



Paddy Run Review Group of Shenandoah Presbytery

I. Commission of the Paddy Run Review Group

The February 12, 2005 meeting of Shenandoah Presbytery approved the following recommendation from council regarding the Camp Paddy Run Task Force:

- A. Remove from the table the recommendation of the Camp Paddy Run Task Force and substitute it with the following motion:
 1. That presbytery not immediately sell Camp Paddy Run
 2. That presbytery continue to use Camp Paddy Run as it has done so in recent months
 3. **That council name a review group, as appointed by the moderator of council, to use the work of the task force to develop a plan for the camp's future use.**
- B. Dismiss with gratitude the Camp Paddy Run Task Force and commend them for fulfilling their charge of presenting to the presbytery ministry options for Camp Paddy Run.

II. Reviewing Camp Paddy Run Task Force Report

The first meeting of the Paddy Run Review Group (PRRG) took place on April 24, 2005. The new group reviewed its charge to 'use the work of the task force to develop a plan for the camp's future use.' The group confirmed that the information contained in the October 2004 *Camp Paddy Run Task Force Report & Final Recommendation*, hereto referred to as '*Task Force Report*,' was work not to be duplicated—rather, it was knowledge to build upon. With the figures, data and historical information supplied in the Task Force Report, the PRRG agreed that the options and consequences had been clearly presented and that it is the job of the PRRG to formulate a plan for use of Paddy Run.

The following conclusions drawn from the Task Force report gave the group its starting point:

- Shenandoah Presbytery has a limited budget and resources to support a summer camp program at Paddy Run at this point in time.
- There is tremendous potential in the facility and an opportunity to increase Presbytery's shrinking membership through a strong outdoor ministry program.
- Currently there is no strong outdoor ministry program provided by Shenandoah Presbytery.
- There are groups interested in the property—both within and outside of the Presbytery.
- There is financial and volunteer support for Paddy Run.

The PRRG referred extensively to the 'Liability Matrix' from the Oct 2004 Task Force Report. (See Figure A-1 on page 10.) This matrix shows a range of scenarios for future use of the property. The PRRG affirmed that Paddy Run should be considered an asset to the presbytery and used as such. At present, it is an underutilized resource that presbytery is spending money on while not having any program opportunities. In considering its current mission, the group also affirmed several observations:

- The success of any plan will be dependent upon a dedicated, functioning camp committee.
- An initial plan should be for a designated time period, namely 2006-2008.
- The success of any plan will be dependent on a clear and well-articulated outdoor ministry objective.
- The success of any plan will be dependent on asking and answering the following question: "What does Camp Paddy Run offer that you can't get anywhere else?" In other words, "What is our product or service and who is our target audience?"
- The success of any plan will be dependent on a reasonable schedule of market competitive user fees.
- The success of any plan will expect minimal engagement from a presbytery budget and staff that is currently stretched thin.



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At this first meeting, the PRRG identified four key areas that would require further study and that would become the basis for their final recommendation:

- 1) Formulate an outdoor ministry objective that could be adopted by the Shenandoah Presbytery.
- 2) Develop strategies for implementing the outdoor ministry objective.
- 3) Examine a model of a camp committee that would achieve the outdoor ministry objectives.
- 4) Identify resources essential to a successful program.

III. Outdoor Ministry Objective

At the July 24th meeting, the PRRG formulated the following Outdoor Ministry Objective for the Shenandoah Presbytery:

Our outdoor ministry objective is to celebrate Christianity through experiences and fellowship in the natural world.

Taking full advantage of the natural setting at Camp Paddy Run, the Camp Committee seeks to

- *enable people to begin or deepen their relationship with God,*
- *encourage discipleship through Christian nurture and leadership development, and*
- *foster stewardship of the earth's resources.*

The PRRG wants to create an outdoor ministry objective that embodies what Christian camping is all about, while at the same time not making the definition too limiting and specific. It is the hope of the PRRG that Shenandoah Presbytery will give thoughtful consideration to adopting this outdoor ministry objective.

IV. Strategies

The PRRG agreed that the recommendations in the Task Force Report will shape a strategy to fulfill the outdoor ministry objective. These recommendations include:

- 1) Setting realistic goals for a small-scale but effective Outdoor Ministry program supported primarily by those who use the camp;
- 2) Relieving presbytery staff of day-to-day operations of the camp and keeping the presbytery's budget contributions to a minimum;
- 3) Making Paddy Run available to more churches and individuals by offering programs of interest.

