

**Minutes of the February 5, 2005, Meeting
of the Board of Directors of
Camp Ridgecrest Alumni & Friends, Inc.**

The meeting was called to order at 1:10 pm on Saturday, February 5, 2005, at the Ridgecrest Conference Center by Scott Luna, Chairman, who presided. Hewlett Sullivan opened the meeting with prayer. Matthew Fowler, Secretary, called roll. Those in attendance were: David Bell, Sr., David Bell, Jr., Matthew Brown, Richard Burts, Jr., John Carey, Matthew Fowler, Paul Grass, Adam Hewitt, Hal Hill, Frank Johnson, Rick Jones, Scott Luna, Beth Olson, John Perry, Dan Pierce, Alan Sanders, Landis Stanfield, John Suggs, Robert Suggs, Hewlett, Sullivan, and Adam Underwood. Jackson Norton attended as President and CEO. Matthew Fowler presented the minutes of the two July 10th, 2004, Board of Directors meetings and the minutes of the October 16, 2004, Board of Directors meeting, all of which were approved.

Officer Reports

Scott Luna presented the Chairman's Report. Scott indicated there had been questions regarding the Board's willingness to take out loans in the Board's name. Scott referred the Board to Article X Section 6 of the Camp Ridgecrest Alumni & Friends, Inc. Bylaws that states, "*No loans shall be contracted on behalf of the Corporation and no evidence of indebtedness shall be issued in its name unless authorized by resolution of the members at an Annual Meeting of Members or at a Special Meeting of Members for which specific notice was given regarding that loan.*"

Scott also indicated there had been questions regarding Lifeway's official position in regards to building projects and obtaining financial resources to complete those projects. Scott stated Lifeway's position is that one hundred percent of the necessary funds must be "in-hand" before construction can commence. Scott finally urged the Board to remember while the Board has spent a great deal of time and effort working on the Ridgecrest Chapel project; we must not forget the primary purpose of this organization. The Alumni Association's primary charge is to reach out to alumni, encouraging them to join and become active dedicated members of the Alumni Association. Scott also reminded the Board of the numerous projects and scholarships the Alumni Association has provided to Camp Ridgecrest since its inception 1992.

There was no Vice-Chairman's Report, except to congratulate and thank the Board for all its efforts during the recent chapel telephone solicitation campaign.

Jackson Norton presented the Treasurer's Report for Jacob Driggers who could not be present. Jackson presented the Board with the 2004 Financial Report. Jackson indicated for 2004, the Alumni's total assets were \$199,223.94. Total income for 2004 was \$62,289.68. Net income for 2004 was \$53,593.25. Alan Sanders asked a question regarding the professional accounting fees. Jackson indicated the professional

accounting fees had been incurred due to the preparation of certain IRS documents required to be filed each year.

Jackson referenced the Statement of Cash Flows sheet indicating a net cash increase of \$25,857.41 for 2004. Total cash at the end of 2004 was \$112,232.47. Jackson also presented the Board a graph indicating Income and Expense by Month for 2004. Jackson indicated the primary reason for December being the largest income month is due to the fact most alumni send in their yearly contributions towards the end of the calendar year, apparently to take advantage of the association's tax deductible status. Jackson noted on the Previous Year Comparison Report, the increase in assets for 2004 from previous years is due in large part to contributions being designated for the Ridgecrest Chapel fund.

Secondly, Jackson presented the Board with the 2004 Giving Societies printout. This was given as information only.

Finally, Jackson presented the Board with a printout of the Association's current bond holdings. This material will be discussed during new business.

There was no Secretary's Report.

Jackson Norton presented the President and CEO's Report. Jackson indicated he had been extremely busy with the Ridgecrest Chapel telephone campaign and had not been able to complete the *ECHO*. However, he indicated the *ECHO* was almost completed and would be mailed shortly. Jackson also reminded the Board that George Shriver had resigned from the Board of Directors in December, 2004.

