’s coordinator. These programs are usually contracted for a one week period each year because the camp travels from church to church throughout the region.

Typically the camp provides:

- Key leadership staff
- Curriculum and supplies
- Insurance
- Planning and training
- Transportation for camp staff

The church provides:

- A facility - preferably near a park, or woods and open spaces, or a recreation area with a building available to use in case of inclement weather.
- Immediate access to a storm shelter, telephone, toilets, and running water.
- Housing and meals for the camp staff during this period
- Transportation to and from the program site.
- Local leadership:

- Coordinator
- Planning committee
- Daily volunteer leaders - 19 years old or older.

For more information on this model contact:

Camp Wyoming
9106 42nd Ave.
Wyoming, Iowa 52362-7647
Phone: (319)488-3893

The **fourth** model is having the entire program carried out by a single church or group of churches, such as Oak Hill Day Camp and others.

The above possibilities apply here as to program components, site and leadership.

For more information on this model contact:

Bill Key (retired director of Oak Hill Day Camp)
wgkey2@aol.com

These are just a few suggested successful models for consideration. The primary goal is to have you give serious consideration to including day camping in your ministry of Christian education. I am always ready to assist you in this and any other areas of your operation. Just contact me.

Bill Key
March 2007

CAMP ADVOCATE'S MANUAL

(Manual developed by William A. Key, PCCCA Consultant)

INTRODUCTION

Thank you very much for agreeing to be a camp Johnsonburg Advocate. You know from experience what a valuable asset this camp is in achieving the vision of the Church.

Please know that you are not alone. Our goal is to have an advocate in every church in all seven New Jersey Presbyteries. We will also be giving assistance in supporting Johnsonburg in many other ways.

A member of the camp staff and members of the Board of Trustees have been assigned to each Presbytery. They will remain in contact with you and supply you with up to date information on Camp Johnsonburg. You will also be given a current list of the Johnsonburg campers from your church. You should use them as you do your promotion. The web site (www.campjburg.org) will be kept current and can also be used for the latest information. Do not hesitate to contact any of these sources for answers to your questions or materials to promote Camp Johnsonburg.

This manual begins with a statement of our philosophy and the theology behind this philosophy. It then gives the objectives that we would like to accomplish, the ways to interpret the values of a church camping experience, and finally some additional opportunities for your work as a camp Johnsonburg Advocate.

Thank you again for your support. May God continue to bless all of us as we labor in this part of the Church's mission.

“Why Should I Send my Child to a Church Camp?”

You will, or have, heard this question often. Or it may be phrased, “*Why do we even have church camps? Aren’t there plenty of Boy or Girl Scout camps for those who can’t afford a private camp? After all, camps are just recreation for children in the summer time*”. These and other similar questions are legitimate ones that deserve an answer. To assist you in interpreting the value of this means of Christian education let us begin with a brief statement of philosophy and Theology for Camp Johnsonburg. We will then examine some of the unique advantages of this experience.

It needs to be understood from the start that the purpose of Christian education, of which church camping is a part, is basically the same as that for the whole Church. Dr. Rachel Henderlite has expressed the mission this way.

“The task of Christian education is the task of the whole Church, that of bringing men and women, boys and girls continually into the presence of God so that they may open their hearts to Him and be taken hold of by His transforming power, and respond to Him with their whole heart”.

CHURCH CAMPING IS A VITAL PART OF THIS TOTAL MISSION OF THE CHURCH, BUT ONLY A PART OF IT.

The leaders at Camp Johnsonburg attempt to build the life of the camp community on foundations which have been laid through nurture in the home, the teachings of the church school and the worship of the congregation. For those campers who do not have this foundation this is an opportunity for them to make a commitment to Jesus as their Lord and Savior. In either case, we hope to see the campers return home better quipped to apply Christian truth because they have experienced a vital living relationship with fellow campers and leaders, with Jesus Christ, with God’s natural created order, and with themselves. Although much planned for cognitive learning will take place in camp, the main thrust will be on learning through experiences, particularly in these areas of relationships.

