



Whitewater Christian Service Camp, Inc.

Project 365 Plan

Version 2.0: March 2024

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1.0 Introduction: What is Project 365

Whitewater Christian Service Camp, Inc. (WCSC) is an un-denominational camp located in Switzerland County Indiana committed to leading youth and adults to become followers of Jesus. WCSC's Mission is simple, "Love God, Love People, Make Disciples." WCSC accomplishes this mission by creating a camp environment that is conducive to the work of the Holy Spirit in the lives of campers and staff. WCSC's responsibility is to provide camp programming and community events based on Biblical principles ensuring that each camper is provided with opportunity to experience worship, fellowship, and teaching. WCSC has witnessed countless lives being changed. That is what WCSC is all about and exists to see the Gospel carried on through generations to come. The main principle WCSC stands by is that of Discipleship as taught and commanded by Jesus.

Whitewater Christian Service Camp was started in 1934 on the banks of the Whitewater River in Brookville, Indiana. In the years following, the summer camp took place at multiple temporary locations. In 1957, the camp was relocated to its permanent home on land donated by Mr. and Mrs. Omer Harlow outside of Vevay, Indiana. Prior to its inaugural camp season, the entire camp was constructed in less than one year. The original 1957 construction of the camp consisted of simple block buildings located on concrete pads, and included 8 cabins, a chapel, a mess hall, and a bathhouse building. In the 60+ years since WCSC started, not much has changed. With the exception of a ninth cabin constructed in the mid-1960's-early 1970's, a second bathhouse building constructed in the mid-1960's-early 1970's, and an addition to the mess hall for a camp office built in 1982, all of the buildings at the camp are still from the original 1957 construction. The existing camp infrastructure has served the WCSC community well for many years, however time has caught up with the camp and the WCSC executive board has unanimously decided to launch Project 365.

The original Project 365 Plan (Version 1.0) was approved by the WCSC executive board in March 2021, with the initial intent and purpose of promoting Project 365 as an initiative to update the camp's infrastructure to allow WCSC to fulfill its mission all year long. The ability to offer additional camp services throughout the year will enable WCSC to further impact the lives of youth and adults for many years to come. Project 365 consists of several core objectives in order to bring the camp's infrastructure into the 21st century. It is very important to note that the infrastructural improvements to WCSC will not be accompanied by any compromise of our values and beliefs. The WCSC executive board has developed the *WCSC Foundation Beliefs* document to reaffirm its commitment to preserve and protect the integrity of the message taught at WCSC and to promote unity among all who partner with WCSC.

As time has progressed during the beginning stages of Project 365, WCSC has developed a stronger grasp of where the camp is at with its fundraising and project goals and capabilities. The original Project 365 Plan set forth several exceedingly ambitious goals relating to camp infrastructure and the year-round nature of Project 365. This revision to the Project 365 Plan,

approved by the WCSC executive board in January 2024 seeks to revisit these projects and timeframes, as well as reflect the current priorities of WCSC relating to Project 365.

The following definitions are provided to clarify what is intended when each of the following terms or phrases are used in relation to Project 365.

Project 365 Plan

Rather than referring to the original version of the plan, approved by the executive camp board in March 2021, any references to the Project 365 Plan now refer to this document, approved by the WCSC executive camp board in January 2024. This revised plan is also referred to as Version 2.0. Future references to Version 1.0 indicate the original plan, and will likely be used in order to demonstrate the changes in priorities for WCSC over time.

Project 365

Version 1.0 Definition (Old): As discussed in this section, the original definition of Project 365 was based on WCSC's exceedingly ambitious goals to quickly raise funds necessary to update the camp for operating throughout the year. The former definition of Project 365 is: initiative to update WCSC's infrastructure to allow WCSC to fulfill its mission all year long.

Version 2.0 Definition (New): The new definition of Project 365 captures the recognition of WCSC to embrace its current capabilities and desire to provide camp services throughout as much of the year as possible. The new definition of Project 365 is: initiative and commitment to operate WCSC throughout as much of the year as possible. The scope and scale of Project 365 is limited to what the camp's infrastructure can provide. The purpose and goal of Project 365 is to continue to update the camp's infrastructure to support its expanded scheduling and to serve as an initiative to raise funds for future infrastructural improvement which will enable WCSC to operate at all times of the year, eventually enabling WCSC to fulfill its mission all year long.

Long Term Project 365 Goals

Version 1.0 Definition (Old): These goals were originally referred to as the "Initial Project 365 Development" - this phrase formerly referred to the phase of projects necessary before WCSC could expand its schedule beyond its current expansion of early March - early November. These projects include the construction of a new heated bathhouse building and relocating the pump house infrastructure, winter-proofing some of the cabins, and constructing an additional heated recreational building. We are renaming these projects to the "Long Term Project 365 Goals" due to the misconception that these projects must be completed first and to resolve the perception that Project 365 is not already in motion. Our priorities have shifted with the new definition of Project 365 based on our current fundraising and operating status - see Section 2.0 for more information on the current level of expansion of WCSC schedule.

Version 2.0 Definition (New): Long term Project 365 Goals - as WCSC heads into the future by maintaining consistent scheduling from early March through early November, these projects,

formerly defined as the Initial Project 365 Development, are the primary projects to be completed before the scale of WCSC's scheduling can be expanded into the winter months. However, with Project 365 already in motion as observed by our current expansion of the WCSC schedule, these projects needed to be renamed to avoid confusion. As a camp, we have chosen not to wait for additional funds before expanding our scheduling to the extent of our current capabilities. As we continue to work toward the future possibilities at WCSC, the Long Term Project 365 Goals are defined as: projects necessary to be completed prior to further expansion of WCSC's scheduling into the winter months. These projects include construction of a new heated bathhouse building, including the relocation of our pumphouse infrastructure, winter-proofing some of the cabins, and construction of an additional heated recreational building.

Please read through this plan to learn more about the specific objectives involved with Project 365 and how you can get involved as we partner together to move WCSC into a prosperous future.