Committee Reports

Adam Hewitt presented the Fundraising Committee Report. Adam indicated to the Board the Fundraising Committee met last evening (February 4, 2005) to discuss the Ridgecrest Chapel fundraising efforts. Adam reported to date \$292,227.57 had been reserved for the Ridgecrest Chapel project. Adam expressed his thanks for all the efforts that went into making the telephone solicitation campaign a success. Approximately twenty-five alumni volunteers participated in the campaign. Between one hundred and one hundred twenty-five alumni were contacted during the campaign. Donations and pledges from the campaign totaled approximately thirty thousand dollars. Adam stressed aside from the monies received from the campaign; the campaign also generated a renewed interest in the Alumni Association from members who had "lost touch" with fellow alumni over the years. Adam indicated the Fundraising Committee believes the success of the telephone campaign will provide incredible momentum as fundraising efforts continue into the spring and early summer.

Adam indicated the Fundraising Committee's interest in the Board of Directors drafting short notes to fellow alumni friends that will be attached the outgoing *ECHO* newsletter. These notes will be completed at the Board of Directors meeting today (February 5, 2005). Jackson will attach these notes to the appropriate copies of the *ECHO*.

Adam reminded the Board at the October 16, 2004, meeting it was noted \$5,000 had been set aside to use towards updating our current master alumni roster from the old camper and staffer applications being stored at Camp Ridgecrest. Seven Hundred Fifty dollars had been approved to pay Matthew Brown for his efforts in researching these old files. The Fundraising Committee suggested the Board allow the remainder of this money to be used to send the new additions to the master roster an informational postcard in the next month. These postcards will update these individuals with Camp Ridgecrest and the Alumni Association's fundraising efforts for the Ridgecrest Chapel. Also Robert Suggs needs to be compensated for his efforts in researching the old camper and staff applications from these remaining funds. The Fundraising Committee further recommended the remainder of this money be used to hire an individual or a group of individuals to make personal telephone contact with every person on our current alumni master roster. This contact would be mainly to re-connect with fellow alumni and continue to update everyone with our Ridgecrest Chapel fundraising efforts. Adam indicated the Fundraising Committee was interested in having some type of celebration to mark the end of official Ridgecrest Chapel fundraising efforts. This "celebration" would be a way to thank everyone who had given to this project and also create a "last chance" for donation collection.

Finally, Adam expressed the Committee's desire to remain in contact with those alumni who have already contributed to the Ridgecrest Chapel fund. To aid in this effort, a tri-fold brochure is being designed by Adam Underwood and will be distributed at a later date.

Adam concluded his report by expressing his thanks to Robert Suggs and Matthew Brown for their efforts in reviewing the numerous old camper and staffer applications. The Board also expressed their thanks.

Dr. Alan Sanders presented the Chapel Committee Report. Alan reminded the Board the Chapel Committee has remained dormant for a couple of years while fundraising efforts have been in progress. Alan stressed there is currently not a great deal for the Chapel Committee to work on until the fundraising effort is complete and there is a clear direction to take. Alan wanted to meet with Hal Hill, Chris Maslin, and Ron Springs at some point in the near future to determine the Alumni Association's role as we try to bring this chapel project to fruition. Hal Hill stressed he was excited about working closely with the Alumni Association as we work on this project. Hal Hill indicated the final total of monies raised will ultimately determine the actual design of the chapel being constructed; however, it is currently Camp Ridgecrest's intention to accept whatever final design is approved by the Alumni Association and to assist in bringing this exciting project to fruition. Alan suggested that "reviving" the Chapel Committee by the summer may be advantageous since the official fundraising effort will conclude this summer. Paul Grass inquired as to what is the current status of our architectural plans and any current commitments to architectural firms. Alan reminded the Board the initial architectural plans were created by Lifeway. The architect who assisted with the original set of plans had left his firm and later presented the Board with a second set of plans for which he was compensated. Currently, the Alumni Association has no commitments with any particular firm. We could amend our current plans or have another architectural

firm create an entirely new set of plans. Alan stressed to the Board the final amount of monies raised will ultimately determine what type of chapel we can build. Hal Hill suggested the Board may begin to consider a “phased” approach to construction. Use the initial amount of money raised to construct “phase one” of the chapel, which would be completely functional and certainly greatly contribute to the Camp’s mission. Later, as monies become available, add the second, third, etc. “phases” to the initial build. Hal indicated each of these additional “phases” would enhance the initial “phase one” chapel. These phases may include additional classrooms, meeting rooms, and general activity rooms.