Some of the experiences that campers have that enhance these relationships are:

- The uncomplicated living in the natural environment of Camp Johnsonburg will provide a setting conducive to the development and practice of the Christian Spirit.
- Through the action-reaction process, so natural in this camp setting, campers will come to a deeper understanding of Gods Word.
- The camper will be involved in activities which not only invoke praise of God, but also help him/her discover the will of God for their lives.
- Group living, twenty four hours a day, will provide opportunities for living in and experiencing a Christian community.
- Mature Christian leaders, sensitive to the needs of each camper, will provide necessary guidance to help the camper explore God’s Word and test its implication for his/her life.
- Camp life will provide an away from home, change of place-face-pace experience, with every day experiences and distractions left behind.

- The camping program, in establishing Christian community, will provide an opportunity for persons from different backgrounds to develop understanding and appreciation for each other and to explore and discover the meaning of reconciliation.

OUR COMMITMENT IS TO PROVIDE QUALITY PROGRAM, COMPETENT CHRISTIAN PERSONNEL, SAFE FACILITIES AND TO UTILIZE PRACTICES WHICH ARE HONEST AND BUSINESSLIKE.

We recognize our relationship to the larger field of camping. Camp Johnsonburg is accredited by the American Camp Association and is a member of the Presbyterian Church Camp and Conference Association. We will not lose sight of the unique mission of Christ's Church in expressing God's reconciling and redeeming love to a broken world. This mission is expressed in our official mission statement:

The purpose of the Johnsonburg Presbyterian Center is to support and extend the ministry of the Presbyterian Church (USA) in New Jersey by providing a special place and challenging programs where all people may encounter Christ, experience a supportive community and grow in self-esteem. In short, Johnsonburg provides faith development resources for congregations.

This then becomes the answer to our original question.

WITH THIS AS A THEOLOGICAL STATEMENT OF OUR MISSION HERE ARE OUR GENERAL OBJECTIVES:

- To provide for each camper the experience of living in a Christian camp Community
- In this supportive community to encourage the campers to make decisions leading to a definite commitment to Jesus Christ as Savior and Lord and to the Christian way of life
- To provide opportunities for the steady growth and development of Christian experience
- To make available for the local church the peculiar values of Camp Johnsonburg that are an essential part of the Church community
- To provide opportunities for using leisure time in significant and worthwhile ways
- To develop in each camper personality habits, skills, and motives for Christian service and leadership
- To provide wider acquaintance and expanding fellowship with outstanding Christian leaders and people of other racial, cultural, and economic backgrounds
- To reinforce the Christian personality of each individual through worship, study, Christian friendships, and skilled counseling, so that after leaving camp she/he may continue to grow in her/his Christian life at home
- To provide for each camper an enlarging knowledge of God and God's Word, with special emphasis on the Bible and other resources of our Christian heritage and on the world program of the church
- To provide guidance for campers in choosing vocations and having right attitudes towards them
- To provide opportunities for campers to participate in the expanding program of the

Church, the denomination, and some interdenominational agencies

TO SUMMARIZE OUR OBJECTIVES:

- To bring persons into a vital relationship with Jesus Christ as Savior and Lord
- To provide opportunities for enriching Christian fellowship and experiences in creating a Christian community
- To give an awareness of God's creative power as revealed in the great outdoors
- And last, but by no means least, TO HAVE FUN IN THE PROCESS!!

Ways to Interpret These Values:

I.— TO THE CHURCH

1. Use available opportunities to explain the true purposes of Camp Johnsonburg. Unless they are told otherwise, many may think of camp as simply a recreational experience – a vacation with a Christian flavor. Some possible avenues for communicating this information are women’s and men’s meetings, adult group sessions, parents’ gatherings, and particularly meeting of the Session. Church school meetings offer an excellent time to describe camping values to teachers.
2. Utilize pictures down loaded from the web site (www.campjburg.org), or those taken by campers or borrowed from Camp Johnsonburg. These can easily be arranged for an effective display. Pine cones, ferns, or other green shrubbery will give the display a “woody” feeling. A simulated campfire always creates a camp atmosphere.
3. Written or verbal testimonies of former campers can be effective in conveying the message of camp values from a subjective point of view. The list of campers from each church is available from the camp office.
4. Use “homemade” posters during the spring months. This can be a worthwhile project for the youth groups and can be displayed in addition to printed brochures distributed from the camp office.
5. The church should include money in its budget for camperships. During budget discussions, camping objectives can be explained. Make arrangements with the proper committee to do this.
6. Camp and Conference Sunday, on the General Assembly calendar in the spring each year, provides an excellent time to tell the whole church about what camping means to youth. The GA provides resources for this celebration. (However, it doesn’t have to be this particular Sunday. Any Sunday before camp begins is satisfactory).