The final Task Force Report did not specifically indicate a model for implementation or management, which the PRRG looked into further. Four Key areas were identified for successful implementation. A thorough list of responsibilities was derived for these four areas:

- 1) **Maintenance:**
 - 1a) **Health & Safety Maintenance**
 - 1b) **Clean-up & General Maintenance**
- 2) **Management:**
 - 2a) **Personnel Management**
 - 2b) **Finance Management**
- 3) **Programs**
- 4) **Marketing**



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V. Achieving Strategies through a Volunteer Camp Committee

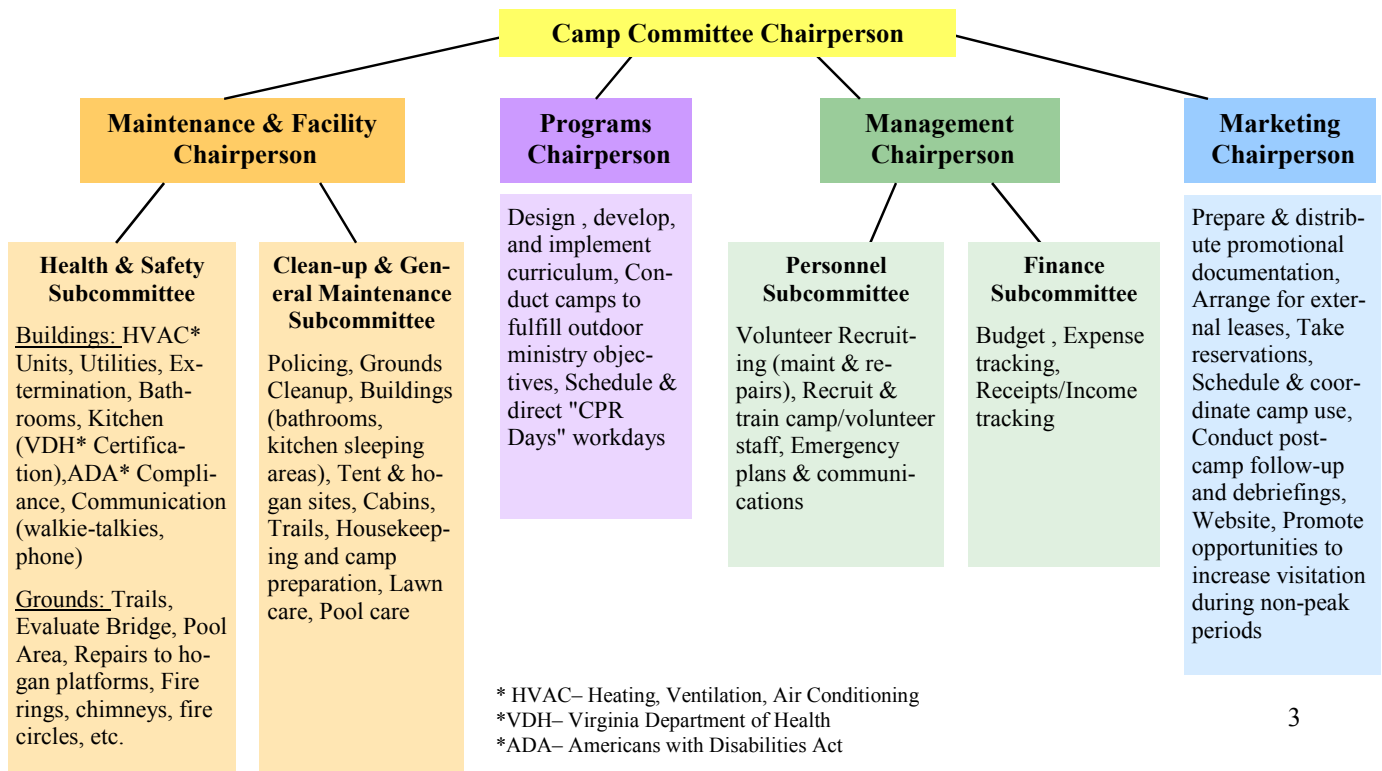
The 2004 Task Force Report emphasized the need for an enthusiastic, knowledgeable, dedicated and functioning camp committee to carry out the Outdoor Ministry Objectives. The Report recommended a “volunteer standing committee” of outdoor ministry enthusiasts to oversee the camp. The PRRG will develop a 3-year plan for approval by presbytery. Once approved, the camp committee will implement the plan to safely operate the camp at a minimal level with no increased engagement from Presbytery staff.