2.0 Current Expansion of WCSC Scheduling

Historically, prior to Project 365 being set in motion, WCSC has hosted our summer camp season in June and July annually, with retreats and church picnics taking place in August-October. In recent years, the camp has also hosted private events for the local Switzerland County School Corporation in May and August. Through the Project 365 initiative, WCSC is able to further expand our schedule in accordance with the new Project 365 definition provided in Section 1.0 of this plan. Our current priority is to offer events and camp programming throughout as much of the year as possible.

We have expanded the schedule and have the camp open from early March through early November. For the time being, we are satisfied with this expansion of our ministry as we continue to work toward planning and fundraising for the projects formerly described as the "Initial Project 365 Development". Our focus has now shifted away from prioritizing opening the camp for the remaining four months of the year, as we have less costly needs to be addressed in the immediate future to ensure we can succeed with our current level of schedule expansion and to continue to sustain and enhance our summer camp schedule of events as well.

Considerations are also being made for how to better utilize service weekends, retreats, and other non-summer camp events as well as other events outside of our already established non-summer camp events and traditional summer camp weeks for the maximum impact, productivity, and inclusion of individuals and families of all ages within the WCSC community. A balance of quality and quantity must be maintained as we open the camp up in the spring and keep up our momentum as we remain open in the fall.

It is absolutely critical that the WCSC community recognizes that Project 365 at WCSC is already in motion with our expanded scheduling. Prior to the initial implementation of this plan in 2021,

WCSC did host events annually outside of the summer camp season, including Family Camp, Women's Retreats, Work Days, and church picnics. However, those non-summer events did not include the scope, time frame, frequency, and regularity of events since the implementation of this plan.

In Fall 2021, fresh off of the momentum of our 2021 summer camp season, and our return back to normal from the COVID-19 pandemic, WCSC began its first expansion of the Fall camp schedule, with events running from late July through early November.

In Spring 2022, WCSC continued to expand the camp schedule from early March through May, leading up to our summer camp season. Since expanding the camp schedule to this time frame, WCSC has not looked back. The ability to provide these events and the frequent availability for our community is what WCSC exists for and strives to provide.

As of the revision of this plan in January 2024, WCSC provides a plethora of events throughout the year. This includes camp hosted events, such as Service Weekends, Retreats, Lock-Ins, Family Camp, Fall Fest, and more. This also includes private events, such as for the local school corporation and for our supporting congregations.

With WCSC now operating annually from March to November - Project 365 is active! As we focus on providing opportunities for our community to utilize WCSC, we are seeking the support of our community - service, prayer, and financial support, as WCSC grows alongside the Project 365 initiative. Project 365 is not just about the future of WCSC, Project 365 is about the present, as it is taking place now!

3.0 Core Project 365 Objectives

Project 365 consists of a number of improvements in all areas of WCSC. The following listing of the most notable Project 365 objectives provides a description of the current conditions for each area and why each improvement is a necessary part of the Project 365 mission. Along with most general objectives is a list of potential projects necessary to meet each goal. These projects are incorporated into the WCSC Five-Year Plan and/or WCSC Ten-Year Plan and Beyond provided in Sections 4.0 and 5.0 of this plan. Specific project planning and coordination will be handled by the WCSC executive board, camp coordinator, and camp groundskeeper. The roles of these parties are discussed further in Section 6.0 of this plan. The goal of providing the WCSC community with this information is to be completely transparent with the entire process and assure all who donate to WCSC that their contributions will be handled responsibly and with the purpose of completing the objectives discussed in this section. It is recognized that the original goals of the Project 365 Plan were exceedingly ambitious and included what is now recognized as unrealistic timelines for completion of projects. The revisions to this plan, including to the scope and prioritizations of these projects, aims to update this information and to provide realistic and accurate insight into the project goals of WCSC. It remains incredibly exciting to

partner with the WCSC community and supporting congregations as we move our camp's infrastructure into the 21st century and support the expansion of the WCSC schedule.

3.1 Men's/Boy's Bathhouse and Pumphouse Reconstruction

WCSC's current incoming water infrastructure is only operational during non-freezing weather months and must be shut down for the remainder of the year (currently November-February). Due to the certain times of the day resulting in peak water demand, WCSC has a pumphouse with a water tank (or "water tower") inside to provide adequate water supply during times of high demand. The pumphouse building is not heated, and therefore the water storage tank cannot be used during freezing weather months. Additionally, neither bathhouse building is heated, so bypassing the pumphouse infrastructure is not a viable solution for supplying water to the bathhouse in the winter months.

The existing men's boy's bathhouse building is from the original construction of WCSC and is assuredly the most in need of replacement of all buildings at WCSC. The bathhouse building consists of separate ends for the boys and men and has a storage area in the center which also houses its water heaters. The foundation of this building is falling apart from the center and the building is poorly ventilated.

As a long term Project 365 goal, WCSC plans to construct a new men's/boy's bathhouse building to provide heated restrooms during the colder months. In addition, WCSC plans to relocate the pumphouse infrastructure to a room inside this new building in order for the camp's water supply to the bathhouse and other heated buildings to be operational all-year long.

The new bathhouse building will be separated into two ends, as the existing building is, with separate facilities for men and boys during the summer camp season, and separate facilities for boys/men and women/girls during the colder months when the women's restroom is closed for the winter. The new bathhouse building is anticipated to be much larger than the existing building and will be designed according to Indiana Code regarding the number of sinks, showers, and toilets required.

Several steps of planning have already occurred for this project, including obtaining professional architectural drawings and quotes from two reputable contractors. A proposed layout of the new bathhouse building is available in the camp office. While the cost is subject to change based on inflation and other factors, these estimates obtained in 2022 for the full completion of this project range from \$312,000 to \$433,000.

Given the substantial cost and long term fundraising necessary to obtain such funds from the WCSC community and supporting congregations, WCSC remains open to a short term solution to improve the existing men's/boy's bathhouse without performing a complete overhaul. WCSC will explore more affordable options fitting with the current scale of WCSC operations. Factors to be considered for a short term solution include: floor and entrance way repairs and reconstruction, improved ventilation, and conversion of the center room to a laundry room.