II. ---TO CAMPERS

1. It is doubtful that many potential campers will beat a path to the door of the camp registrar. They will need to be cultivated. This will involve informing them, stirring their interest, and encouraging them to have their parents register them. One of the best methods to do this is by using former Johnsonburg campers to relate their experiences at camp. Be sure in all promotion with potential campers that the three big “Fs” are emphasized, Fun, Food, and Friends!
2. Camp and Conference Sunday or a Recognition Service for all campers can be a time for impressing campers and the general membership with the deep significance of the camping experience.

III. ---TO THE PARENTS

- Parents of campers should not be overlooked. They are a part of the camping experience and need to be fully aware of its objectives and inherent values. This cannot be emphasized too strongly. The parents' comprehension of camping purposes will greatly undergird the total effectiveness of the child's experience.
- These parents of prospective campers should be invited to a meeting where camping values can be explained and questions answered. Parents often have a greater apprehension than the children. They should also be assured of the health and safety of their children. This can best be done by having parents of former campers communicate with these prospective camper's parents and explain such things as the staff to camper ratio, qualifications of the waterfront staff, medical staff, meals, etc.
- Letters and general information about Camp Johnsonburg are available from the camp office.
- Securing registrations is not enough, however. Parents need to be prepared for the camping experience of their child. This can best be done at these meetings where questions can be asked and ideas shared. More specific information can also be given at this time, such as what to take to camp, transportation arrangements, etc.

Some Additional Opportunities for the Camp Johnsonburg Advocates

- Receive and distribute to all eligible campers, their families, and other prospects the Camp Johnsonburg registration forms for the summer program and the Schedule for Youth and Adult retreats.
- Encourage members of your congregation to volunteer for work projects to help improve Camp Johnsonburg.
- The camp has a “Wish List” of equipment that it needs. The Camp Advocates should secure this list and encourage people and churches to donate this equipment to camp.
- Help with securing volunteers for the summer camping program.
- Encourage your church and groups within your church to utilize Camp Johnsonburg for retreats, officer training, picnics, and other functions. This will not only help Camp Johnsonburg but will greatly enrich your congregation and help train them to better carry out their mission as a Christian Church.

This is not intended to be an exhaustive list. These are suggestions. Use your own creativity for ways to promote Camp Johnsonburg and remember you aren't expected to do all of these things. Use your email to communicate with each other. To do this a web group has been set up on Yahoo to enable a Johnsonburg advocates to communicate with each other. Through this group, you can offer support, tips, and advice to each other in a forum that all can see.

To join the Jburg advocates group, go to <http://groups.yahoo.com/group/jburgadvocates/> and click on the “Join This Group!” button/link. From there, just follow the simple directions. You may choose whether you want posts to this group to go to your email address, or if you want to check messages from the website directly. Please keep in mind, only members of this group will be able to post and read messages, so please join. Share what has worked and what hasn't. Any new ideas are greatly appreciated.

Again, thank you very much for actively participating in this vital part of the Church's ministry. May God continue to bless you as you do this.

The Rev. Suzanne Schafer-Coates, Chair
Marketing Committee
Johnsonburg Board of Trustees
320 North Main Street
Hightstown, NJ 08520
suzsc@comcast.net/sscoates@hightstownpres.org

Camp Johnsonburg Advocate Registration Form

Name _____ Date _____

Address _____ Apt. # _____
Street # _____

City _____ State _____ ZIP _____

Telephones: _____
Work Home Mobile

Email address _____

Church _____ Presbytery _____

Return this form to:

The Rev. Suzanne Schafer-Coates, Chair
Marketing Committee
Johnsonburg Board of Trustees
320 North Main Street
Hightstown, NJ 08520

suzsc@comcast.net/sscoates@hightstownpres.org

Appendix E.3.

A Viability Assessment Tool for Camp, Conference and Retreat Centers

Produced by the Consults' Network of Presbyterian Church Camp and Conference Association

This tool is intended to give reassurance or an early warning about the viability of a camp ministry. Questions do not have the same value in relation to viability. Regardless of your score, strive to turn each No into a Yes and each low calculation into a better number.

