

**Preliminary Report of the Greenwood Administrative Commission
To the Presbytery of Lake Michigan
October 20, 2018**

Background:

Camp Greenwood has been a Presbyterian Camp for nearly 60 years. Those years have been marked by highs and lows, challenges and changes, celebrations and laments. Summer Camp enrollment has been reported as high as 2,000 to as low as 87. Changes in culture during this sixty-year interval have affected camping ministries in both obvious and sometimes more subtle ways. The last 18 years have been very challenging for Camp Greenwood.

Utilizing a process of discernment, in 2015 the Presbytery of Lake Michigan decided to no longer operate Camp Greenwood. The next year, 2016, marked the last year of a Presbytery-run Camp Greenwood. During the summer of 2016, the Presbytery looked at alternatives for the use of the properties.

Some wished to sell the camp, noting that during the period of 2000 to 2015 the Presbytery had invested over \$700,000 in operating the camp in the form of direct support, salaries, and covering operating losses, which occurred in 9 of the 16 years.

Others offered multiple suggestions as to possible futures for the Camp. Following a further period of exploration and discernment, the Presbytery's Leadership Team made the choice to recommend the current arrangement with Greenwood Ministries Association (GMA) to the Presbytery at its December 2016 meeting.

December 2016 Decision:

The Minutes of the December 06, 2016 Lake Michigan Presbytery meeting record the following:

A motion prevailed to accept the proposal as presented.

LEADERSHIP TEAM CAMP GREENWOOD RECOMMENDATIONS NOVEMBER 4, 2016

Following the extensive work of the Camp Greenwood Discernment Task Force in 2015 and rooted in the assessment and recommendations of the Leadership Team's Exploration and Transition Team formed in January of 2016, the Leadership Team commends to the Presbytery for its consideration the following actions:

1. That a Covenant Agreement be established between the Presbytery of Lake Michigan (PLM) and the Greenwood Ministries Association (GMA) for the purposes of offering summer camping as well as a variety of other educational programs at the Camp Greenwood property.
2. That the Presbytery of Lake Michigan shall lease the Camp Greenwood property to the Greenwood Ministries Association for an initial period not to exceed two years, for the purpose of operating a full camping ministry; and that the terms of the lease shall cover

the cost to the Presbytery for any insurance coverage necessary to supplement the liability insurance the GMA is expected to maintain.

3. That the Presbytery affirms that before any consideration of transferring ownership of Camp Greenwood property to the GMA or any other such entity, it shall be determined which portions shall be granted and which shall be placed on the market for sale. The proceeds of any property sold shall be for the benefit of the Presbytery and the fulfillment of its shared mission.
4. That an Administrative Commission be appointed by the moderator and charged with the following responsibilities together with the authority and resources to fulfill them.

- a) Execute the covenant and the lease, in concert with Presbytery's legal counsel and Presbytery Trustees.
- b) Monitor and ensure fulfillment of the terms of the covenant and lease by all parties during the tenure of the lease.
- c) Monitor GMA's progress toward conducting a vital camping ministry and sustaining financial viability.
- d) Make changes to the covenant agreement or lease that may at any time become necessary.
- e) Address boundary issues with neighbors.
- f) Explore and propose to the Presbytery what portions of the Greenwood property should be sold, and when, to support the larger mission of the Presbytery and what portions may be transferred to GMA to be held in trust for the PC(USA), informed by priorities for shared mission funding being developed by the Leadership Team and by the strategic vision for camping ministry being developed by the GMA, and explored in consultation with the Presbytery Trustees.
- g) Negotiate and propose to the Presbytery any succeeding lease or transfer of property agreement regarding the GMA and the Camp Greenwood properties.
- h) Provide updates to the Presbytery through the Clerk's Report and provide a final report to the Presbytery at or prior to the Stated Meeting of Presbytery in September 2018.

Appointment and Composition of the Commission

On December 20, 2016 the following appointed members were convened by the General Presbyter and the Stated Clerk and held their first meeting:

Rev. Calvin Bremer, Hesperia,
Rev. Tiffany McCafferty, Paw Paw,
Ruling Elder Kimberly Dickens, Northwestminster, Lansing,
Ruling Elder Von Tucker, Niles First
Ruling Elder Daniel Van Beek, Benton Harbor, First

Shortly after commissioning, Ruling Elder Kimberly Dickens found it necessary to resign from the Commission in February 2017 for health reasons. In August 2017 Rev. Jake Kaufman was appointed to the Commission. He began his work in early September 2017.