3.2 Mess Hall Kitchen Improvements

The mess hall is the core building supporting WCSC operation. This building houses the camp office, dining room, kitchen, and pantry. The mess is not only utilized during meal times, but also provides WCSC's only air conditioned space to gather for activities, classes, and meetings. In recent years, WCSC's mess hall has seen several improvements, including: new mini split air conditioning and heating units for the dining room, office, and kitchen, an air conditioning unit for the pantry, new cabinets in the dining room, and the office has been rearranged and improved. WCSC also has an AED unit available in the camp office. Noticeably, the mess hall kitchen equipment remains in need of an update, which it has needed for several years.

Specifically, all three convection ovens and the gas range currently provided in the kitchen have served WCSC well for many years, however this equipment is outdated and now just one of the convection ovens is functional. This setup does not promote timeliness for our camp cook to prepare meals. The current ovens cook food slowly and inconsistently. WCSC will work to replace the convection ovens and range in the coming years, with priority on replacing the convection ovens. The industrial refrigerator located in the kitchen is also well-aged and will need replaced in the coming years.

Another problem which had plagued the mess hall kitchen for years was the excess condensation forming on the ceiling due to leaking from the former HVAC unit. This is no longer an issue with the installation of the new mini split system replacing the old unit. As a result, some of the ceiling boards in the mess hall kitchen and the dining room may require replacement during the next phase of mess hall remodeling due to the damage that was sustained by the excess moisture from the former HVAC unit located above.

3.3 Tree Planting and Transplanting

WCSC is blessed to provide such beautiful scenery of God's creation to the WCSC community. A major aspect of this is the numerous trees located throughout the camp. In recent years, WCSC has lost several trees, from severe weather events and from cutting down trees which posed a potential hazard. In addition to this, an extreme weather event during summer 2023 saw several dozens of trees lost, significantly altering the windbreak and shade coverage of several areas and greatly reducing the density of trees throughout the camp.

WCSC must begin to replace these lost trees as soon as possible in order to secure and retain tree cover and foliage over the camp grounds for the future. In addition to bringing new trees into the camp, WCSC is also considering the removal and transplanting of trees from the field west of the main camp area. All newly planted trees must be strategically placed in order to avoid current or future hazard to camp operations and the facilities. Areas where loss of trees has been most significant will be the initial focus of these efforts, as WCSC will expand the tree planting project to the remainder of the camp as needed.

As an option to promote and preserve native tree growth at WCSC, the camp may seek out assistance from the Indiana DNR for establishing a “trees of Indiana” exhibit or obtain and label trees native to Indiana.

3.4 Groundskeeper’s Home

The home currently serving as the groundskeeper’s residence is a double-wide mobile home trailer located to the southwest of the mess hall and girls’ cabins. This residence was historically utilized as the camp coordinator’s home, while a home on the east side of WCSC served as the groundskeeper’s residence. The former groundskeeper’s home is also strategically located near the camp entrance, so it is easier to monitor traffic approaching or coming into the camp.

The current camp groundskeeper was hired in 2018, and it was determined prior to the move-in process for him and his wife that the trailer portion of the home was not suitable for residence, so they moved into the home they are currently living in. The double-wide mobile home trailer has required frequent repairs and renovations over the past several years, dating back prior to their residence, and is not well-suited for long-term residence.

Initially, the goal of the WCSC executive board was to restore the former groundskeeper’s home and for the camp groundskeeper and his family to move into that residence. This home previously consisted of two parts: a single-wide mobile home trailer, and the attached structure with a foundation, consisting of three rooms. The WCSC executive board explored the idea of hiring a contractor to finish the groundskeeper’s residence by constructing an addition to the existing structure. In 2018 a quote was obtained for approximately \$59,000 for this project. A special fund has been established for the WCSC community to set aside funds dedicated to this project. We greatly value our groundskeeper and his family and look forward to being able to provide them with the suitable long-term home they deserve. Our goal is for the new groundskeeper’s home to serve whoever serves as the WCSC groundskeeper for many years to come.

With all this information in mind, the remaining half of the residence has sat vacant since 2017, and the mobile home portion of the former groundskeeper’s residence was removed in Spring 2020 in preparation for the future construction. Having sat vacant for several years and being exposed to all conditions, the current structure will require significant improvements or to be rebuilt as a part of this project. By adjusting for current economic conditions and for the additional work required than was initially anticipated and planned for, this will be a costly, but necessary project for WCSC to undertake once the funds are available.

Following the completion of the groundskeeper’s home, WCSC plans to relocate the dean’s quarters to the double-wide. Other potential uses of the double-wide includes housing for seasonal camp employees, additional office space, and storage for camp supplies.

3.5 Relocate Secondary Electric Underground

WCSC desires to relocate as much of our secondary electricity lines to underground as possible. Currently all of the girls' side of camp has above-ground electricity. WCSC has many trees located among its cabins and the threat of taking out the power due to a storm is something WCSC desires to avoid as much as possible. Additionally, this would create a serious safety issue with downed power lines if this were to occur while campers are present. During the electric line relocation, WCSC will be able to adjust the wiring we have going to our cabins for both 120V and 240V to allow air conditioner units or heating to be installed in the future as determined by the WCSC executive board. The power lines to the boys' cabins will also need to be addressed as part of the long term Project 365 goals if the decision is made to utilize an electric furnace or air conditioner unit as the primary method of heating the cabins. WCSC plans to work with a reputable local electrical contractor, or multiple, to accomplish this objective. In the future, WCSC may also consider expanding the reach of its electricity service to areas such as Campfire, Vespers, near the basketball court, the Far Shelter, and the Wilderness base camp area.

