

**Minutes of the July 16, 2005, Meeting  
of the Board of Directors of  
Camp Ridgecrest Alumni & Friends, Inc.**

The meeting was called to order at 2:15 pm on Saturday, July 16th, 2005, in Spilman Lodge at Camp Ridgecrest for Boys by Landis Stanfield, Vice Chairman, who presided. Matthew Fowler, Secretary, called roll. Those in attendance were: Matthew Brown, Richard Burts, Jr., Jacob Driggers, Matthew Fowler, Adam Hewitt, Hal Hill, Frank Johnson, Chris Maslin, Dan Pierce, Alan Sanders, Landis Stanfield, Ron Springs, John Suggs, Hewlett Sullivan, and Adam Underwood. Jackson Norton attended as President and CEO. Matthew Fowler presented the minutes of the February 5, 2005, Board of Directors meeting, which were approved.

**Officer Reports**

No Chairman's Report was presented due to Scott Luna's absence.

There was no Vice Chairman's Report, except to mention what a pleasure it had been to serve on this Board and is excited about the various projects the Board will be involved with in the coming months.

Jacob Driggers presented the Treasurer's Report. Jacob gave a general financial review indicating, to date, approximately Three Hundred Thousand (\$300,000) Dollars had been raised for the Ridgecrest Chapel project. Of that amount, approximately Eighty-Four Thousand (\$84,000) Dollars are in the form of pledges. Jacob indicated, this year, approximately Twenty-Eight Thousand (\$28,000) Dollars had been donated to the Alumni Association. Of that amount, approximately Twenty-Four Thousand (\$24,000) Dollars had been designated for the Ridgecrest Chapel project and approximately Four Thousand (\$4,000) Dollars were unrestricted funds. Next, Jacob presented a general overview of our current bond portfolio. Four new bonds were purchased in February, 2005. These bonds are uninsured and have "AA" and "AAA" ratings. Jacob reminded the Board over the past several months both General Motors (GM) and Ford Motor Company (Ford) have experienced a drop in their bond ratings. The Alumni Association currently has one GM bond that mature in 2006 (December) and two bonds that mature 2007 (February and December). Also the Alumni Association has a GM bond with a maturity date of May 2008 (\$20,000). Jacob stressed GM's and Ford's ratings drop is not a cause for great concern since it has been the policy of the Alumni Association to hold our bonds until their maturity dates. This method ensures a payout when the bonds have reached maturation. We assume less risk by holding bonds to maturity versus following the ever-changing fair market value of the bonds and possibly seeking an early payout. Finally, Jacob reported the Alumni Association had approximately One Hundred Fifty Thousand (\$150,000) Dollars in bonds with "laddered" maturity dates in 2006, 2007, and 2008.

There was no Secretary's Report.

Jackson Norton presented the President and CEO's Report. Jackson indicated it was his understanding most member's of the Board of Director's received notice of today's meeting via email. Also the date of today's meeting was announced at the February 5, 2005, Board of Director's meeting. Jackson expressed his willingness to use other forms of communication for those who may not have access to internet or email. Secondly, Jackson reported that a new issue of the *ECHO* is being produced by Adam Underwood and should be ready for mailing in the next two or three weeks. Thirdly, Jackson reported the final documents have been submitted to the Chatlos Foundation in Longwood, Florida for consideration. Our submission has been received by the Foundation secretary who forwards the materials onto a grant administrator. The grant administrator is responsible for reviewing the materials and forwarding it to the Chatlos Foundation Board for review and decision. In our submission was a request to allow representatives of this Board to speak in person with the Chatlos Foundation as they consider our request for monies to help construct the Ridgecrest Chapel. Among the information sent to the Chatlos Foundation was an overall synopsis of the Ridgecrest Chapel project, the Alumni Association financial statements, our tax identification number to verify our charitable status, and a list of other foundations and/or organizations who have contributed to the project. These requests are similar to the requests the Chatlos Foundation made when they considered and ultimately contributed to our OAP climbing wall project. Jackson felt by late summer or early fall that he and a few representatives of the Board of Directors would be traveling to Florida to meet with representatives of the Chatlos Foundation. Dan Pierce inquired to whether or not Jackson had a "feel" for how the Chatlos Foundation may view our requests. Jackson indicated he believed the materials sent to the Chatlos Foundation made a strong case and that hopefully meeting with Foundation representatives in person would prove beneficial. Adam Underwood inquired as to how much money did the Alumni Association request from the Foundation. Jackson indicated Four Hundred Thousand (\$400,000) Dollars was requested. Jackson concluded his comments by indicating he would keep the Board abreast of the developments with the Chatlos Foundation as information became available. The Board expressed its' hope that the Foundation would support our efforts to construct the Ridgecrest Chapel.