[Items in brackets are for web data base calculation only. Numbers in brackets are the assigned value for each "Yes" or for the value of various calculations such as in Finances #4. The assigned values are Robert Allen's best guess.]

Finances:

1. Do fees at least cover the direct cost of events and services? Yes No [9]
2. Does the ministry operation generate, through fees, more than 70% of the annual expenses? [10] OR
60% – 70% [7] OR
40% – 60% [3] OR
less than 40% [0]
3. Are all use and program fees reviewed annually and set in relation to the cost of operation, local competition, and what the market will bear? Yes No [7]
4. Do this calculation:
(Total number of four-season beds x 110) = A
(Number of seasonal beds x the total nights available x 0.3) = B
(Number of nights any bed was rented by an overnight guest) = C
Formula: $C \div (A+B) = X$.
If X = 1.3 or above [10].
If X = 1–1.3 [9].
If X = 1–.75 [6].
If X = 0.75–0.5 [4].
If X = 0.5–0.3 [1].
If X = less than 0.3 [0].
5. Has the operation ended in the black for 1 year? [2], OR
for the past 3 years? [8], OR
the past 5 years or more [10], OR
has ended in the red for 2 or more years [-4]
6. Do we have a comprehensive funding plan (such as an annual budget, funds development plan, annual fund drive, monthly financial reports reviewed by Director and/or Board)? Yes No [10]
7. Do annual individual gifts, grants, and dividends equal at least 10% of the annual expenses?

Yes No [10]

8. If the presbytery (judicatory) budget directly supports the ministry by such items as pledge and salaries, does the amount equal less than 15% of the annual operating expense?

Yes No

9. Do all of our committee or board members annually make cash contributions to the ministry?

Yes No [9]

10. Does the ministry carry over all surplus funds/debts into the next year's budget as equity/liability? Yes No [6]

11. Do you have sufficient reserve funds to carry the operation through 3 months without fee income? Yes No [9]

[Subtotal score is the sum of values associated with each question: _____. Maximum score = 90]

Summer Program

1. Do at least 50% of campers return for a second time? ___Yes ___No [10]
2. Do at least 10% of campers return 3 or more times? ___Yes ___No [5]
3. Do at least 50% of the summer staff return for a second season? ___Yes ___No [10]
4. Do at least 10% of the summer staff return 3 or more times? ___Yes ___No [5]
5. Are there any weeks or events that typically have a registration waiting list? ___Yes ___No [5]
6. Do you have the appropriate number summer program staff to provide adequate leadership and supervision each week? ___Yes ___No [4]
7. Are an average of 75% of the spaces filled during the summer programs? ___Yes ___No [8]
8. Can we demonstrate how each program activity relates to and helps fulfill our mission, supports our core values, and meets our goals? ___Yes ___No [7]
9. Does summer staff training provide the knowledge and skills to care for campers, maintain supervision and safety standards, lead activities, resolve conflicts, and be better able to serve the Church after camp? ___Yes ___No [8]
10. Are Bible studies age appropriate and do they allow for possible differences in interpretations? ___Yes ___No [6]
11. Do campers have some choices about activities and schedule? ___Yes ___No [5]
12. Is there a system in practice for contact with parents of campers while at camp about such things as injuries, distribution of medications, missing home syndrome (homesickness), and other concerns expressed by a parent? ___Yes ___No [7]
13. Is there a system in practice which makes contact with past campers at least 2 times during the year, in addition to the annual brochure? ___Yes ___No [5]
14. Are there unique elements of the program or unique features of the site utilized? ___Yes ___No [5]

[Subtotal score is the sum of values associated with each question: _____. Maximum score =90]

Guest Services and Hospitality:

1. Was the last health inspection score of the kitchen/dining area graded above 97? ___Yes ___No [10]
2. Is access to features that could be considered an attractive nuisance (pool, challenge course, ropes course, barn, maintenance, archery equipment, etc.) controlled so guests use these only with authorized supervision? ___Yes ___No [10]
3. Are at least 4 services offered to retreat guests (such as retreat planning assistance, lifeguards, challenge course facilitators, recreation leaders, worship leaders, camp fire program, hay rides, nature study, horseback riding, cookout assistance, Other _____)? ___Yes ___No ___ Does not apply if site does not host retreat groups. [8]
4. Are the regular adult menus suitable to serve to an informal gathering of your biggest supporters? ___Yes ___No ___ Does not apply if site does not host retreat groups. [8]
5. Is there at least one person (staff or volunteer) on site and on call whenever there are guests on site? ___Yes ___No ___ Does not apply if site does not host retreat groups. [6]
6. Does the person hosting seek ways to meet all legitimate needs and requests of guests and are unusual requests negotiated to the guest's satisfaction? ___Yes ___No [6]
7. Whenever a client complains, do all our staff say something like, "Thank you! I am very glad you told me about this so we can do something about it." ___Yes ___No [6]
8. Is the information sent out inviting to read and easy to understand? Does it provide the information guests need to have a safe and successful visit, motivate proper responses, and answer the most frequently asked questions. ___Yes ___No [8]
9. Are often forgotten items available for loan, rent, purchase, or free — things such as linens, toothpaste, tooth brush, razor, soap, bath mat? ___Yes ___No [4]
10. Do the staff pray for your quests before, during and after their visit? ___Yes ___No [4]
11. Are guests and clients thanked for allowing us to serve them? ___Yes ___No [5]
12. Do the staff (including summer staff) model Christian character, attitudes and behavior? ___Yes ___No [9]
13. Are 25% of our parking spaces, beds, baths, and other areas accessible to persons with restricted mobility or other special needs? ___Yes ___No [6]

[Subtotal score is the sum of values associated with each question: _____. Maximum score = 90.]

Site and Facility:

1. Is the estimated deferred maintenance cost less than 40% of the camps total annual operating budget? ___Yes ___No [10]
2. Do you have a long range schedule of maintenance and are funds set aside (escrow) each year to pay for the long term maintenance items as they come due? ___Yes ___No [8]
3. Are inspections done annually by outside professionals (such as fire marshal, electrician, insurance agent, and biologist) and their recommendations acted upon? ___Yes ___No [9]
4. Are environmental and area hazards (dead trees, poison ivy, weak hand rails or steps, uneven walks, etc.) regularly repaired, controlled or removed? ___Yes ___No [8]
5. Do all bed spaces have attached baths and do bedrooms used by adults have private baths? ___Yes ___No [8]
6. Are accommodations arranged so that 2 or more groups can be served at the same time? If adults are served, can adult groups use the site during summer camps or youth retreats without either one interfering with the other or increasing risks to children? ___Yes ___No ___ Does not apply. [8]
7. Do staff and committee/board members do annual guests'-eye inspections of the site and answer questions like these: What are our guests' impressions? How does a newcomer react to our signs and rules? Where do people get confused? What do they find difficult or confusing to use? How can we increase their sense of security and blessing while here? and is immediate corrective action taken? ___Yes ___No [7]
8. Is unauthorized traffic and outside intrusion adequately managed? Do guests feel safe while on the property? ___Yes ___No [7]
9. Are meeting rooms well lighted and provided with adequate furniture, supplies, and equipment? ___Yes ___No ___ Does not apply. [6]
10. Is the site owned, rather than leased, by the presbytery (judicatory) or related corporation? ___Yes ___No [6]
11. Is there a plan for future program and site development that projected for at least 3 years? ___Yes ___No [6]
12. Is the site within 120 miles of 75% of our potential clients? ___Yes ___No [7]

[Subtotal score is the sum of values associated with each question: _____. Maximum score = 90.]

Administration:

1. Is there a clear statement of mission which can be quoted and explained by each staff person and board member? ___Yes ___No [8]
2. Do we have a database or databases that keeps track of each camp participant, retreat group leaders, staff member, donor, alumni and presbytery (judicatory) leadership? ___Yes ___No [9]
3. Is the ministry accredited by, or does it follow the standards set, by the American Camp Association? ___Yes ___No [9]
4. Is the oversight committee or board permitted to do unrestricted fundraising? ___Yes ___No [7]
5. Does the retreat and camp registration system make it easy for first-time users to sign up? ___Yes ___No [8]
6. Do staff regularly follow up with contacts and prospects? ___Yes ___No [8]
7. Are committee / board members selected on the basis of talents and knowledge needed? ___Yes ___No [8]
8. Does the committee / board understand its job to be setting policy, solving problems, supporting staff, and public relations rather than day-day management? ___Yes ___No [7]
9. Are all staff screened with face to face interviews, reference checks and national criminal background checks? ___Yes ___No [10]
10. Are there clear personnel policies and job descriptions for all positions? ___Yes ___No [7]
11. Are emergency and crisis response plans reviewed and rehearsed at least annually? ___Yes ___No [8]
12. Is there a system in practice to get evaluations and feedback from each guest, camper, camper parent, and retreat group sponsors? ___Yes ___No [6]
13. Is there intentional efforts for cooperation and coordination among staff (Administrative Director, Registrar, Program Director, Site Manager, food service, and seasonal staff)? ___Yes ___No [5]