3.6 Cabin Improvements

As discussed in Section 1.0 of this plan, one of the long term Project 365 goals is the upgrading of four cabins to be suitable for use during cold-weather months. The most likely initial cabins to receive these upgrades are Cabins 3, 4, 5, and 6. This includes two boy's cabins and two girl's cabins. These are also the closest cabins from each side to the future bathhouse to include separate facilities for both boys and girls during the cold-weather months. Over time, as demand necessitates, WCSC plans to upgrade additional cabins to be suitable for use during the winter months, and the initial four cabins are simply the starting point. These four cabins will be sealed for winter weather and finished with tight-sealing windows, well-sealed doors, and removable seals for the exhaust fans. These cabins will be heated for use during colder months. Possible heating methods include mini-split system, hotel room style air conditioning units, wood stoves/furnaces, or gas/propane heat. Depending on the type of heating used, the cabins may need electrical or other utility work before installing furnaces. The initial four cabins with heat will allow up to 30 boys/men and 30 girls/women to stay overnight. Depending on the success of our non-summer camp season events, WCSC may need to accommodate more than 60 individuals at one time during cold weather months, which would necessitate the winterization of additional cabins.

Everyone familiar with our cabins at WCSC knows the iconic old-school shutters for each window of the cabins. Each cabin has six screen windows and six shutters. The doors for the cabins vary, as each has been replaced or repaired over time when needed. In general, each cabin has a solid front door and a back screen door. Some cabins also have a second front screen door. Beyond the winter-proofing of cabins, the doors and windows are improvements which could be addressed for all cabins. While we intend to keep the shutters in place, we will consider replacing the screen windows in each cabin with tight-sealing windows that are either removable or able to be opened for warm-weather conditions. Windows will consist of either real glass, plexiglass, or similar material to allow the cabins to keep heat in. By maintaining the

ability to remove or open the new windows, this will still allow the windows to be opened for fresh air to enter the cabins, while also providing a good seal on the cabins during heavy rainfall events. Currently, even with the shutters closed, rain water can still enter the cabins and get onto campers' belongings. The other item is to install screen guards on each of the front and back screen doors of the cabins, since these screens are frequently damaged by campers pushing against the screen. In the process of winter-proofing the cabins, several of the solid doors and screen doors may need to be replaced to ensure a strong weather and animal proof seal is provided at both points of entry to the cabins. WCSC is also exploring the idea of adding front porches or a morning room to the fronts of the cabins.

3.7 Additional Recreational Activities, Shelters, and Prayer Areas

One of the things that makes WCSC so unique is its rustic charm and simple way of life. WCSC does not want to be like other summer camps where the campers are so oversaturated with activities and fancy amenities that the focus of why they are at WCSC is lost. The recreational focus at WCSC is on the interactions that campers can make while participating in activities with one another. An example of this is the basketball court. While it consists of just a simple concrete slab, it is a centerpiece of many of the recreational activities and free time at WCSC. Countless interactions and memories have been made on and around the basketball court over the years, and WCSC looks forward to those continuing for many years into the future.

WCSC views the purpose of recreational activities as a tool for campers to build new friendships and strengthen existing ones. The relationships made at WCSC are special and carry over from year to year. We understand that providing activities for campers to interact with others who are outside of their cabin or family group is critical for campers to build relationships with one another and expand their connections. Other activities which require participation as a family group can help strengthen those bonds to bring the campers closer together as a family rather than just a team. This can result in campers being more open and transparent with their family group during family times.

With all of this in mind, WCSC is looking for other ways to utilize the camp grounds for additional recreational activities and upgrading the activities currently in place. Specifically, WCSC is considering the installation of a sand volleyball court, which would provide a safer experience than the existing grass volleyball court, as well as a second basketball court constructed of a safer, more slip-resistant material.

In recent years, WCSC has fully cleared out the underbrush from the wooded area between the former campfire location and Vespers. Due to an extreme weather event in July 2023, many of the trees in this area are also cleared out, providing a new, open space in the woods for activities. Some ideas under consideration for this area include a putt-putt golf course, disc golf area, and constructing an additional shelter. Since this area provides shade throughout most of the day, it may also be a good location for some yard games, such as cornhole, horseshoes, ladder golf, can-jam, and others. WCSC is open to other ideas for how to best utilize this area as

well. Additionally, in recent years the prayer walk trail has been underutilized, so WCSC is considering revitalizing the prayer walk, including the incorporation of a new trail to the southeast of Lake Omer, which was created in 2022, and creating a prayer garden area in an area which now receives more daylight than previously.

As part of the long term Project 365 goals, as WCSC begins to operate closer to year-round, the camp is looking into making sure it is able to provide recreational spaces for all kinds of weather. This includes the addition of a heated structure, such as a shell pole barn or block building, for activities to take place in. Think of this space as the combined Chapel and far shelter areas for use during cold weather. This space will also be utilized during the summer camp season, with potential uses including a classroom space, arts and crafts area, family group meeting area, cards and board game playing area, and for general storage.

3.8 Women's Bathhouse Improvements

While WCSC does not plan to replace the women's/girl's bathhouse in the immediate future, the building is in need of some quality of life improvements. Since the boys' bathhouse will be utilized for the long term Project 365 goal of providing a bathhouse facility suitable for year-round use, the women's bathhouse building does not require winter-proofing at this time. Instead, it will continue to be winterized and have its water shut off and be unavailable during the cold weather months. The most pressing issue for the women's bathhouse is that it is poorly ventilated. Potential solutions for this may include raising the ceiling and expanding the window areas along the perimeter and/or installation of an exhaust fan. Additionally, the stall area in the center of the bathhouse may require the construction of new stalls due to the current low height of the stall barrier walls. It is possible that a new women's bathhouse may be included in the construction of a future multi-use building, depending on the siting and timing of this construction, however it will be several years until the planning for that project begins.

3.9 Wilderness Camp Improvements

When it comes to the Wilderness Camp area, WCSC likes to keep it simple, and maintains a minimalistic style when it comes to this area. Much of the work completed in this area is completed with existing or donated materials. For those who are unaware, the Wilderness Camp is located in the wooded area beyond the field to the west of the main camp area. As WCSC has expanded its camp programming to now utilize the Wilderness Camp area for the traditional Wilderness Camp, Creation Camp, and Wilderness Weekend, WCSC is consistently looking for new ways to improve the Wilderness Camp Area, including the base camp area, boys' and girls' camping areas, hiking trails, and nature center.