### **Committee Reports**

Adam Hewitt presented the Fundraising Committee Report. Adam indicated that current Ridgecrest staffer Billy Jones is in the process of contacting each member of the Alumni Association by phone, updating members on Camp Ridgecrest and the Alumni Association, and offering a final opportunity to contribute to the Ridgecrest Chapel project. To date, Billy's telephone calls have raised approximately Seven Hundred (\$700) Dollars for the project. Billy has not completed calling every member but will have this done before the Ridgecrest Fall Work Weekend. Adam also reported that he and Jackson continue to develop the database of alumni from the 1960's, 1970's, and 1980's from the old camper and staff applications being stored at Camp. Adam indicated he will

create a post card to “touch base” with these Alumni updating them with Ridgecrest and the Alumni Association as well as to offer an opportunity to contribute to the Ridgecrest Chapel campaign. Finally, Adam reported hopefully by the banquet at the Fall Work Weekend, he would be able to report on what contribution the Chatlos Foundation has made to the Ridgecrest Chapel project. Alan Sanders inquired as to when will all chapel pledges are due. Jackson indicated all pledges for the chapel will be due in 2007. Jacob also indicated that no new bonds would be purchased with maturity dates beyond 2007. Hewlett Sullivan inquired as to the current interest rates on our bonds. Jacob stated the approximate average interest rates of our bonds is 4.5%.

Alan Sanders presented the Ridgecrest Chapel Committee Report. Alan indicated the Ridgecrest Chapel Committee would become “active” again once the final total for the project has been finalized. Based on that number, the committee would begin the process of finalizing design and construction plans. Hewlett Sullivan inquired if the architectural plans had been finalized. Alan indicated that plans had been drafted some time ago by Crawford Murphy when the goal for fundraising was Seven Hundred Fifty Thousand (\$750,000) Dollars. Alan indicated depending on what the final amount is, we will have to modify those original plans. Alan also stated that he assumed that we would have to receive final approval of any chapel design from Lifeway. Hal Hill indicated that Lifeway had seen the original design some time ago and “loosely” approved the concept and general design of the chapel. Hal indicated he believed Lifeway would approve a “reasonable” chapel design proposed by the Alumni Association. Dr. Burts raised the question regarding whether the original goal of Seven Hundred Fifty Thousand (\$750,000) Dollars included money for continuing maintenance/repairs and an endowment. Board members involved in the original Ridgecrest Chapel design and planning phase recalled having the discussion of setting aside money for those purposes, but no one remembered making a final determination. Hal indicated that Lifeway would certainly be appreciative if money was set aside for an endowment and maintenance/repairs. He added that while the Ridgecrest Chapel would create a wonderful additional asset to the Ridgecrest property, it will also add new liability to the property. Hewlett Sullivan stated that until we know exactly how much we have raised it will be difficult to determine what, if any, money may be set aside for maintenance/repairs and/or an endowment. Alan recommended that the Board not commit to setting aside any monies until we gain a better understanding of the final fundraising number and construction costs. The Board concurred with Alan’s recommendation.