Rick Jones indicated this may be a good time to not necessarily “abandon” the current chapel design, but realistically begin to move toward developing architectural plans to construct the Ridgecrest Chapel with the monies we currently have. Rick reminded the Board of how much the Alumni Association has achieved with the various fundraising efforts. Although the total amount of funds may not reach the initially desired goal; the monies we have in-hand will certainly allow the Alumni Association to construct a facility that would positively impact Camp Ridgecrest in the years to come. Adam Hewitt stated, although the Alumni Association may not reach the initially desired goal of around \$750,000, there are some potential large donors that have not been contacted which could dramatically impact our current fund totals. These donors will be contacted in the next one to two months. After those contacts have been made we should have a better idea as to what the final total will be.

Dan Pierce indicated one potential donor, with whom he spoke, believed we would be “over-building” if our current plan was constructed. Constructing a \$750,000 chapel that would only be utilized two and one-half months each year may not be the best use of funds. Maybe we as a Board should consider other types of chapel designs that can be constructed more economically. Dan indicated Camp Greenville, near Greenville, South Carolina, has a chapel that could serve as an idea for our plans. Dan stressed the Chapel Committee should carefully consider the proper use of the chapel funds when the time comes to finalize construction plans. No matter what the final chapel design is, it must serve as a multifunctional facility. Alan indicated the chapel would indeed be multifunctional with meeting rooms, class rooms, and other useful space.

Dr. Dick Burts, Jr., stated he was familiar with Smith Wilkes Hall at the Chautaugua Institute located in Chautaugua, New York. Dr. Burts indicated this is a very functional amphitheatre-style design and may serve as an option to consider in our design process. John Carey indicated he was familiar with this facility as well. Hal Hill inquired as to whether any Alumni Association member has a background in architecture that may be willing to assist in the design plans.

Since the original plan cost approximately fifteen thousand dollars, Adam Understood inquired as to possibility of amending our current plan instead of drafting an entirely new design. Alan indicated amending the current plan is certainly a viable option and stressed the Chapel Committee will pursue all feasible options during the design process. Scott Luna indicated it will certainly be an exciting time for the Alumni Association when we can move from fundraising efforts and focus on design and construction. The Board agreed with Scott’s sentiments.

Frank Johnson presented the Special Events Committee Report. Frank reported the Special Events Committee has explored the idea of having a Camp “reunion” away from the Asheville/Black Mountain area. Often times the spouses and children of alumni members are not as willing to participate in some of the activities held during the summer reunions at Camp. Frank indicated the idea has been explored of having a vacation that would allow entire Ridgecrest families to spend time together. The idea proposed would be a cruise to the Caribbean during the New Year’s holiday of 2006-2007. A travel agent is willing to coordinate the booking of reservations and the collecting of money. The Ridgecrest group would qualify for a group discount after fifteen people register. The Ridgecrest Alumni and Friends Association could allow other non-camp families to attend or allow Crestridge families to participate. Frank stated the only requirement would be a minimal deposit from each person wanting to attend. This deposit would secure spaces for those participants. The issue of deposits will be addressed during new business.