WCSC strives to continue to consult with the wilderness campers for considerations of what kind of structures they would like to see, and WCSC continues to encourage the wilderness campers to get involved as the camp creates the Wilderness Camp area that they envision.

WCSC is always renovating and reinventing the Wilderness Camp area. The major goal for this area is for the campers and staff to be able to contribute to the constantly growing vision of how this space is utilized. In the coming years WCSC will work with the campers to provide a space that they can help work to create and gain a sense of ownership of. As WCSC has begun to utilize the Wilderness Camp area for more events, and with the potential of that list growing, with possibilities including additional Wilderness Weekends or campouts, and expanding the summer camp schedule to split into two separate Wilderness Weeks, WCSC will consider and explore the possibility and feasibility of providing electrical and water utilities directly to the Wilderness base camp area.

3.10 Chapel Improvements

In 2019 the Chapel received a much needed facelift, including a beautiful new backdrop consisting of pallet wood – constructed during Work Study Week, and a new roof. Now that the appearance of the Chapel reflects the importance of the message delivered there, WCSC is transitioning its focus toward making it more usable for all types of events. This work has already begun, as WCSC obtained a new sound system, speakers, and audio cables in 2021. However, the remainder of WCSC’s audio and visual (A/V) technology remains either outdated or incomplete. The audio related technology needs at WCSC are a result of the actual instrument and microphone connections/jacks being a mix and match of donated items, several of which are not compatible with or optimal to be used with the new sound system. The most pressing need for audio equipment is for microphones and associated cables, as well as auxiliary cables for instruments and amplifiers. The existing video technology at WCSC consists of an outdated VGA connection projector and a projector screen which is not intended for outdoor use, and a large CRT television. WCSC plans to consult with those who utilize the A/V system during their weeks of camp to recommend what is needed to improve the worship and teaching experience in the Chapel. Additionally, all equipment utilized in the Chapel is intended to be interchangeable between the Chapel and the future “winter chapel” building discussed in Section 3.7 above. This will be the same equipment utilized for both locations, not a duplicate of the same technology.

3.11 Camp Coordinator’s Home

The purpose and goal of Project 365 is to continue to update the camp’s infrastructure to support its expanded scheduling and to serve as an initiative to raise funds for future infrastructural improvement which will enable WCSC to operate at all times of the year, eventually enabling WCSC to fulfill its mission all year long. In its current state, Project 365 calls on WCSC to embrace its current capabilities and desire to provide camp services throughout as much of the year as possible. With the expansion of camp events already in place, as well as the anticipated further expansion of the camp schedule following the construction and implementation of the necessary infrastructure, WCSC recognizes the responsibility of the camp coordinator to direct the planning, coordination, and completion of the Project 365 objectives.

As WCSC continues to grow over the coming years, the camp coordinator shall work to create and promote additional camp programming in a manner which ensures WCSC is being utilized in accordance with its mission and responsibility to the WCSC community to provide camp programming and community events based on Biblical principles ensuring that each camper is provided with opportunity to experience worship, fellowship, and teaching. There are many routes WCSC can go with expanding its mission, and much of this will be determined by the creation of our WCSC Future Business Plan, which will discuss potential future uses of the camp. The initial WCSC Future Business Plan will be compiled by the camp coordinator with input and considerations from the WCSC executive board and WCSC community as a whole. The final plan will be finalized and approved by the WCSC executive board. Depending on the plans included in the WCSC Future Business Plan, it may necessitate having a home for the camp coordinator located at WCSC. Keeping the camp coordinator on-site during the summer camp weeks has shown to be a benefit to WCSC in recent years, and the workload and responsibility will continue to increase with the further expansion of WCSC's schedule and implementation of any new business in accordance with the WCSC Future Business Plan.

While at the current time WCSC is not providing a home for the camp coordinator, the historical context of this position and future considerations are being taken into account to prepare for the event such a decision is made that the WCSC executive board finds it sustainable and beneficial to the overall business of WCSC that the camp coordinator and his family has a residence on site provided by WCSC. It is possible that this could be included in the design of the future multi-use building discussed in Section 3.13 below.

3.12 Additional Camping Options

WCSC currently has one operational RV/camper electricity hookup, located near the game room (former workshop). While WCSC is not trying to start a campground business, the WCSC executive board understands the desire for a few more RV hookups to be available. These would be available for use by staff during the summer camp season, during Family Camp, or for private events. Those utilizing the RV hookups will be required to pay a fee in order for WCSC to recover the cost of installing these amenities. The most likely area for these would be to the west of the girls' cabins, following the completion of a privacy fence for the girls' side of WCSC. This project should be completed in coordination with the relocation of the secondary electrical lines to underground on the girls' side of the camp, and will require new 240V lines to be run to the location of the hookups. These sites will also be prepared with a gravel or concrete pad for parking.

3.13 New Multi-Use Building

A new multi-use building has been a dream for WCSC for many years. At this time, the new multi-use building is being looked at from a high-level view. Over the next several years, the WCSC executive board will determine what the overall purpose and function of the multi-use

building will be and what it specifically needs to provide. The WCSC camp executive board must ensure that this building is made with purpose and the WCSC mission in mind. This will be a very capital-intensive project, so it is critical to WCSC that the design of the multi-use building aligns with the WCSC Future Business Plan and is able to serve the needs of our summer camp season and supplemental business. Not only does the building need to be able to provide services corresponding to the business goals of WCSC, but it also needs to be constructed in the right location. As the plans for the future multi-use building are developed, this plan will be updated to reflect WCSC's decision making process. Some of the areas that may be needed in the multi-use building include the following: activity and worship areas (classrooms, indoor gym, etc.), dining room, kitchen, restrooms, indoor baptistry, dorms for camp faculty (cook, lifeguard, nurse, seasonal camp operations assistants), and dean's quarters. It is possible the multi-use building project may be combined with the women's bathhouse and camp coordinator's home projects if the siting and timing of these projects coincides.