Work of the Commission

Consistent with the Mandate given the Commission as detailed in paragraph 4 of the December 2016 PLM Minutes, the Commission has, among other activities, done the following:

a) Execute the Covenant and Lease

Developed a Covenant Agreement between the Lake Michigan Presbytery and the Greenwood Ministries Association detailing expectations for each party. Developed a lease agreement in force until December 31, 2018 for GMA to lease the PLM properties commonly identified with Camp Greenwood. The Covenant and Lease were signed by both parties on April 07, 2017.

b) Monitor the activities of the GMA and entities within the PLM to ensure adherence to the conditions of the covenant and lease.

Monitored adherence of all parties, acting and reminding when necessary.

c) Monitor the progress of the GMA toward conducting a vital camping ministry and financial sustainability.

This included comprehensive assessment of the GMA's organizational viability in 2017 and again in 2018. The process included a self-evaluation by the GMA. The focus was the enhancement of the GMA, a fledgling organization. The tools for the process were developed from tools used for not-for-profit organizations here in the US and abroad. Financial viability was monitored through monthly financial reports and through a Financial Review of GMA's 2017 financials conducted by an outside CPA firm.

d) Make changes in the lease and covenant as necessary.

The Commission approved changes in insurance coverage that adequately protected the Presbytery's interest while reducing the premiums for the GMA.

e) Address boundary issues with neighbors.

This was done with some neighbors and will be on-going with other neighbors.

f) Explore and propose to the Presbytery what portions of the Greenwood property should be sold, and when

The Commission conferred frequently with the GMA regarding its Strategic Plan and vision to identify parcels that should be sold, and which ones, in the opinion of the GMA should not be sold.

The Commission has maintained consultation and open communication with the Presbytery Trustee as mandated.

The Commission acquainted itself with the vision and plans of the GMA; and the Commission acquainted itself with the vision and plans of the Presbytery.

The Commission acquainted itself with the vision and priorities of the Leadership Team embodied in the Strategic Plan presented to the Presbytery and adopted in September 2018.

g) Negotiate and propose to the Presbytery any succeeding lease or transfer of property agreement regarding the GMA and the Camp Greenwood properties.

The Commission proposed the sale of an approximately one-acre parcel to the Presbytery in June 2018; the Presbytery approved this sale as recommended.

h) Provide updates to the Presbytery through the Clerk's Report and provide a final report to the Presbytery at or prior to the Stated Meeting of Presbytery in September 2018.

The Commission provided a report to each regularly scheduled Presbytery meeting through the Stated Clerk's Report.

The September 2018 Presbytery decided to extend the deadline for Report to December 04, 2018.

Properties of the Presbytery

Research of the Kent County On-line Records Search, the Assessment Records of Oakfield Township, and through conferring with Kent County Register of Deeds Office in Grand Rapids, the Commission verified that the Presbytery currently owns 118.4 acres located in Gowen Michigan near Greenville Michigan. The 118.4 acres are composed of eight distinct parcels with four parcels being +/- one acre or less.

The value of the land was professionally appraised in 2016 at between \$3,465,000 and \$4,655,000 depending on whether it was sold in one transaction or as various parcels.

This compares to estimated values in 2011 as per working document of Greenwood Agency work-group of \$5,010,000. We recognize that the precise value of the property is only realized when a buyer and seller agree on a purchase price. But, these estimates and appraisals provide a sense of the value of this Presbytery asset.

Note: The Presbytery approved the sale of a one-acre parcel in June 2018. This parcel is included in the above estimates and appraisals, which occurred prior to the approved sale of the land. The parcel has not yet been sold.

Interactions Between Greenwood Ministries Association and the Greenwood Commission

The Commission received the GMA Board Minutes and monthly Financial Reports. The Commission was in email or phone contact with the GMA Board or its officers on a nearly weekly basis for the last two years. On multiple occasions Commission representatives met with the GMA Board or its designated representatives to encourage, learn from, ask for clarification, or provide reports to it.

The Commission conducted two formal Organizational Evaluations of the GMA. One covered the year 2017 and the second covered 2018 YTD September 30, 2018. In each case the GMA did a self-evaluation as part of the process. The results of the GMA self-evaluation and the Commission's evaluation were shared.