Frank Johnson presented the Special Events Committee Report. Frank reported there had been an excellent turnout for the Spring Work Weekend. Frank indicated the Fall Work Weekend would take place the weekend of October 15-16, 2005. Frank reminded the Board a special banquet will be planned for the evening of October 15, 2005, to celebrate the conclusion of fundraising efforts and to thank the contributors to the Ridgecrest Chapel campaign. A post card will be mailed to the contributors inviting them to the event. The Board discussed various location possibilities and meal choices for the event. Ideas considered were: The Monte Vista Hotel in Black Mountain, The Ridgecrest Conference Center, and Spilman Lodge at Camp Ridgecrest. The Board also

addressed the issue of whom to invite and how much to charge the attendees. Jackson Norton reminded the Board that our current unrestricted cash is at a level where he would not recommend us “absorbing” 100% of the cost of the event. The Board agreed that each attendee would be asked to pay an amount to cover the cost of the event. The board agreed that those attending the Fall Work Weekend activities would also be invited to attend. Jackson estimated we could possibly expect fifty to sixty people at this event. He based this number on historical numbers of those attending the Fall Work Weekend and accounting for the additional Ridgecrest Chapel contributors that would most likely attend. After lengthy discussion relating to cost and location issues, Dan Pierce made a motion, seconded by Hewlett Sullivan, that the Special Events Committee first inquire with the Monte Vista Hotel in Black Mountain concerning availability and price. If the Monte Vista is not an option, the Special Events Committee is to schedule the event to be catered by and held at the Ridgecrest Conference Center on the evening of Saturday, October 15, 2005. Attendees will be charged an amount to cover the cost of providing the meal. Those Fall Work Weekend participants wishing to attend the celebration, but who are unable to pay the event cost, will be allowed to attend and Board of Directors members will cover any unpaid cost. The motion passed unanimously. Frank then reported on the proposed Alumni cruise to the Caribbean during the New Year’s holiday of 2006-2007. Frank stated he was still waiting for the cruise line to release the official cruise dates and final pricing. Once the dates are announced, the travel agent may begin receiving deposits. John Suggs inquired as to whether there had been any initial interest in the trip. Frank indicated that several Alumni have expressed interest in participating.

There was no Webmaster’s Report due to Robert Suggs being unable to attend. Landis did encourage everyone to check out the Ridgecrest website. Also Frank Johnson has an online Ridgecrest “photo gallery” that he updates regularly.

Hal Hill, Chris Maslin, and Ron Springs presented the Camp Ridgecrest Report. Ron stated that enrollment at both camps were up this summer. Enrollment is 8%-10% higher than last year. Ron indicated that the girls’ camp is approximately 96% full this summer and boys’ camp is approximately 83-84% full. Enrollment is on pace to be the second highest ever only behind the summer of 2001. These numbers are encouraging since there was a decline in enrollment for the summers following 2001. Chris reported that Ridgecrest had a very good staff this summer. To date, parent evaluations have been very positive. Also Ridgecrest has seen 30-33% of it’s campers being new campers. Chris also reported they have dealt with rain on almost a daily basis. Hal reported how much he has enjoyed being at Ridgecrest this summer on a daily basis and getting to know and interact with the staff and campers. He echoed Chris’s assessment of the staff and believes the campers have had a positive experience this summer. Dan Pierce publicly thanked Chris, Hal, and Ron for the experience his own children had this summer. He stated that his children’s lives continue to be changed by their experiences at camp. The Board inquired as to how the new schedule has worked out for Camp this summer. Ron indicated Session 1A enrollment numbers were up from last year and Session 2B is up from approximately 90 last year to 154 this year. Ron indicated the change in the summer session dates have been a positive change and this schedule will remain for next summer as well. The Board thanked Hal, Chris, and Ron for all their

efforts this summer and wished them the best and they began the final two-week session of the 2005 summer.