4.0 Five-Year Plan

As discussed in Section 1.0 of this plan, over the first three years since Project 365's implementation, WCSC has developed a stronger grasp of where the camp is at with its fundraising and project goals and capabilities. The original Project 365 Plan set forth several exceedingly ambitious goals relating to camp infrastructure and the year-round nature of Project 365. Included in that plan was a time-specific Five-Year Plan with several goals, many of the smaller projects or less capital intensive projects have been accomplished, however several of the more capital and labor intensive projects remain. Section 2.0 of this plan explains the current expansion of WCSC's scheduling as Project 365 is well underway. To demonstrate the success of Project 365 to this point, a listing of several accomplishments in the lead up to and during the first three years of Project 365 are listed below. Following the projects already completed is a proposed timeline for projects to be achieved during 2024 and 2025 to close out the first five years of Project 365. While it is important for the WCSC community to recognize the accomplishments already achieved as part of Project 365, everyone must realize that there remains much more to be done to improve the functionality of WCSC and reach additional Project 365 objectives as WCSC strives to establish the necessary infrastructure to eventually enable WCSC to fulfill its mission all year long.

An incomplete listing of projects completed in preparation for Project 365 and during the first three years of Project 365 (2021-2023) includes the following:

- Hiring a camp coordinator and expanding the camp schedule to the current maximum range possible with WCSC's existing infrastructure. WCSC currently operates from early March - early November.
- Installation of two emergency storm shelters. One is located on the boys' side in front of Cabin 3 and another is located on the girls' side between Cabins 8 and 9.
- Obtained an AED to be maintained at the nurse's station

- Installed a new mini split HVAC system in the mess hall
- Completely cleared out trouble vegetation and undergrowth from the wooded area between the prayer walk trail and the main camp area.
- Constructed a new dock for swimming hole and re-excavated the swimming hole
- Acquired a new sound system and speakers in the chapel
- Replenished gravel for the driveway, parking lot, paths, and common areas
- Improved food storage, including new freezers and air conditioning in the pantry
- Mess hall office reconfiguration and upgrades
- Mess hall dining room upgrades, including a new storage closet and new cabinetry
- New water heater in mess hall
- Wilderness camp improvements, including new bridges, a hammock hanging area, and new hiking trail paths.
- New hiking trail to southeast of Lake Omer
- Attempted new summer camp weeks, including Creation Camp, Challenge Week, Retreat Week. Creation camp is here to stay as a miniature version of the traditional Wilderness Week for younger campers having completed grades 3-5.
- New toilets and water heater in the boys' bathhouse

The WCSC Five-Year Plan consists of projects included in the Project 365 mission, as well as other general camp improvement and quality of life projects. The initial goal of WCSC when Project 365 first launched was to have a noticeable impact on camp scheduling to offer camp-sponsored events and make the camp available for private events closer to year-round. The first iteration of the Five Year Plan reflected WCSC's exceedingly ambitious timelines and project goals discussed in Section 1.0 of this plan. Now three years in to the Five Year Plan period, WCSC has a much stronger grasp on establishing realistic timelines and project goals for the remainder of the Five Year Plan period in 2024-2025, as well which projects involve long-term goals of WCSC and must be moved to the Ten Year Plan and Beyond in Section 5.0 of this document. The design of the revised Five-Year Plan is to explore and complete projects which enable WCSC to improve its functionality and ability to fulfill its mission in the current scope and extent of WCSC's scheduling throughout the Spring, Summer, and Fall seasons.

A proposed timeline of Project 365 related projects for the final two years of the revised Five Year Plan for WCSC is as follows. Please refer to Section 6.0 of this plan to identify the responsibilities of certain parties with regard to the success of maintaining or adjusting the proposed project timeline.

- April 2024 - Obtain and replace at least one full size and one mid-size convection oven in the kitchen
- May 2024 - Replace freezer in snack shack
- June 2024 - First summer camp season under the revised Project 365 Plan. of Project 365 begins. Campers and parents/guardians will be informed about the revised Project 365 goals during the summer camp season.

- June 2024 - Re-establish prayer walk trail, including signage and linking to other walking trails.
- June 2024 - Improve Women's bathhouse ventilation setup and construct new stall barriers.
- October 2024 - Identify trees suitable for transplanting on camp grounds
- January 2025 - First draft of WCSC Future Business Plan submitted by camp coordinator to WCSC executive board for review. This plan will discuss potential future uses of the camp. The initial WCSC Future Business Plan will be compiled by the camp coordinator with input and considerations from the WCSC executive board and WCSC community at-large.
- January 2025 - Explore short term solutions for boys' bathhouse, including floor and entrance way repairs and reconstruction, improved ventilation, and conversion of the center room to a laundry room
- March 2025 - Identify locations for new and transplanted trees to be located and begin replacing lost trees. Resume this process each spring.
- Spring 2025 - Re-seal mess hall dining room floor
- Spring 2025 - Implement new recreational activity areas over time as funds and/or labor is available. From this point on, WCSC should strive to implement or upgrade at least one recreational aspect of the camp each year
- May 2025 - Obtain new audio and video equipment for use in the Chapel
- June 2025 - Implement short term solutions for boys' bathhouse
- June 2025 - Replace damaged ceiling boards in mess hall kitchen and dining room
- Fall 2025 - Determine desired winter-proof cabin setup for heating, doors, windows, and sealing exhaust fan.
- December 2025 - Project 365 initial Five Year Plan period ends
- November 2025 – WCSC Executive board finalizes WCSC Future Business Plan
- December 2025 – Five-Year Plan period ends.

5.0 Ten-Year Plan and Beyond

WCSC understands the importance of prioritization of projects in a manner which allows the camp to continue to provide its existing services as WCSC works toward further expanding the availability during the year with which these services can be provided while plans are made and funds are raised for the ultimate future development of the camp. The Ten-Year Plan and Beyond contains the entirety of the Five-Year Plan, however it addresses the most capital-intensive and forward thinking aspects of Project 365, including the long term project 365 goals, which are necessary prior to any further expansion of the WCSC schedule. The Ten-Year Plan and Beyond also provides a space for WCSC to dream bigger into the future possibilities of how WCSC can be used.