In their book An Introduction to Christian Camping, Werner Graendorf and Lloyd Mattson devote the entire Unit IV, of four units, to Christian Camp Management. In Chapter 13 the editors discuss camp sponsorship, camp management and camp issues. “While the spiritual values in Christian camping remain a primary factor, from the aspect of sound, productive business procedures and also the increasing pressure of regulatory standards, good camp management is vital.” Among the types of camp sponsorship considered in Chapter 13, the “Inter-church Camp”, with its smaller facilities and summer-only operation, resembles the proposed management of Camp Paddy Run and is sponsored by a group of area churches. Independent churches benefit from the cooperative association for management, but such camps can struggle for funds and staff.

The authors point out that most camps operate under the direction of a Board of Directors, which manages the camp for a denomination or constituency guided by the nature of the ministry. Shenandoah Presbytery would not require a Board of Directors if a Camp Committee, serving under the direction of a Committee Chairperson, performed the functions of the Board and the staff.

The successful and safe operation of Camp Paddy Run depends on committee dedication in the four key strategic areas: property and facility maintenance and repair; personnel and finance management, program development and execution; and marketing and promotion. Figure 5.1 shows a proposed organizational flow chart. Although the flow chart indicates an ideal committee consisting of a nine chaired positions, the proposed organization will be dependent on a minimum of 5 dedicated volunteers to oversee the four strategic areas.

Figure 5.1 Proposed Organizational Flow Chart for Volunteer Camp Committee





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VI. Resources

After examining a strategic plan and supporting committee, the group brainstormed on ideas that will help shape a future program at Paddy Run.

A Paddy Run Outdoor Ministry curriculum: A book/binder containing a wealth of information about the natural resources and facilities at Paddy Run as well as ideas for recreation and worship specifically designed for this setting. A guide to enjoying Paddy Run would be a valuable asset that could make the property more attractive to rent and use. Currently, there is no resource available for groups, either inside or outside the Presbytery, that desire to use the property.

Resource Team of 'outdoor ministry enthusiasts': Serving a similar function as the curriculum, a group of volunteers could serve as 'stewards to Paddy Run' and help assist groups in planning their stay, programming, and serving as on-site facilitators. Again, this sort of scenario would make the property attractive to more groups desiring an outdoor experience, but uncertain as to what to do.

These are just two of the many ideas generated to enhance the level of customer service at Paddy Run. Helping other churches, groups and individuals to host their own programs establishes a niche for Paddy Run currently unfulfilled by other area camps and retreats. This Outdoor Ministry curriculum and Resource Team are vital to fulfilling this vision of custom tailored programming that is user-driven and supported by those that desire use of the camp.

The PRRG also compiled a list of customer service and marketing-oriented materials and resources that would promote Paddy Run and make its services more user friendly:

Recommend Resources for year 2006-2008

- 1) **Marketing brochure/ Promotional Piece** Aside from summer camp brochures, Paddy Run has not had a general marketing piece in some time. The review group envisions a brochure and CD ROM that can be dispersed to the presbytery to promote the programs at Paddy Run. This brochure would also serve as a general mailing piece to attract outside groups to rent the property.
- 2) **Rental Form** Surprisingly, despite little to no marketing efforts, Paddy Run has been rented by at least 19 individuals and groups this year— and most not affiliated with the presbytery. From Richmond, VA to Rockville, MD, people are coming from around the region to enjoy Paddy Run's remote peacefulness. The PRRG would like to modify the existing rental form used by presbytery to gather more information about the groups desired activities and to offer the assistance of an on-site campground host.
- 3) **Follow-up Survey** Similarly, if the camp has the potential to support itself partly on user fees, it will become increasingly important to get opinions and information from the groups that currently use the property. A follow-up survey should be designed to capture as much data as possible to help model future offerings of the camp. A follow-up survey would address the following questions:
 - a) Impression of the Property
 - b) Rate overall experience
 - c) Rate customer service level
 - d) Particular things you enjoyed about Paddy Run
 - e) Things you would change or add
 - f) Measure willingness to come back/ rent again
 - g) Information about the group- number people, age range, etc.



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Recommend Resources for year 2006-2008, *continued*

4) **Camp Paddy Run Website** Every day, the internet opens up endless possibilities for shopping, travel and information sharing. The PRRG wants to reap the rewards of this powerful marketing tool that can help build awareness of the camp and promote more groups to visit and use the property.