There were no other committee reports.

### **Old Business**

Jackson reminded the Board that eight current Directors would be rotating off the Board of Directors today. At the February 5, 2005, Board of Directors meeting sixteen potential nominees were selected by the Board. Jackson reported that ten of the sixteen potential nominees had expressed interest in serving as Directors. Those potential nominees include: Jim Berry, Martha Jo Berry, Steve Cothran, Dr. Michael Guisti, Dan Haughton, Adam Hewitt, Ernie Roberts, Dr. Alan Sanders, Ben Talbert, and Todd Young. Adam Hewitt and Dr. Alan Sanders requested that their names be removed since they are currently serving as Fundraising and Ridgecrest Chapel Committee chairmen respectively. A motion was made by John Suggs, and seconded by Dan Pierce, that the names of: Jim Berry, Martha Jo Berry, Steve Cothran, Dr. Michael Guisti, Dan Haughton, Ernie Roberts, Ben Talbert, and Todd Young be presented to the general membership at the July 16, 2005, General Membership Meeting for approval. The motion passed unanimously.

Jackson reminded the Board that the Alumni Association had received funds earmarked for the construction of a pavilion on Lake Ridgecrest. Jackson indicated that after researching and tabulating construction costs, the amount donated will not cover the actual cost of constructing the pavilion. Currently Twenty Thousand (\$20,000) Dollars have been designated for the project. It is estimated that actual construction and material cost will be around Thirty Six to Forty Thousand (\$36,000 - \$40,000) Dollars. John Suggs has had extensive conversations with the group "Builders for Christ" about the possibility of them constructing all or part of the pavilion. Utilizing this type of resource would dramatically reduce costs. Chris Maslin indicated that he has estimated it will cost approximately Six Thousand (\$6,000) Dollars to pour the footers and attach the 6x6 support posts. The Board discussed several scenarios in an effort to use the current available financial resources and continue to pursue different labor resources such as "Builders for Christ" and potentially Alumni labor. The Board agreed to continue to pursue these options in order to determine the appropriate recommendation. Dr. Burts inquired if this pavilion would interfere with the proposed Ridgecrest Chapel. Jackson indicated the site of the pavilion would be 45x28 in size and be located closer to the lake near the site of the old "H" dock. The Ridgecrest Chapel would be behind the lake road closer to TBI and the start of the Council Ring trail. The new pavilion would not block any of the Chapel views.

Frank Johnson reminded the Board that he and Dr. Burts have developed the female staffer award to be presented annually to a female staffer in memory of Mrs. Ruth Burts. There will be a perpetual plaque that will list the award recipients. This plaque will hang in the Lake Lodge with the Ridgecrest, Outstanding Junior Counselor, Outstanding Counselor, and Ten Year Award plaques. This award will be presented to a

female staffer this summer of distinguishing character and devotion to the ministry of Camp Ridgecrest. The award will be voted on by the summer staff following the same process as the other awards presented to Ridgecrest staff. Frank also reported that he is preparing a short biography on Mr. and Mrs. Burts. Mr. Burts served as the first director of Camp Ridgecrest for Boys and he and Ruth were married in Rhododendron Chapel.

There was no other old business.

### **New Business**

A new biography chronicling 100 years of the Ridgecrest Conference Center is being written. The author has requested old stories, pictures, and other relevant information to be submitted. The Board is encouraged to submit information for the book.

Dan Pierce raised the issue of researching the potential of establishing lifetime Director positions on the Board of Directors. The Board expressed its' interest in exploring this idea further. Jackson agreed to research the Bylaws to determine if an amendment to the Bylaw is required. This issue was tabled until the October 15, 2005, Board of Directors meeting.