Project 365 related projects discussed in Section 3.0 of this plan which are outside the scope and therefore not included in the Five-Year Plan consist of the following:

- Planning and Construction of new heated bathhouse
- Seeking quotes for the groundskeeper's home project and going forward with construction once funds are available
- Planning and execution for relocation of secondary electrical lines underground and determination of electrical needs for cabins and camper hookups, as well as additional electric needs for areas such as campfire, vespers, basketball court area, far shelter, and wilderness base camp area.
- Once funds are available, begin winter-proofing four cabins, expanding as necessary over time. WCSC may begin with winterizing one cabin as a trial before moving forward with others.
- Planning and construction of a new heated structure to serve as the "winter chapel" and for various other uses throughout the year.
- Explore ideas for providing electrical and water utilities to Wilderness base camp area and implement as determined necessary and funds are available.
- Planning camp coordinator's home in accordance with WCSC Future Business Plan
- Installation of camper hookups and parking pads
- Explore future multi-use building design and siting in accordance with the WCSC Future Business Plan. WCSC will obtain pre-construction drawings for fundraising purposes as funds are available.

The implementation of these projects is dependent on the success of the Project 365 projects in the Five-Year Plan, therefore no proposed timeline for these projects is proposed at this time. As time elapses on the Five-Year Plan period (which ends December 2025), timeframes for these additional projects shall be developed, and this plan shall be updated.

The planning and outcome of many of these projects is dependent on the goals and vision of the WCSC Future Business Plan. This plan is to be completed and finalized by the WCSC Executive Board before the end of the Five-Year Plan period. The plan will address potential future uses of the camp to supplement the traditional church camp services. The initial WCSC Future Business Plan will be compiled by the camp coordinator with input and considerations from the WCSC executive board and WCSC community at-large. As the Five-Year Plan period progresses, WCSC anticipates having a better understanding on which business ideas will be more advantageous, successful, and sustaining. Depending on the plans included in the WCSC Future Business Plan, it may necessitate having a home for the camp coordinator located at WCSC. Growth of the numbers of campers for the summer camp weeks may also necessitate keeping the camp coordinator on-site. Keeping the camp coordinator on-site during the summer camp weeks has shown to be a benefit to WCSC in recent years, and the workload and responsibility will continue to increase with the further expansion of WCSC's schedule and implementation of any new business in accordance with the WCSC Future Business Plan.

Additionally, depending on the success of WCSC's non-summer camp season events and the camp's future business plans, WCSC may need to accommodate more than 60 individuals at a time during cold weather months, which would necessitate the winterization of additional cabins.

WCSC is also keeping in mind that an additional storm shelter or cabin(s) may be required if demand necessitates. WCSC currently has the capacity to house fifteen people in each cabin. With nine cabins, that is a capacity for 135 individuals. Each storm shelter can hold approximately 40 individuals comfortably, so we may need another storm shelter installed in the future. Additionally, we understand that filling the cabins to maximum capacity is not the most comfortable camping experience, so we are also open to constructing additional cabins if necessary, based on growth in our number of campers.

An non-exhaustive, preliminary list of potential items for consideration in the WCSC Future Business Plan are listed below:

- Christ-centered daycare center and/or pre-school
- After school programming
- Equine ministry
- Agricultural and environmental education center, such as a demonstration farm, experimental research farm, trees of Indiana forestry exhibit, creation science center, etc.
- Christian education center
- Solar farm
- Restaurant
- Work exchange housing

Additionally, ADA accessibility will be considered for future development of the camp as well as to retrofit existing camp infrastructure for ADA accessibility.

In addition to the Project 365 related portions of the WCSC Five-Year Plan and Ten Year Plan and Beyond, WCSC also intends to accomplish the following projects which are less specified in terms of timeline, and will be accomplished as demand necessitates. These projects will either be accomplished through dedicated fundraising or donation drive efforts or through the WCSC general fund.

- Acquisition of a new camp side by side. The Polaris Ranger has served the camp well for over a decade, but it is nearing the end of its useful life and will need to be replaced in the coming years. The camp side by side is likely the most-used piece of equipment at WCSC and is utilized for everything relating to camp operations. From transporting the trash to the dumpster, to hauling tools and equipment around for projects, the side by side is a core component to keeping the camp running.

- New turn-around area to keep unwanted traffic out of the camp. As part of enhancing the camp's security measures, WCSC has installed gates and a fence at the camp entrance at the top of the hill. To take this a step further, WCSC plans to install a turn-around area just downhill from the to-be-completed groundskeeper's home for unwanted or lost traffic to turn around without having to drive all the way into the camp. The new turn around area will provide an additional layer of security to the camp.
- Acquisition of a brush cutter. This would be used for clearing out the Wilderness Camp area, which WCSC is also utilizing for expanded camp programming. Additionally, WCSC has been working year-by-year to clear out the honeysuckle and other trouble vegetation in the wooded areas, which repeated use of the brush cutter will be able to address.
- Construct a privacy fence for the girls' cabins. As WCSC continues to develop the camp to areas previously not utilized, WCSC desires to make sure that a privacy fence is in place to differentiate between the girls' side of camp and areas where all campers can go. The privacy fence will also provide additional visual security to our female campers and staff along the west and north sides of the girls' cabins.
- Expansion of the existing campfire areas. WCSC is planning to expand both campfire areas, which includes the main campfire near Lake Omer, and the new campfire area constructed in Summer 2023 in the wooded area in the north of the main camp area. Expansion of both areas and construction of additional campfire benches is necessary in order to accommodate larger groups which use these facilities.
- Installation of a property fence. The initial property fence construction will simply delineate the boundaries between the camp and neighboring properties in the main camp area and will provide an additional layer of security to prevent trespassing into the camp. Areas where the property fence will initially be constructed along the property lines to the north and south, including to the south of the camp driveway and continuing behind the boys cabins and along the property line beginning across the pond and continuing into the wooded area north of the prayer walk trail. A gate will be installed in the property fence for the right-of-way access at the northeast corner of the back field. WCSC will make use of existing natural buffers and tree lines for consideration of where the property fence is needed.
- Installation of access controls. In order to preserve the continued improvements throughout the camp as well as to protect the existing infrastructure, WCSC will create barriers to limit access to certain areas of the camp. This includes preventing vehicles from being able to access the cabin areas, crossing drainage ditches, and keeping all vehicle traffic in the driveway area. WCSC has had several close-calls with the septic system access ports, ditches, and walking trails in the past due to visitors driving their vehicles into unsuitable areas. Protection of the storm shelters is also of high importance since vehicles must not drive over these areas. These barriers will consist primarily of signage and decorative pieces and will be removable to allow emergency vehicle access.