[Subtotal score is the sum of values associated with each question: _____. Maximum score = 90.]

Marketing and Publicity:

1. Can the ministry director and board call 50% of the presbytery's (judicatory 's) pastors by name? ___Yes ___No [10]
2. Can the ministry leadership tell about the transformations that occur in lives of persons who participate? ___Yes ___No [10]
3. Do 30% of our churches annually use the site for a retreat or send participants to judicatory sponsored events? ___Yes ___No, [5] OR 50% of churches use ___, [7] OR more than 50% [10]
4. Are phone messages and e-mails answered within two days or less of being received? ___Yes ___No [10]
5. Are publicity pieces –printed and/or electronic– distributed to potential clients (campers, retreat guests, etc.) and/or decision makers (parents, ministers, educators, retreat leaders, etc.) ___Yes ___No [10]
6. Are presbytery (judicatory), churches and ministers regularly informed about camp happenings, plans, and financial reports? ___Yes ___No [10]
7. Is there at least one personal contact between the Director or a board member and every church or minister in the presbytery (judicatory) every two years? ___Yes ___No [10]
8. Do we host presbytery (judicatory) or committees or council meetings at least once each year? ___Yes ___No [10]
9. Is there an organized plan to regularly utilize the ministry's supporters such as a Camp Advocates Program or Friends of Camp _____? ___Yes ___No [5]
10. Are churches encouraged to celebrate the camp or retreat ministry once a year by providing suggested materials for ease of use? ___Yes ___No [5]

[Subtotal score is the sum of values associated with each question: _____. Maximum score = 90.]

Bonus Question:

1. Does Jesus (or one of the other two) make regular (or even occasional) appearances at times other than 11:00 am on Sundays? ___Yes ___No ___Unknown ___Does not apply. :-)
[10]

Proceed to Scoring on next page.

GRAND TOTAL 550 Maximum score .

RATING:

- Above 500** Viability is very good. Keep up the good work and improve where you can.
500 – 450 Improvement is needed to assure long term viability.
450 – 375 With focused effort viability can be recovered.
Below 300 The future of this ministry is in doubt.
-
-

If you need or want help with any concerns raised by these questions the Consultants' Network can help with additional printed material or personal contact or even a visit.

Contact:

1. **Paul Fogg**, Coordinator Tel – 770-946-4276; paulfogg@calvincenter.org
2. **Rev. Robert R. Allen, CCD** robertallen@nc.rr.com
3. **Gary L. Batty, MBA** garyb@moranch.com
4. **Stephen F. Coons**, steve@cpip.org
5. **Cheryl Hartman, CCE** hartman.cheryl@gmail.com
6. **John G. Hicks**, jghicks@gmail.com
7. **William A. Key, CCD, CCE** wgkey2@aol.com
8. **Rich Swartwood, CFRM** rich@pyoca.org

**Covenant of the Outdoor Ministry Program
of Trinity and Foothills Presbyteries**

Article I
Introduction

Purpose: The Outdoor Ministry Program (OMP) of Trinity and Foothills Presbyteries exists in order to serve the program and staffing needs of the camping and conference ministries of the constituent Presbyteries.

Relationships: The OMP is jointly related to the Presbyteries in that each Presbytery elects the members of the board. Each Presbytery shall elect six members of the board who will serve three year terms. Board members may be re-elected for a subsequent three-year term. One member of each class shall also serve on the Camp Fellowship Committee of Trinity Presbytery and the Camp and Conference Division of Foothills Presbytery.

The OMP shall elect its own officers. The Board shall elect a moderator and a secretary. Terms of service for officers shall be one year, with the possibility of re-election of a second year. The Board's moderator and secretary shall be from different Presbyteries and shall alternate upon election.