Prior to the formulation of this report the GMA was asked to provide its most current Strategic Plan, its identification of properties that it identified as necessary to its future operation, a proposal as to what should be included in these recommendations, and any other information that it thought would be useful for the Commission to consider as it prepared this report and recommendations.

Observations:

The Commission shares with the Greenwood Ministry Association a commitment to the value of camping ministry in the faith-formation and leadership development of many young people. Members of the Commission pray daily for God's blessing on this ministry.

The GMA Board invested themselves in running Camp Greenwood. They invested their hearts, their time, their creativity, and their resources in operating this ministry. During 2017 the GMA ran the camp in concert with Camp Westminster utilizing the services of Jim and Suzanne Bates as Camp Directors. In 2018, the GMA employed Jake Dayringer as Camp Director.

Each year volunteers from the churches and the community surrounding the camp assisted in clean up and preparation of the grounds and the facilities. Each summer some Presbytery pastors served the camp as Chaplain for the week. Summer counselors from the US and other parts of the world helped shape and mold young lives. At the end of each summer the GMA reported on children whose lives were touched and changed while at Camp.

The cultural climate in which camping ministries operate has changed dramatically. Denominationally related camps, YMCA camps, separate 501(c)(3) camps all face new constraints to success. The declining birth rate, the struggle of congregations within the PLM to sustain youth groups, competition from specialized camps (athletic, music, specialty camps of all sorts), the difficulty of families finding time to take a family vacation, all contribute to fewer number of campers. In addition, for many, the accommodations at camp have become an issue for persons desiring to return. Camps like Camp Geneva, Camp Henry (just to name a few that many know) and others have all upgraded facilities to remain viable.

While many camps have closed within the last 10 years, many of the remaining camps have additional capacity to take campers in the summer. For a few of them this means getting on the list early, for others registration remains open until the first day of the camping week.

The cultural context affects not only camping ministry, but all the ministries of the Presbytery. The declining birthrate, the loss of members, the shrinking membership and revenues have affected many congregations. The response of some has been to look for conducting joint ministries, merger with other congregations, sharing of pastoral functions, or engaging part-time professional staff. These activities within the Presbytery have prompted a reassessment of congregational and Presbytery priorities.

The Presbytery embarked on a two-year process with multiple opportunities for congregational input. The newly-adopted Strategic Plan focuses its priorities on assisting congregations in revitalization and enabling witness in the community appropriate to the individual context of each ministry.

It is within this context that the Commission makes its recommendations.

Component Factors in the Recommendations:

Presbytery Goals and Camping Ministry

The Commission recognizes the intersection between the Presbytery’s Strategic Plan’s goals and camping ministries which occurs at the articulation of one of the Strategic Plan goals, “PLM will develop and support healthy and dynamic leaders for congregations and validated ministries.” However, the Commission also recognizes that while camping ministry is a way in which leaders are developed, there are many other ways as well.

Monitor Progress

The Commission was mandated to “Monitor GMA's progress toward conducting a vital camping ministry and sustaining financial viability.” We have chosen to divide this section of the mandate into two parts.

Progress Toward the Conduct of a Vital Camping Ministry

If vitality is evaluated by a positive experience while camping, as noted previously young people who come to Camp Greenwood speak highly of their experience. Those who participate are blessed. The Commission is grateful for this reality.

However, we believe that a vital camping ministry also means the involvement of many campers.

Camper Registration over the past six years was reported as:

2013	2014	2015	2016	2017	2018
155	120	155	188	186	116

When the GMA presented its plans in 2016 to the Presbytery prior to the adoption of the Commission’s mandate, the GMA’s Goals included the projection of 220 campers in 2018 and 236 in 2019. As you can see from the above reports these goals adopted by GMA in 2016 have not been met, and in fact the number of campers declined.

The GMA predicated its 2019 Budget on 130 registered campers.

In the summer of 2018, the GAC asked the Greenwood Ministry Association for an explanation for the drop in the number of campers and how the GMA intended to address this issue. Director Dayringer noted significant efforts to mend relationships with prior campers who had not returned, as well as changes to the program to bring back the “Greenwood Spirit.” While these may be logical strategies to bring back some of the campers of the past, GAC is not convinced that GMA has addressed the cultural issues mentioned above, which create obstacles for future camp enrollment. In sum, simply doing camp the way it has been done in the past is not likely to result in a significant increase in summer campers within the foreseeable future.

