

Quick Facts

- Fellowship's first summer camping program was held in 1948
- As a year-round ministry of Trinity Presbytery, Fellowship welcomes church outings and retreats, businesses, school groups, family reunions, weddings and other events to this sacred site.
- Fellowship has continued to expand its ministry by offering opportunities for the community to gather for worship and recreation. Since 2013, First Presbyterian (Ware Shoals) has co-sponsored a Sunrise Easter Service at the camp. The camp has partnered with local community groups and civic organizations to be a community gathering place.
- Fellowship seeks to support the ministry of Trinity Presbytery's local congregations by providing programmatic opportunities and support for activities in the local congregation. Examples of these programmatic support activities include: Confirmation, officer training, and other specialized retreats for children, youth and adults (when requested by congregations), leadership training and planning retreat for Trinity Presbytery's Youth Council, support for the Older Adult Committee's Fall Adult Bible Study, etc.
- In 2015, Fellowship welcomed 915 overnight retreat guests and well over 3,000 day-use guests.
- Fellowship operates a full service, DHEC-Licensed food service for guest groups. In 2015, over 2700 meals were served.
- In 2015, Fellowship welcomed 221 campers to our traditional summer camping program. *Those campers came from 22 of Trinity's congregations*, but also from many other churches in our community. Still, many other campers indicated no normal connection with a faith community or no previous church affiliation – making this one of Trinity Presbytery's great outreach ministries.

FIVE VALUES OF

CHRISTIAN OF CHRISTIAN CAMPING

1. GENUINE COMMUNITY IS EXPERIENCED
2. MINISTRY TO THE WHOLE PERSON TAKES PLACE
3. RELATIONSHIPS ARE BUILT WITH GOD AND OTHERS
4. MEMORIES AND MAJOR LIFE COMMITMENTS ARE MADE
5. TOMORROW'S LEADERS ARE DEVELOPED TODAY

from *Five Values of Christian Camping (CCCA Focus Series 6)*;
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Key Findings

- “The mission of Camp Fellowship plays a vital role in the ministry of God’s people in Trinity Presbytery and in the world.”
- “Camp Fellowship actively contributes to understanding the world God has created.”
- “Whether there are guests on site or not, Fellowship is a community of faith and is always the church. Thus, guests are not seen as “users” or renters of facilities. They are viewed, just as visitors are seen in a church, as spiritual guests, and sometimes even as pilgrims, who join the faith community for a while. **They may also become partners in ministry.**” [emphasis added]
- “Through Fellowship’s support for the community, the site demonstrates what it means to be a Christian neighbor and extends the witness of the Church into lives and places where the church may not otherwise go. Such hospitality to the community is an unspoken invitation to take part in the culture that Fellowship exhibits, and even to join in its programs.”
- “In the future, Camp Fellowship can grow in its capacity to provide program services for local churches that the Presbytery may, at some point, no longer be able to provide. Through training events, renewal experiences, and support for leadership, Fellowship can serve the Presbytery and its congregations.”
- “While moving forward with incorporation as a nonprofit entity would greatly enhance Fellowship’s ability to achieve its financial goals, there are numerous initiatives that do not need to wait upon that process and should begin immediately.”
- The “preferred financial future” is based upon the following assumptions:
 - 70-80% of the site’s revenue should be “earned”
 - Additional operating revenues are required in the form of gifts and Presbytery support.
 - This plan will require ambitious, but not unrealistic, growth in earned revenue from increased activity. Enhanced marketing, the establishment of new partnerships, and expanded program lines will be required
 - The site currently has the capacity to generate the required level of revenue without additional facilities, but with some moderate level of upgrade and improvement.
 - Direct costs should be reduced to appropriate levels etc.
 - The financial contribution of the Presbytery will be reduced to an amount that is 10-15% of the earned revenue, which is a far more appropriate level of support for a judicatory. It recognizes the significant role and relationship of Camp Fellowship to the Presbytery, and yet is neither a burdensome amount for the Presbytery nor an unhealthy dependency for the camp.
 - Regardless of incorporation (see below), there has to be an increased level of funding from donors and foundations.