Covenant of Agreement: The covenant specifies further the relationship and accountability of the OMP to Trinity and Foothills Presbyteries and the responsibility of the Presbyteries to this ministry. The covenant will be in effect indefinitely with comprehensive review and evaluation every five years. Amendments to the covenant shall require concurrence of the OMP and each of the constituent Presbyteries.

Article II
Mission

The Presbyteries of Trinity and Foothills covenant to:

- (a) Work together to support and provide camping and conference ministries through the Outdoor Ministry Program Board of Foothills and Trinity Presbyteries.
- (b) Provide, maintain and develop Camp Fellowship and Camp Buc for the ongoing camping and conference ministry of the Outdoor Ministries programs of Trinity and Foothills Presbyteries.
- (c) And as covenant partners, to provide unified funds through the program budgets which shall support the work of camping and conference ministries in accordance with the established budget processes of each Presbytery.
- (d) Elect members to serve on the OMP.

Article III
Responsibilities of Outdoor Ministries Program Board (OMPB)

The Outdoor Ministry Program Board Covenants to:

- (a) To make available camp and conference ministry resources (program and personnel) for study, worship, fellowship and service, to undergird and support the nurture and ongoing ministries of the two Presbyteries and the churches within their bounds.
- (b) To provide and promote an integrated residential camping and conference program for children, youth and adults of Trinity and Foothills Presbyteries.
- (c) To cooperate with the other divisions of the two Presbyteries in carrying out the ministry and mission of the Presbytery, Synod and General Assembly.
- (d) To set and oversee equitable policies for the use of facilities by churches, PC(USA) governing bodies, and as space may be available, to groups outside the governance of the PC(USA).
- (e) To support and supervise the work of the Outdoor Ministries Program Director in consultation with appropriate Presbytery staff.

Article IV
Financial Commitment

- (a) The Presbyteries will share equally in providing for the terms of call for the Outdoor Ministries Program Director.
- (b) Changes in the terms of call of the Outdoor Ministries Program Director shall be recommended by the Outdoor Ministries Program Board.

Article V
Property

The camp and conference properties of Foothills and Trinity Presbyteries will remain in the trust of the Presbyteries. Use of the property will be coordinated between the OMPB and the appropriate structures of the constituent Presbyteries.

Article VI
Strategic Planning

The OMPB shall, in consultation with the appropriate structure of the constituent Presbyteries, develop and provide an ongoing process for strategic planning.

Resources for Further Reading

Keeping and Healing the Creation, Presbyterian Eco-Justice Task Force, by Committee on Social Justice Policy, © 1989, available from Presbyterian Marketplace (PDS# 33189101).

Tending the Garden: Essays on the Gospel and the Earth, ed. Wesley Granberg-Michaelson, Wm. B. Eerdmans, © 1987.

Restoring Creation for Ecology and Justice, PC(U.S.A.) Study Paper adopted by the 1990 General Assembly, available from Presbyterian Marketplace (PDS# OGA90002).

Out of the Wilderness: Building Christian Faith and Keeping God's Creation, available from PC(U.S.A.), <http://www.pcusa.org/environment/pdf/nccc-wilderness.pdf>.

Rooted in God's Word and Lands, available from PC(U.S.A.), <http://www.pcusa.org/environment/pdf/nccc-land-stewardship.pdf>.

Hope for a Global Future: Toward Just and Sustainable Human Development, available from Presbyterian Marketplace (PDS# OGA96013), (1996 General Assembly).

And the Leaves of the Tree are for the Healing of the Nations, Carol Johnston, available from Presbyterian Marketplace (PDS# 7243306001).

Links to additional resources and advocacy groups (<http://www.pcusa.org/environment/links.htm>).

Last Child in the Woods, Richard Louv, Algonquin Books, © 2008.

Presbyterian Church Camp and Conference Association website, <http://www.pccca.net>.

Glossary

Ecology — The branch of biology dealing with the relationships of organisms with their environment and with each other.

Environmental Science — The integrated study of factors that influence the environment and environmental systems, especially the interaction of the physical, chemical, and biological components of the environment.

PCCCA — Presbyterian Church Camp and Conference Association

OMPB — Outdoor Ministries Program Board