5) **Giving Program** In the Task Force report, survey results indicated 96 individuals that stated they would donate money to Paddy Run and 112 respondents said they would donate items. With the limited resources available to the camp, a giving program would be an integral part of the camp's success and would give individuals opportunities to serve an outdoor ministry program.

6) **Paddy Run Curriculum** This resource is discussed in greater detail in the next section of this report. Overall, it is intended to inform visitors of the many offerings at Paddy Run and help them get the most from their stay.

7) **Day Camp Start Kit** As with the curriculum— borrowing from the experience and success of the Parish Day Camp program and other existing programs, this resource is designed to encourage other churches and groups to use Paddy Run as a site for hosting day camps, Vacation Bible Schools, and overnight camps.

These resources are all valuable tools to helping Paddy Run deliver a high level of customer service while helping Paddy Run reach its full potential as a venue for Christian ministry programs. Most of these resources already exist in some form, but must be revised and updated. CD ROMs and websites are economical ways to distribute high quantities of information without the burden of expensive printing and mailing costs.

VII. Paddy Run Curriculum

The Paddy Run Curriculum was generated by the review group to answer the question of 'what can we provide that others don't?' One of the challenges often encountered by groups desiring to rent the facility is that they are unaware of the recreational and learning opportunities available at Paddy Run. From the obvious ('there's a field to play softball') to the more subtle (making leaf print stationary) The PRRG wants to develop an all-inclusive user manual geared specifically to the setting at Paddy Run.

This resource will help groups get the most out of their time in the outdoors while serving as one of Paddy Run's biggest selling points. The curriculum will be developed by Camp Committee members and will borrow from years of experience and tradition of camping enthusiasts in the Presbytery. It is the hope that someone with no camping experience could use the curriculum to plan an outing for their group. The following is a brief outline for the contents of the Paddy Run Curriculum:

PART A: Introduction to Paddy Run:

- Welcome letter & 'Thank you' for planning to visit Paddy Run,
- Brief history of the camp, Geography. Overview map
- Emergency numbers and general things to know (sump pump/well system, pool operations, etc.)
- Facilities at the camp- cabins, pole barn, trail, Paddy Run, etc.
- Local services: Grocery stores and gas stations with phone numbers and hours of operation
- What to bring: sleeping bag, flashlight, bug spray, etc.

PART B: Activities

- Games: Icebreakers, Name Games, flashlights games
- Songs, skits and craft ideas
- Cookouts
- Worship Ideas

PART C: Specific lessons and Bible Studies (see next page)

PART D: Planning your Event/ Outing at Paddy Run



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Below is an outline for the elementary lessons and Bible studies offered in the Paddy Run Curriculum. For each nature system– plants, water, weather– the curriculum guides users through bible passages, activities and facts about each subject. The notes below indicate references for standards of learning that these lessons fulfill.

Draft Elementary Curriculum

Camp Paddy Run

Grade 2, Grade 3, and Grade 4

“But ask the animals, and they will teach you; the birds of the air, and they will tell you; ask the plants of the earth, and they will teach you; and the fish of the sea will declare to you. Who among all these does not know that the hand of the Lord has done this? In his hand is the life of every living thing and the breath of every human being.” Job 12:7-10

Lessons

- Lesson One
- Lesson Two
- Lesson Three
- Lesson Four
- Lesson Five

Plants Systems

- What is a plant?
- What do plants need?
- Seeds
- Trees
- People and Plants

Water System

- What is water?
- Where has the water been?
- What lives in the water-fish?
- What lives in the water-insects?
- People and Water

Weather Systems

- The Sun
- The Rain
- The Stars
- The Clouds
- People and Weather

Activities

- Activity One
- Activity Two
- Activity Three
- Activity Four
- Activity Five

- Decorate a pot
- Plant a seed
- Leaf Wreath
- Stick vase
- Tree poems

- Build a molecule
- Eggshell boats
- Mobile
- Recycled Fish
- A Raindrop’s Tale

- Sun-dyed fabric
- Paper hands sun
- Constellation Creation
- How much can it hold?
- Homemade Chalk

Other Ideas:

- Sassafras tea
- Vegetarian outdoor cooking

- Edible Aquariums
- Solar S’mores

- Star gazing

Related VA Science SOLs:

- Plants Systems: 2.4, 2.5, 2.8, 3.6, 3.8, 3.10, 4.4, 4.5, 4.8
- Water Systems: 2.5, 2.8, 3.6, 3.9, 3.10, 4.5, 4.8
- Weather Systems: 2.6, 2.7, 2.8, 3.8, 3.9, 3.10, 3.11, 4.6, 4.7, 4.8