Robert Suggs presented the Webmaster’s Report. Robert presented and demonstrated the “re-vamped” Ridgecrest Alumni website. Robert indicated the updates to the website will create ease of use, especially in regards to online donations. Robert stated in 2004, \$14, 990 had been donated through the website. There has been an archive section added where alumni members are encouraged to send old Ridgecrest postcards, photographs, tribal cheers, council ring songs, and other types of scanned camp-related images. Robert indicated the Ridgecrest Summer Camps website has been updated by an outside company. The Camp Ridgecrest Alumni and Friends Association is responsible for the alumni web-page only. Robert also indicated the alumni page is now still housed on the same server as Camps’ website, but that there is some independence between the Camps’ main web page and the alumni page for the purposes of data storage and data transfer. Adam Underwood asked where the current servers are being housed. Robert indicated the servers are being housed in Pennsylvania. The Board expressed its appreciation to Robert for his continued efforts in updating and maintaining the alumni website. The Board approved of the updates and were pleased with the new look of the site.

Jackson Norton presented a written Camp Ridgecrest Report prepared by Chris Maslin who was unable to attend. Chris’s report indicated the Ridgecrest staff was currently busy with the enrollment process. To date, enrollment is up from last year. This is extremely good news for camp, as many other area camps and the industry as a whole are experiencing a decline in enrollment. Ridgecrest is purchasing a “wet willie” which is a 100’ water slide constructed of an aluminum frame and blob-like (vinyl) material. This slide should be an exciting addition to Lake Ridgecrest. Also Camp is purchasing a late model truck and disposing of some of the older camp vehicles to make the overall Ridgecrest fleet more reliable. Camp’s kitchen facilities are receiving major updates. Almost all appliances, tables, and ventilation are being replaced. The Arapaho Egypt (bathhouse) is slated to be replaced next year. The report also indicated that a pavilion (similar to the one on the Crestridge lake) is slated to be constructed on Lake Ridgecrest this spring near the old H-dock location. This pavilion is being funded by the Alumni Association, with earmarked funds. Hal added to the written report by

expressing his appreciation to the Board for all the work the Board does: projects, fundraising, scholarships, etc. Hal stated Camp Ridgecrest's primary mission is to minister to the campers that come to us each summer and positively impact their lives. Hal stressed it is the work of this Alumni Association that greatly aids in Camp Ridgecrest's mission. Hal went on to comment about the staff recruitment process. Hal stated Ridgecrest Summer Camps wants the finest Christian college students, graduate students, teachers, and others who can work during the summer months to serve our campers each summer. Hal encouraged each Board member to forward any interested potential staffers to the Ridgecrest staff.

Finally, Hal described to the Board some of the various new marketing strategies. Hal stated there are still so many people who do not know about our Camps. Hal indicated Ridgecrest Summer Camps are the only denominational camps in the United States that focus on the individual camper as opposed to groups (church youth groups, etc.) Hal stressed the need to spread Ridgecrest's story across the Country. Ridgecrest hopes to explore marketing opportunities through new channels. Some of these channels include: the updated Ridgecrest Summer Camps website, three news articles that will be run in state newspapers across the country, a newly-developed promotional DVD, and a display area with informational postcards that will be placed in twenty-five Lifeway stores in Ridgecrest's general multi-state region.

There were no other committee reports.

Old Business

The issue of hiring a professional fundraiser had been tabled from the October 16, 2004, meeting of the Board of Directors. Adam Hewitt indicated the Fundraising Committee still believes hiring a professional fundraiser would not be beneficial to the fundraising efforts at this late stage. Adam stated he would be contacting Ridgecrest Alumni member Jeff Buhler for any advice he may have in regards to the fundraising effort. The Board concurred with the Fundraising Committee's sentiments. A professional fundraiser will not be pursued at this time.

Adam Hewitt indicated the Fundraising Committee suggested the Board approve the hiring of an individual or group of individuals to make telephone contact with each alumni member listed on the master alumni roster. The Fundraising Committee currently is seeking someone who is willing to serve in this capacity. Dan Pierce made a motion, which was seconded by Dick Burts and the motion passed unanimously that the remainder of the five thousand dollars allocated for expanding the alumni master roster be used for the printing and mailing of the "update" postcards, paying Robert Suggs and Matthew Brown for compiling alumni names from the old camper and staffer applications, and to pay the individual or individuals for conducting the individual alumni contact telephone calls.