Progress Toward Sustaining Financial Viability

2016 the GMA solicited funds to show potential of viability to the Presbytery. The Statement of Financial Position at the end of 2016 showed an Equity Position of \$29,964.10

2017 GMA Financial Activity showed a loss of Net Revenue of (\$12,542.35)

2017 GMA Statement of Financial Position showed an Equity Position of \$17,421.75

Through September 30, 2018 Financial Activity YTD shows Net Revenue of \$4,807.43

2018 Statement of Financial Position thru September 30 showed an Equity Position of \$ 22,229.18

GMA operates on a Modified Cash Basis

There are two issues that are not apparent in the September 30, 2018 snapshot.

First, the GMA filed an Insurance Claim and received a settlement for \$3,654.04. Most of those monies were not expended toward the repairs. GMA realized some sweat equity by some “do it yourself” efforts. But insurance claims are not a sustainable source of income.

Second, due to the timing of the payroll (payment made October 1) the liability for the last two weeks of salary for the Camp Director did not show on this report.

In the process of Organizational Evaluation participants GMA Board and GAC Members are each asked to assign a number as an assessment

SCALE
0 – 64 Failure to meet basic standards
65- 74 Needs Significant Improvement prior to approval
75-84 Needs Improvement to be sustainable
85- 94 Acceptable
95-100 Excellent

For Fundraising the GMA gave themselves a 79; while the GAC members scores averaged 77.5

For Sustainability the GMA gave themselves an 81; while the GAC members scores averaged 67.

The most current GMA Financial Projections represented in their proposed 2019 budget includes more monies from Guest Groups (2 Band camps, weddings, miscellaneous rental, and partnership with Oasis Church) than from camp registrations. While many camps augment their revenue with outside sources, the Commission notes that the GAC’s expects to receive a disproportionate amount of income from activities that lack a direct link to the stated intent of the camp compared with many other camps.

Another concern is that a “Call to Action” appeal distributed widely by the GMA for income by the end of September that would improve the financial condition of the GMA as it was being evaluated resulted in only one new donor who had not given previously. This campaign generated only a total of \$5,860 collected from all donors with \$3,150 restricted for scholarships in the month of September 2018.

The Commission has also noted to GMA in its evaluations and other communications the need to budget adequately for deferred maintenance, repairs, and capital improvements that will be necessary for running of the camp, yet in our opinion, the 2019 budget still does not provide an adequate amount for these.

The Commission does not believe the Greenwood Ministries Association has sufficiently demonstrated that it can financially sustain a camp ministry on the properties of Camp Greenwood in the foreseeable future.

The Stewardship Questions

The Commission has wrestled with the question of whether the continued use of these Presbytery-owned properties exclusively for camping ministry represents the best stewardship of this asset.

The Commission does not believe the use of a \$3.4 million-dollar + asset for the one-week benefit of relatively few campers is the most faithful use of this asset. While the Greenwood experience has been uniquely valued by many in our Presbytery, we must recognize that sentiment for this tradition is not enough reason to carry on, particularly when there are still many other camping experiences available in Michigan at Presbyterian affiliated or other Christian camps.

Likewise, we believe that the Presbytery's Strategic Ministry Plan, including its commitment to support of spiritual and leadership development of young people, can be supported and be better accomplished through the ways described in the recommendations that follow.

Recommendations:

That the Presbytery of Lake Michigan

A. Thank God for 60 years of camping ministries at Camp Greenwood.

B. Thank the Greenwood Ministries Association for its dedication and service in leasing property and operating Camp Greenwood in the years 2017 and 2018.

Rationale:

The GMA has served the Presbytery well in providing a camping experience for our children and for exploring the viability of a different way of doing camp.

C. Approve the sale of all properties owned by the Presbytery of Lake Michigan located in Gowen, Michigan and historically associated with Camp Greenwood that have not previously been approved for sale with the conditions/understandings as cited below *

1. Greenwood Ministries Association be given until February 10, 2019 to indicate to the Greenwood Administrative Commission which portions of the properties, if any, it wishes to purchase.