Related National Science Teachers Association Standards:

- Plants Systems: A.1, A.2, and B.1
- Water Systems: A.1, A.2, and B.1
- Weather Systems: A.4 and B.3



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VIII. A 3-Year Outlook for Outdoor Ministry Program

Current Objectives of the PRRG:

- Finalize recommendation to Presbytery for use of Paddy Run
- Provide a list of potential members for Camp Committee
- List immediate needs for the camp to meet minimal health/safety standards.
- Develop a budget for 2006

2006 Objectives for Camp Committee:

- Fill Camp Committee positions and recruit volunteers
- Assess current & potential usage of the property by churches and outside groups (conduct follow-up surveys)
- Develop a marketing piece for Paddy Run
- Continue development of a Paddy Run Curriculum
- Host at least one all-Presbytery activity at Paddy Run to familiarize members with the property.
- Start a 'Friends of Paddy Run' group to help with volunteerism and support of the camp.
- Perform necessary repair/maintenance on property to meet minimum health/safety standards.
- Evaluate ACA (American Camping Association) site accreditation requirements for health & safety standards
- Open Paddy Run for family camping days/weekends.

2007 Objectives:

- Continue to grow programs at the Camp
- Finalize Paddy Run curriculum for distribution
- Develop a 'Day Camp Action Kit' to help churches host Day Camps or VBS at Paddy Run.
- Widely distribute marketing media (brochures and CD's) to Presbytery churches to encourage use of the property. Also target youth groups, and other special interest groups.
- Look toward low-cost ways to improve camp facilities: trail maintenance, cabin refurbishment, recreation equipment, etc.
- Schedule ACA site accreditation,
- Continue using Paddy Run for family camping days/weekends.

2008 Objectives:

- Continue program development at the Camp
- Propose outlook for years 2009-2011, with applicable budgets.



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IX. Budget Considerations

The goal of the PRRG is to evaluate and recommend future programs at Paddy Run using minimal resources- not to create a capital expenditure plan.

At this juncture, the foreseeable expenses of even the most modest plan will involve:

1. Fixing what is broken
2. Printing costs for marketing brochures and curriculum notebooks
3. Reinstatement of "Paddy Run Days," which involve bringing volunteer workers to camp for general maintenance projects.

During the work of the Task Force, the camp operated at a minimal capacity allowing groups to rent the facility, and hosting one week of the Parish of the Valleys Day Camp, but otherwise requiring very little additional expenditures aside from maintenance and insurance.

The December 31, 2004 report of the Budget and Finance committee stated that 2004 expenditures for Paddy Run totaled \$9,644, which consists of minimal maintenance to the facility and camp-related insurance premiums. Therefore, at any level of programming, a basis of roughly \$10,000 needs to be budgeted to cover these costs. Additional estimated costs associated with FY 2006 would include:

Improvements to facility

for minimum health & safety: \$3,000

Marketing costs:

website:	\$250 per year
Brochures & CDs:	\$500
Postage:	\$300
Curriculum Notebooks:	\$250

Programming costs: \$1,700

Total estimate for Start-up 2006: \$6,000

User fees

From an income perspective, currently the camp's user fees are as follows:

\$7 per person per day

\$12 per person for the entire weekend

The Camp Committee should reassess the fee structure for use of the camp and consider a different fee structure for users that are outside of the Presbytery. Current fees for use of a nearby KOA (tenting) start at \$12 per person per night- well over Paddy Run's current fee and without providing the use of a lodge nor the privacy and acreage that Paddy Run provides.

Funds Available

The Task Force Report indicated a little over \$21,000 in restricted net assets. These monies are non-designated gifts given specifically to Paddy Run and should be used as such. The PRRG requests that the Camp Committee budget—estimated at \$6,000 for FY 2006— should come out of these reserved funds.

Additional Income

The Task Force Report survey data indicated close to 100 individuals that said they would be willing to donate money to Paddy Run to allow the camp to operate programs. At a modest contribution of \$20, the report estimates at least \$2,000 could be earned through a giving program.



