



Comments on Camp Greenwood

The consultant team had the opportunity to be on site June 26 - July 1, 2016, for the purpose of observing summer camp activities, meeting with leaders, and assessing the site in a preliminary manner.

This visit did not constitute an exhaustive site evaluation, but was rather an initial visit designed to review the potential for fiscal viability of the site and the plan for ministry.

Given this review of the site and the plans for ministry, it is our initial opinion that there is no reason for the site and ministry to not be viable. There is a sufficient number of beds, the program amenities are reasonably good, the facilities are in adequate shape, and there is a good population base within reasonable distance.

Forming a 501(c)3 is quickly the preferred option for faith based camps previously run as a department or division of a religious judicatory. A nonprofit organization is typically more able than a judicatory to operate a camp/retreat ministry in ways that are consistent with industry best practices, and to hold a vision for ministry that faithfully serves the mission of the church.

A camp/retreat center can be a “threshold organization,” which is more capable of serving the mission of the church when it is structurally less enmeshed with the denomination it seeks to serve.¹

We have reviewed the plans for the formation of the Greenwood Ministries Association. There are several factors which lead us to conclude that this approach to the ministry of Camp Greenwood has a high likelihood of success:

- GMA is already actively cultivating significant faith based partnerships which are among most effective approaches to growing and increasing the effectiveness of the ministry.
- There is evidence of a commitment to continue with planning and organizational growth to develop the necessary systems, including donor development and marketing.

¹ Reed, B. (2013). *Serving at the Threshold: How the Texas Methodist Foundation Helps Fulfill the Greater Purpose of the Church*. Indianapolis, IN: Indianapolis Center for Congregations.

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- There is obviously a strong volunteer commitment to the ministry of Camp Greenwood at this time. That commitment will need to be nurtured and expanded as the organization matures. The roles of volunteers change as an organization moves through the stages of its life, but there is a marked dedication to not only the site but to the ministry made possible by the site. Volunteers are already working to understand and develop the data and information systems that are used to maintain a healthy camp and organization.

From this initial observation, it would seem that the site and ministry can certainly be both fiscally and missionally viable, and that the Greenwood Ministries Association has an excellent chance of fulfilling that responsibility.

About Run River

Run River has provided nationally recognized leadership in camp and conference/re-treat ministries for nearly two decades. We bring a skilled, dedicated and experienced team and a creative, productive process to every project.

We are accomplished in leading group process, particularly in corporate (group) spiritual discernment. Spiritual discernment is combined with advanced data analytics including statistical, GIS (geographical information systems), and trend analysis. Relevant business models and applicable tools help to shape the final approach to the future.

The result of such an integrated process, framed by being “wise as serpents and innocent as doves,” is a future that is both fiscally sound and missionally viable.

Run River has forged and refined business tools that are becoming industry standards, such as: Cost and Contribution Analysis, Return on Investment, project management systems, dashboard based projection systems, and long range financial planning.

While we bring experience, expertise, and visionary leadership to every project, we believe that our role as consultants is not to determine the best course of action, but to enable the group to hear God’s call and make the best decisions it can for its ministry. Our intent is not only to answer present questions but to create the organizational capacity and to design the systems that will support capacity building into the future.

Our staff has taught courses nationally and regionally in designing effective financial systems, project management, program development, fund development, marketing, rate setting, cost analysis, and ministry viability.

We have worked successfully with more than 100 organizations representing over 160 sites of ministry. Those projects have resulted in expanded programming, new facilities, increased and refocused resources, and improved organizational capacity.