- a. If the GMA wishes to purchase portions of properties that are currently a single parcel as indicated by separate ID; then the Presbytery and GMA will equally share the cost for any surveys, associated fees for splitting the properties, and for a current appraisal of the designated parcel(s) by an appraiser agreeable to both parties. If no appraiser is agreeable to both parties, each shall hire its own appraiser. The price shall then be the average of the two appraisers plus the appraisal price established by the 2016 appraisal.
 - b. The GMA will have until May 31, 2019 to raise enough funds to consummate the purchase. Closing shall be scheduled by June 30, 2019. Failure to provide proof of funds by May 31, 2019 shall negate the opportunity to purchase.
2. All other properties not designated by GMA on February 10,2019 for purchase may be placed for sale by the Trustees any time after February 10,2019. Authorization for specific parcels shall be presented to the Presbytery meeting in March 2019; and approval shall not be unreasonably withheld.
3. If GMA decides not to designate any properties that it wishes to purchase, or if its designation does not include the description of the approximately 40 +/-acres located north of MacClain, west of Sandyside Dr.NE and included as part 13380 MacClain Rd NE parcel- ID 41-08-02-251-014 that contains bogs and habitat appropriate for study, by February 10,2019 ; the Greenwood Administrative Commission shall be empowered to enter discussion with Alma College to explore ways in which the College might benefit from either purchase or use of the approximately 40 +/-acres located north of MacClain, west of Sandyside Dr.NE and included as part 13380 MacClain Rd NE parcel- ID 41-08-02-251-014 that contains bogs and habitat appropriate for study, along with parcel 41-08-02-202-027 of .462 Acres If Alma College is not able or interested in these parcels the Greenwood Administrative Commission is empowered to contact the Howell Nature Center to determine their interest in this portion of the Presbytery's property.

Rationale:

Provision 1 a) and b) provide the Greenwood Ministries Association one final opportunity to demonstrate that it can obtain the financial resources to purchase the necessary properties to run a camp,

Provision 2 provides the necessary mechanisms to authorize the sale of non-GMA desired properties.

Provision 3 acknowledges the unique characteristic of a portion of the property and its potential continuing benefit for those who engage in study and enjoyment of the various ecosystems.

D. Declare that proceeds from all sales of these properties received by the Presbytery shall be designated as follows:

1. 40% of all proceeds shall be placed in a fund for youth ministries
 - a) Focus of expenditure shall be given to youth leadership development.as determined by criteria and protocols developed by the PLM Leadership Team

- b) Scholarship monies for camping experiences at approved camps for children in need from PLM related congregations and ministries shall be one of the priorities.
 - c) Accruing interest on these funds shall be added to fund reserve each year
 - d) No more than 7% of the end of year corpus shall be spent each of first 6 years
 - e) After 6 years new provisions shall be approved by the Presbytery.
2. 30% of the proceeds shall be placed in a fund to benefit the congregations and worshipping communities within the Presbytery.
- a) Focus shall be toward support for community outreach and justice ministries either to augment existing ministries or initiate them as determined by criteria and protocols adopted by the PLM Leadership Team.
 - b) Priority to be given to ministries showing greatest potential for development.
 - c) Accruing interest on these funds shall be added to fund reserve each year.
 - d) No more than 7% of the end of year corpus shall be spent each of first 6 years.
 - e) After 6 years new provisions shall be approved by the Presbytery.
3. 30% of the proceeds shall be unrestricted.
4. The Presbytery Leadership Team shall have the authority to interpret and distribute funds in a manner it finds consistent with Part D of this recommendation or may authorize as needed appropriate and duly-appointed committee(s) or commission(s) to do the same.

E. Offer the Greenwood Ministries Association (GMA) opportunity to lease the properties of the main camp area, the manse area, and the bogs for the period of January 01, 2019 to August 31, 2019 under the same general terms as the lease that expires December 31, 2018. The GMA is to indicate their desire or lack thereof by December 31, 2018. Details shall be negotiated by the Greenwood Administrative Commission and the GMA with lease signed by February 10, 2019.

Rationale: If GMA desires to run a camp in 2019 this gives them the opportunity to do so on the Greenwood property as a “wind down” to their activities. It also allows them time to decide on their future activities.

F. Empower the Greenwood Administrative Commission to negotiate a new covenant between GMA and the PLM that no longer reflects the need for an audit of the GMA financials of 2017 and does not require monthly financial reports to be submitted, if the GMA decides to lease the property through August 31, 2019.

Rationale: The need for audit and financial reports was important to monitor financial vitality and sustainability, that need no longer exists when the above recommendations are adopted.

G. Extend the mandate and commission of the Greenwood Administrative Commission to December 31, 2019.

*The precise descriptions of these properties will be provided in the Final Report to the Presbytery.