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X. Recommended Plan for Camp Paddy Run

Over the past few years, Camp Paddy Run has sat idle offering no programs and receiving little to no investment. Several groups and individuals have stepped forward and expressed a strong interest in the camp and a desire to offer programs at Paddy Run in some form. The Paddy Run review group has taken the findings of the Task Force Report and has created a short-term plan for years 2006-2008 that requires a minimal investment in monetary resources, while requiring a great deal of personal commitment from the supporters of Paddy Run. Though not an aggressive plan, the PRRG feels this option will garner awareness about the camp and, over time, allow others to learn more about this important asset to outdoor ministry.

The recommended plan outlined by the Paddy Run review group is as follows:

1) Requesting Shenandoah Presbytery to adopt the outdoor ministry objective:

Our outdoor ministry objective is to celebrate Christianity through experiences and fellowship in the natural world.

Taking full advantage of the natural setting at Camp Paddy Run, the Camp Committee seeks to

- *enable people to begin or deepen their relationship with God,*
- *encourage discipleship through Christian nurture and leadership development, and*
- *foster stewardship of the earth's resources.*

2) Employing the natural setting at Paddy Run to host programs that support the outdoor ministry objective—building upon existing and past programs and partially created camping resources.

3) Utilizing a *Paddy Run specific* Camp Committee of dedicated volunteers to oversee management and program functions at Paddy Run, thus relieving presbytery staff of any camp-related work. The Presbytery Council will oversee the work of the Camp Committee.

4) Establish a specialized niche by offering a high degree of customer service through customized program development which capitalizes on the property's unique attributes.

5) Helping groups and churches provide their own outdoor ministry programs at Paddy Run and offering a Paddy Run Curriculum and Resource Staff to help plan and host activities on the property. These types of programs include:

- Weekend Retreats
- Day Outings
- Day Camps
- Vacation Bible Schools
- Special Worship
- Youth Group Activities

6) Requesting Presbytery to continue supporting Paddy Run through paying annual maintenance and insurance costs of approximately \$10,000.

7) Allowing net restricted assets given specifically for Paddy Run to help pay for programs and improvements over the planned period 2006-2008.

8) Forming a support group for Paddy Run to ensure its future success and operation through volunteer work and gifts of money and items.



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Figure A-1 Liability Matrix

The following chart shows side-by-side the various options for use of the camp in order of a low level of involvement (sell) to the highest level (re-start a summer camping program) and options in between. The Task Force examined the financial and staffing requirements for each option.

	SELL NOW	HOLD (Minimum Maint., Mothball)	HOLD (Limited Programs)	HOLD (Revitalize, Partner/Lease)
Insurance	0	Less than \$1,000 Minimal liability coverage.	\$1,000/yr Property Damage & Liability, based on 500 Camper Days.	\$1,000/yr Property Damage & Liability, based on 500 Camper Days.
Building Maintenance and Capital Improvements	Cost to sell (5 - 7%)	Minimal ground & building maint. (\$8-\$10,000 or less)	Ground & Building maintenance, (\$8000-\$10,000)	Ground & Building maintenance, (\$8000-\$10,000)
Income / Revenue	\$800,000	\$1.2 million estimated future value within one year	20 weekends @ \$100/wkend (\$2,000); 4 day camps (\$600), Annual giving fund (\$6,000), Grants(?)	20 weekends @ \$100/wkend (\$2,000); 4 day camps (\$600), Annual giving fund (\$6,000), Grants(?), Leasing proposal being submitted
Staffing	0	0	\$12,000 shared with Presbytery (est. \$6,000 fund raising campaign), Volunteer standing committee. No Presbytery Staff increase, assign C&C oversight to existing staff	Full-time Director with staff to support programs. (@ \$40K in past summers) Volunteer standing committee. No Presbytery staff increase, assign C&C oversight to existing staff.
Shenandoah Presbytery Staff Involvement	0	0	Status quo	Camp & Conference Chair
Shenandoah Presbytery Financial Responsibility	5 – 7% selling fee	\$1,000 insurance & minimal maintenance	Insurance, Ground & Building Maintenance, (\$10,000)	Insurance, Maint, cleanup, staffing (\$20-60,000)
Outdoor Ministry Objectives Served	None	None	Youth Day, Church outings, weekend retreats, meetings, mission community retreats	Youth day, Church outings, summer camps, weekend retreats, challenge courses, week-long retreats
Program Expenses	0	0	Annual Fund Drive Volunteer staff User Fees	Annual Fund Drive Volunteer staff ,User Fees, Recruiting, marketing, advertising, admin
Capital Improvements	0	0	Funds for the future. Restricted Assets (kitchen to meet current code)	Funds for the future. Restricted Assets (kitchen, 4-season accommodations)