6.0 Project Coordination and Planning

The camp coordinator, groundskeeper, and WCSC executive board shall all be involved in the decision-making process regarding how each project will be completed and determining the priorities of WCSC. At the first meeting of each year, the WCSC executive board shall determine priorities for the business the camp plans to complete during that year. This includes regular camp business and projects or issues which come up over time, as well as long-term and short-term goals related to Project 365, the Five-Year Plan, and the Ten-Year Plan and Beyond. While at the present time, the WCSC executive board is not utilizing committees to distribute responsibilities, should the WCSC executive board decide to establish committees, this annual review and decision-making process for WCSC's priorities shall be utilized in order to determine which committees are needed to accomplish WCSC's business for that year (including who will be on each committee) and to establish the priorities of each committee. If committees are to be established, then each executive board member should be involved in at least one committee.

Priority determination shall be performed in consultation with the Project 365 Plan. Since the purpose of this plan is to provide transparency and an organized and time-sensitive approach for completing the core Project 365 objectives, the WCSC executive board shall keep the deadlines and timeframes included in this plan in mind when determining WCSC's priorities for each year. Over time, it is possible, even likely, that timeframes and deadlines may need to be revisited based on fundraising progress or other causes, however this should be avoided if at all possible. In order to mitigate this, the WCSC executive board has reviewed the timeframes in this plan to ensure the anticipated time frames are realistic and are no longer exceedingly ambitious.

Revisions to the Project 365 Plan shall be handled as minor versions of the document until approved by the WCSC executive board, at which time the plan shall be handled as a major version. For example, if the camp coordinator proposes a revision to the plan in between executive board meetings, the plan shall be saved as a separate document and receive a minor version number, signified by a decimal of any number other than 0 (ex: Version 1.1). Once a revised version of the plan is approved by the WCSC executive board, that will become effective and will be handled as a major version, signified by a decimal value of 0 in the version number (ex: Version 1.0).

The role of each party involved in the Project 365 decision making, planning, and execution process is detailed in the following list:

- Camp Coordinator – Responsible for creating and maintaining the Project 365 Plan. The camp coordinator shall propose projects and lead idea generation regarding the future development and uses of the camp. The camp coordinator shall oversee the business aspects of the camp as well as direct the planning, coordination, and completion of the Project 365 objectives and shall work closely with the camp groundskeeper. **The camp**

coordinator is responsible for ideation, planning, and management aspects of each project.

- Groundskeeper – Responsible for performing or communicating/working with contractors to ensure projects are completed as determined by the WCSC executive board. The groundskeeper shall also bring to the camp coordinator and WCSC executive board's attention any pressing issues relating to projects which must be prioritized, or problems encountered during completion of a project. The groundskeeper provides an on-site liaison for visiting volunteers or contractors. **The groundskeeper is responsible for the execution of each project.**
- WCSC Executive Board – Responsible for final decision making for each project which utilizes donated funds to WCSC. The WCSC executive board shall prioritize projects and form committees each year (as determined necessary) to promote the achievement of WCSC's business goals and project plans. Any committees are expected to be in communication with the camp coordinator and groundskeeper to the extent necessary for each project. Committees are responsible for finding connections for each project and obtaining cost estimates for decision making. The president of the WCSC executive board shall include necessary Project 365 related items on the agenda for each meeting, as well as provide each committee with an opportunity to provide an update during each WCSC executive board meeting. The WCSC executive board is also responsible for approving any revisions to the Project 365 Plan. **The WCSC executive board is responsible for final decision making for each project.**

This process provides checks and balances to ensure that donated funds to WCSC are handled thoughtfully and responsibly to achieve the Project 365 mission. As the primary executive officer of WCSC, the WCSC executive board president also maintains the ability to assign special responsibilities (where appropriate) to individuals not outlined in this section in order to promote the decision-making, planning, management, and/or execution of Project 365 objectives.

7.0 Fundraising and Outreach

Project 365 promotions are to be performed by any combination of the camp coordinator, groundskeeper, executive board members, or their designee(s). Others to attend camp promotions could include the camp registrar, seasonal camp operations assistants, and other valued supporters from the WCSC community. Regarding the scheduling of camp promotions, WCSC will try its best to accommodate those who request promotions first and then work on establishing a regular cycle for the promotions.

Promotions will consist of in-person congregational presentations as well as presentations to campers during the summer camp season, to inform the WCSC community of Project 365 goals and about the camp in general. The presentation and specific topics of discussion will be adjusted to most appropriately fit the audience. Once cost estimates are available for specific

projects, these will be provided during promotions. Until official estimates are available, those doing promotions will do their best to provide a “ballpark estimate” in order to demonstrate the need for financial support of Project 365. In the short term, the Project 365 portion of these promotions will focus on the current extent of WCSC scheduling, as well as provide a glimpse into future projects and the long term Project 365 goals. It is also important that those doing promotions communicate the accomplishments made thus far, so that the WCSC community is aware that Project 365 is already here and in motion.

As time gets closer to WCSC approaching the more capital intensive and long-term projects, WCSC will consider various fundraising efforts and events, as well as provide information to the supporting congregations and the WCSC community to seek additional financial support.

WCSC is so thankful to the WCSC community for the work already completed toward Project 365, and WCSC is excited to continue to partner with this wonderful community which truly makes Whitewater Christian Service Camp “The Greatest Camp on Earth”. Thank you for taking the time to read through this plan, and please spread the word about what WCSC is striving to accomplish with Project 365.