Hal Hill presented a matter of new business. Hal presented to the Board Camp's desire to replace the cabins at Ridgecrest. Hal indicated that groups such as "Builders for Christ" are available to provide inexpensive labor. The camp would be responsible for building materials and other minor expenses. The cabin construction would be supervised by contractors (probably from the Conference Center) and would be constructed to current codes. Currently, it would cost between Twenty and Twenty Two Thousand (\$20,000 - \$22,000) Dollars to build one new cabin. Using volunteer labor that cost would be reduced to approximately Ten Thousand (\$10,000) Dollars per cabin. A cabin could be built in approximately one to two weeks by groups of approximately sixteen volunteers depending if demolition time is factored in. Digital images would be taken of all the names written on the cabins. These images would be mounted in each of the new cabins as a way of "archiving the memories" of the old cabin walls. Church groups, civic organizations, and well as the Alumni Association could assist in building the new cabins. These groups could also assume the responsibility of raising the necessary funds to rebuild "their" cabin. A plaque would be placed on outside of each cabin recognizing the efforts each group made in building the cabin. Also Ridgecrest could host a cookout during the summer to thank each volunteer group. Hal wanted to gauge the Board's interest in exploring the possibility of replacing our cabins using volunteer labor. The Board discussed the advantages and disadvantages of utilizing these types of resources to make improvements in the facilities at Ridgecrest. Dan Pierce made a motion, seconded by Hewlett Sullivan, to formally voice the Board's support to explore this idea and gauge the interest of this idea in our home churches and other civic organizations to determine if any of these groups would be interested in volunteering a week or two of their time or contribute funds to this project. The motion passed unanimously.

## **Discussion for the Betterment of the Association**

Chris Maslin and Hal Hill presented three new programs that will be introduced at Ridgecrest next summer. Ridgecrest is planning to add one week of camp to the end of the traditional eight week summer session. This week (tentatively referred to as junior camp) would be for new campers only. This week would introduce these new campers to the Ridgecrest experience. The campers would arrive on a Sunday and leave on a Friday. During the week, campers ages seven to nine, would be exposed to some of the activities and traditions of Ridgecrest. The goal would be for these campers to enjoy their experience and return to Ridgecrest for a full two-week session the following summer. The Board believed this would be an excellent opportunity to introduce new campers to the Ridgecrest experience. Secondly, Hal described Ridgecrest's interest in expanding our current Sioux Trailblazer program to New Mexico. Ridgecrest is exploring the idea of having one two-week session based from the Glorieta Conference Center in New Mexico. Campers would participate in two five-day trips in the New Mexico mountains. Hal is currently looking for potential leaders of this program. Finally, Chris Maslin explained a new program that will hopefully be in place next summer. Chris described the importance of developing a program similar to the old Ridgecrest Counselor in Training (CIT) program to help develop better summer staffers and ease the transition between camper and staffer. This program would be designed to bring seventeen year old former campers back for a four week session to provide services to camp and prepare them for their work as counselors and junior counselors. The participants in this program will not be paid for their work and training but will be provided free room/board. Participants will live in a cabin together and be lead by a director that will organize their daily schedules and facilitate their staff development program. Chris indicated the program will be centered about three major components. These components include: 1. discipleship, 2. fellowship, and 3. provide junior counselor type (labor) tasks. Chris encouraged the Board to be in prayer as Ridgecrest tries to implement these new programs and find dedicated leaders who can lead these programs. The Board expressed its' support for these new programs and agreed to forward potential leader's names to Chris, Hal, and Ron.

Dan Pierce presented the idea of having a "family camp" that would bring entire families to participate and share the Ridgecrest experience. This "family camp" could be over a long weekend like Memorial Day weekend. Dan indicated that Camp Greystone has a similar program. Hal indicated he would certainly be willing to learn more about this type of program and explore if this idea would be feasible at Ridgecrest.

Jackson took an opportunity to thank all the Board members who are rotating off at the conclusion of this meeting for their service to Camp Ridgecrest these past three years.

## **Closing Prayer**

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