Key Recommendations

- “As the ministry grows and program is expanded, the leadership of the camp should **regularly review the statement of mission** to be sure that it remains clear, and is compelling for leaders, participants, and supporters.”
- The consultant team recommends officially changing the name and identity to **Fellowship Camp and Retreat Center**, and removing references to “conference center.”
- “Following the implementation of a plan for growth for residential camp and the outdoor education program, developing day camping to a full summer program would be the next step in program development.”
- **Important efforts must be made in the near, intermediate and long-term to achieve financial benchmarks and goals necessary for continued ministry in a changing financial environment.**
- **An effective Funds Development Plan** needs to be implemented as soon as possible. This Funds Development Model should include components for annual giving (operating fund), project-focused giving, an eventual capital campaign, and the establishment and growth of an endowment fund.
- **Structure and Governance** should be thoroughly explored to determine the best case for mission effectiveness and financial sustainability to expand organizational capacity.
 - **Incorporation will make it far more likely that these fiscal goals can be realized.**
 - Additional earned revenue is far more likely with a separate corporate entity.
 - Other organizations are often far more willing to enter into partnerships and invest in programming initiatives with centers that have their own 501(c)3.
 - In today’s world, donors are generally more willing to support an entity that is organizationally separate from a judicatory.
- **Site and Facilities will continue to require attention and care through good stewardship.** “While the changes in facilities are not the essence of the strategic plan, it is unlikely that the goals for mission, program, and financial development can be met without significant improvements to the physical resources.”
- “Fellowship should position itself to develop the relationships necessary for conversations around potential gifts and/or purchases of land. Instruments of giving such as Charitable Remainder Trusts may be useful to potential land donors, and Fellowship should be prepared to engage in those conversations as appropriate.”

Visit <http://www.campfellowship.org/ministryplan>

for more information.

Process & Timeline

January 2013 - Outdoor Ministries Division (OMD) has introductory meeting with Run River to discuss complete Ministry Planning Process

Trinity Presbytery's Coordinating Team approved engaging with Run River for Ministry Planning and Consulting.

January 2015 – January 2016 – Four Intensive-Focus Retreats were held at Fellowship with OMD members, OMD-Advisory members and presbytery staff invited to participate.

Data reviewed in preparation for each of these retreats included:

- Revenue and Expense reports, 2009-2015
- Summer camp enrollment reports, 2007-2014
- Guest group reports, 2009-2014
- Facility data and information
- Report of 2010 Fellowship Task Force

Additional conversations were held with various Presbytery staff (General Presbyter, Treasurers, Financial Administrator, Administrative Assistants, Registrars, Camp Staff) during the course of the process.

November 2015 – OMD Request that the Coordinating Team appoint a Task Force to help guide the work of the presbytery with Run River's Report.

December 2015 – Initial Task Force Members Named

February 2016 – Summary Report received from Run River for review.

March 2016 – Run River's Report received for initial review and comment. Various Committees/groups engage in review and conversation.

April 2016 – First Task Force Meeting
Run River Report presented to Trinity Presbytery for First Read

June 2016 - Run River Report presented to Trinity Presbytery for "Second Read" and adoption along with initial recommendations for implementation from the Task Force.

Opportunities for Comment

Please visit <http://www.campfellowship.org/ministryplan> for an opportunity to review additional information related to the work of the Outdoor Ministries Division at Fellowship Camp and Conference Center. Submit your comments and questions through this page for consideration by the OMD and Fellowship Task Force.

Resources

Foster, W. L., Kim, P., & Christiansen, B. (2009). Ten Nonprofit Funding Models. *Stanford Social Innovation Review*(Spring 2009), 32-39. Retrieved from http://ssir.org/pdf/2009SP_Feature_Foster_Kim_Christiansen.pdf

"Serving at the Threshold" by Buzz Reed, a case study of the Texas Methodist Foundation by the Indianapolis Center for Congregations, 2013 <https://www.tmf-fdn.org/assets/uploads/docs/TMFCaseStudy-Serving-at-the-Threshold.pdf>

Affording the Ministry We Cannot Afford To Lose: A professional strategic document written for Camp and Retreat Leaders and Conference Leadership responsible for decisions related to the long-term sustainability and financial health of Camp and Retreat Centers and Ministries <http://www.campfellowship.org/ministryplan>

Contacts

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OMD Advisory Member.....**L.K. Callicott** (School & Community)
OMD Advisory Member.....**John Shearouse** (Special Projects)
OMD Advisory Member.....**Morgan Barr** (Young Adult)

A Presentation for the Stated Meeting of
Trinity Presbytery

April 16, 2016

First Reading

Fellowship Camp & Retreat Center Master Plan



Prepared for

Fellowship Camp & Retreat Center
Waterloo, SC

by

Run River Enterprises
Tully, NY

March 2016