The issue of determining Lifeway's policy regarding construction of the Ridgecrest Chapel before one hundred percent of the funds have been secured had been

tabled from the October 16, 2004, meeting of the Board of Directors. Lifeway's policy on this issue is one hundred percent of the funds must be "in-hand" before construction can commence.

The idea was discussed regarding having some type of celebration during the summer of 2005 marking the conclusion of official fundraising efforts for the Ridgecrest Chapel. This celebration would serve as a thank you for those who participated in the fund raising efforts and provide an opportunity for final donations/pledges to be collected. It was suggested this celebration could culminate with a ground-breaking ceremony. Paul Grass commented the Alumni Association previously had a "site dedication" ceremony during the Ridgecrest 75th summer celebration, and should not have a ground-breaking ceremony until construction is ready to commence. The Board agreed waiting on the ground breaking ceremony would be best. Frank Johnson suggested we could have the conclusion of official fundraising celebration during the annual fall work weekend. Having the celebration during the fall work weekend would undoubtedly bring more people to the fall work weekend. Dan Pierce concurred and suggested the celebration be held on Saturday evening after the various work weekend projects had been completed.

Landis Stanfield made a motion, seconded by Adam Underwood, that during the annual Ridgecrest Fall Work Weekend, the Alumni Association will host a celebration to mark the conclusion of official fundraising efforts for the Ridgecrest Chapel with a final total of monies raised being announced at that time. The motion passed unanimously.

Scott Luna reminded the Board a date must be set for the annual fall work weekend. Dan Pierce made a motion seconded by Hewlett Sullivan, that the annual Ridgecrest Fall Work Weekend be held the weekend of October 14, 2005, and the motion passed unanimously.

Scott Luna suggested the Board set the date for the July Board of Directors meetings. Scott reminded the Board official fundraising efforts will conclude at the July Board of Directors meeting, although further donations will certainly be welcomed. Scott also stated pledges will continue to come in over the next few years. Beth Olson made a motion, seconded by Rick Jones, that the two July Board of Directors meetings be held the weekend of July 16, 2005. The motion passed unanimously. Time and location of meetings will be announced at a later date.

There was no other old business.

New Business

Frank Johnson announced during the past year, four prominent Ridgecrest Alumni had passed away. These names include: Mrs. Charles (Ruth) Burts, Mr. Max Welch, Dr. James Sullivan, and Mr. Lawton Brown. It was noted that Dr. Sullivan's family had requested memorials be made to the Ridgecrest Chapel fund. Dick Burts and Frank

Johnson will explore ideas for a suitable memorial for Mrs. Burts, such as an annual award to a female staffer.

Jackson Norton elaborated on the new pavilion being slated for construction this spring at Camp Ridgecrest. Jackson indicated last year a large donation was received by the Alumni Association for the purpose of erecting a pavilion similar to the pavilion at Crestridge. The Camp Ridgecrest staff is currently contacting builders to get an idea of construction cost and a timeline for construction. There is a possibility construction could start this spring and conclude before summer 2005 begins. This was given as information only.

Jackson Norton announced to the Board two of our current bonds have matured. These bonds were (1) The Cit Group, Inc. A2/A Cusip# 125577AD8 matured on October 15, 2004, and (2) DaimlerChrysler North America A3/BBB+ Cusip# 233835AD9 matured January 20, 2005. The issue before the Board is how to reinvest these funds. Hewlett Sullivan suggested we reinvest these funds, approximately \$40,000, back into bonds. Rick Jones and John Suggs suggested these new bond maturation dates should not extend past 2007. We currently have one bond with a maturation date of May 15, 2008. With the desire to use these funds towards the Ridgecrest Chapel construction, it will be advantageous to have these funds readily available when needed to pay construction costs. John Perry asked the question, does the Board only invest in Bonds? Scott Luna stated the Board, upon the Treasurer's recommendation, has been more comfortable with investing cash funds in bonds. Bonds have historically been a sound investment, and low-risk investments are essential when dealing with charitable monies. Scott Luna made a motion, seconded by Beth Olson, that the monies from the two recently matured bonds be reinvested in bonds recommended by Treasurer Jacob Driggers with a maturation date no later than June 30, 2007. The motion passed unanimously.

Scott Luna raised the issue of finding a willing alumni volunteer to assume the role of creating the *ECHO* newsletter. Jackson Norton had been providing this service for several years, but would like to have someone else create the newsletter allowing Jackson to concentrate fully on the numerous administrative tasks of the Alumni Association. A motion was made by John Carey, and seconded by John Perry, that Adam Underwood be responsible for creating the *ECHO*. The motion passed unanimously.

As presented by Frank Johnson in the Special Events Committee Report, there needs to a determination of interest in securing spots for the Ridgecrest alumni cruise to the Caribbean during the New Year's holiday of 2006-2007. A deposit will be required to secure spaces with the cruise line. Dan Pierce suggested Crestridge be allowed to participate in this trip. Paul Grass suggested placing a short note in the upcoming *ECHO* will be a good way of informing fellow alumni of the potential trip. We could also include a contact name and number of whom to contact if interested. The Board agreed this was a good idea. Scott Luna made a motion to table the issue of collecting deposits and receiving commitments for the cruise until the July 16, 2005, Board of Directors Meeting. The issue was tabled.

Jackson Norton announced to the Board eight current Directors would be rotating off the Board of Directors in July, 2005. The Directors include: Chairman Scott Luna, Vice-Chairman Landis Stanfield, David Bell, Sr., John Carey, Paul Grass, Dan Pierce, John Suggs, and Hal Unwin. Jackson asked the Directors to identify fellow alumni to possibly fill these positions. Names listed by the Board as potential nominees were: Dan Haughton nominated by Frank Johnson; Michael Guisti and Todd Young nominated by Matthew Brown; Len Taylor, Jim Berry, and Martha Jo Berry nominated by Dan Pierce; Joey Overby, Brad Bushnell, Steve Little, Ben Talbert, and Ernie Roberts nominated by Landis Stanfield; Adam Hewitt nominated by Scott Luna; Buddy Corbin nominated by Paul Grass; Steve Cothran nominated by John Suggs; Sinda Snead nominated by Beth Olson; and Alan Sanders nominated by John Perry.

There was no other new business.

Discussion for the Betterment of the Association

John Carey asked a question regarding the alumni website's current ability to automatically withdraw a designated monthly donation from a credit card or debit card. Several Board members thought this would be an easier way for alumni to donate without having to give a larger "one-time" gift. John Perry indicated some internet companies that handle online transactions have this capability. Robert Suggs stated our website's current payment services provider, VeriSign, currently does not offer this option. Robert expressed his willingness to explore other companies to determine if there are other options from which the Board may choose.

Landis Stanfield presented to the Board the recipients of the incentive program from the recent Ridgecrest Chapel telephone solicitation campaign. Scott Luna raised the largest amount of money during the campaign and chose the Grove Park Inn weekend prize. Adam Underwood raised the second largest amount of money during the campaign and chose the two-week paid tuition to Camp Ridgecrest for Boys. Adam Hewitt raised the third largest amount of money during the campaign and chose the Red Rocker Inn weekend prize. Landis Stanfield solicited the largest number of contributions during the campaign and will receive a signed copy of Dan Pierce's book, "The Great Smokies: From Natural Habitat to National Park" and his choice of an item from the Ridgecrest Clothing Store.

Closing Prayer

There being no other issues to discuss, it was moved and seconded that the meeting adjourn. The motion for adjournment passed unanimously. Landis Stanfield closed the meeting in prayer.