



Chairman's Report 2025 Annual Meeting February 28, 2025

At the Vision Summit in December of 2017, a huddle of three dozen board members, staff, pastors, laymen and former board members worked with the Board to develop a shared vision. We have been richly blessed by the foundation laid.

Over the last seven years, we have continued to build on this foundation.

I want to look back on three years of recent board history and three key themes that characterized the work of the CBC Board in 2025:

1. Board development
2. Planning
3. Financial accountability

We'll consider each of these in turn.

Board Development

The Board has been working over the last ten years to improve its effectiveness by moving to policy governance. Started in 2016, this shift to a policy governance board began, slowly but surely. We completed our first "full" review of policies in 2022 and 2023. It has been an encouragement for us to see how we have grown as a board over that decade.

Two underlying convictions have driven that focused effort:

1. We believe that *"As goes the Board, so goes the enterprise ..."*
2. Further, we believe that *"Strong executive directors need a strong board for long-term success."*

In 2023, the Board Development and Governance Committee developed a plan for deliberate board development. Included in the plan was a goal to send a couple of board members to the annual CCCA (Christian Camping & Conference Association) conference in December. We were introduced to the *Thriving Boards* approach to effective board work.

Planning

We know that two best practices for boards are:

1. The Board should spend 70% of its time looking to the future; and
2. The Board should be looking further ahead than anyone in the organization.

These best practices have increasingly become our conviction as a board and have driven a comprehensive planning effort:

2023

- Board Development & Governance plan
- 2-3 board members to CCCA conference
- Two key takeaways
 - Board development (Thriving Boards)
 - Master planning (BCI)

2024

- Multiple strategic planning discussions throughout the year
- One-day BCI architects on-site visit August 18th (programming, facilities and site development)
- Two-day Thriving Boards virtual meeting - November 8-9

2025

- Strategic plan / draft shared vision development – January 18
- Thriving Boards on-site / strategic plan development – April 25-26
- BCI visit during camping season - July 29, 30 or 31

When CCCA made the offer at the 2023 CCCA annual conference to engage with up to twenty camps with the *Thriving Boards* curriculum, we were one of eleven camps that accepted the offer and challenge. This engagement included a two-day virtual seminar (November 8-9, 2024) and a two-day on-site visit (April 25-26, 2025) with a *Thriving Boards* coach for a nominal investment of \$1,000.

One last planning initiative I want to mention was launched in 2024 – to develop a Master Plan for CBC ministry. A report on this was presented at the Faithful Friends banquet on November 23rd and a copy is attached to this report.

Financial Accountability

One of our discussion points at the Vision Summit in 2017 was our business model for ministry and our commitment to operate with both *Excellence* and *Accountability*. The Evangelical Council for Fiscal Accountability (ECFA) can help us to achieve both. They provide excellent board development materials (used extensively by the CCCA *Thriving Boards* program) as well as defined standards of accountability.

The purpose of ECFA is clearly set forth in its “*Seven Standards of Responsible Stewardship™*” and is based on the wisdom of the Apostle Paul in 2 Corinthians 8:21 (NIV): “*For we are taking pains to do what is right, not only in the eyes of the Lord but also in the eyes of men.*”

Further, as the NASB puts it in verses 20 and 21: “*Taking precaution that no one should discredit us in our administration of this generous gift, for we have regard for what is honorable, not only in the sight of the Lord, but also in the sight of men.*”

We are taking steps to become a member of ECFA. Consider our growing scope of financial operations:

1. Our endowment fund is now \$456,000;
2. Our annual budget is now \$700,000;
3. If we move forward in the next five years with an expanded development plan for ministry at CBC, the price tag that will quickly run into seven figures.

This growing scope of financial operations mandates that we become a stewardship board which can be defined as "*A spiritual community called by God to steward and govern a piece of God's kingdom work on earth ...*"

By operating with a high level of financial integrity:

1. We seek to avoid a "*crisis in donor confidence*" to help ensure stable, sustainable operations for CBC; and
2. We seek to build "*donor confidence in the 'large gift' donor category*" as we move forward.

Respectfully submitted on behalf of the CBC In conclusion, taken together, these three endeavors, combined with our deep commitment to God's Word and His eternal promises will give us a strong foundation on which we can continue "***Making Jesus Known***" ... as we confidently move into our second hundred years as a ministry.

Respectfully submitted for the Board of Directors

Paul Byron
Bill Crosby
Kenneth Curtis
Lucas Jackson

Monty Mertz
Jim Miller
Dave Moquist

Adam Glombowski, *ex officio*
Brian Wright, *ex officio*



Mel Nelson, Chair



January 7, 2025

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Faithful Friends of CBC –

In 2024, with our 100th anniversary celebration in mind, the Board and Executive Director of CBC began to develop a refreshed shared vision for CBC. We know that a thriving ministry has a thriving board which spends 70% of its time focused on the future. We want to share our report to the November 23rd Faithful Friends Banquet.

Through our affiliation with the Christian Camping and Conference Association, we met a firm that specializes in developing integrated master plans for camps. They do about fifteen camp projects annually, with a lead architect who brings 25 years of experience to the table.

Last summer, we invited two architects from their team to come to CBC to begin the master planning process for CBC. The purpose of the on-site visit with BCI was to begin the master planning process for CBC. This initial visit embraced several key areas: (1) Our Vision; (2) Our Identity; and (3) Our Plans. Two donor gifts covered our investment in their visit. At this point, we have more questions than answers:

Our Vision?

- What does the next 100 years hold for CBC?
- What is the “ultimate” capacity of the CBC site?
- What should we plan for?

Our Identity?

- Who are we?
- What is our DNA?

Our Plans?

- How can we best leverage CBC’s ministry for the Kingdom with expansive and effective programming?
- What is our best plan for developing our campsite?
- What does our vision suggest we should do in developing an integrated facility plan?

Early Master Planning Insights

- CBC has moved through one key growth stage – from a youth camp to a youth and family camp.
- The key parameter for planning is not the annual attendance ... but how many we can serve on-site at one time – currently 200+ (up to 250).
- We don’t have integrated facilities (dining / beds / bath facilities / meeting rooms) today to handle much more than 200.
- The maximum on-site capacity for our acreage is probably 350.
- The key questions emerging from these insights are:
 - How do we develop a coordinated, integrated plan for programming site and facilities development (dining / beds / bath facilities / meeting rooms) for 350?
 - What are the first logical steps?

Our Vision

- *"To take CBC to the next level ..."*

Our Identity

- *Our identity is driven by our mission: Making Jesus Known ...*
 - *Escape*
 - *Encounter*
 - *Engage*
- *Elements of our camp culture include:*
 - *Rustic elegance ...*
 - *Adventure camping ...*
 - *Youth and family guests ...*

Our Needs

#1 – To remember *"Any enterprise is built by wise planning, becomes strong through common sense, and profits wonderfully by keeping abreast of the facts."* – Proverbs 24:3-4, *The Living Bible*

#2 – To bathe our plans in prayer.

#3 – Please join us in prayer as we seek to develop a God-honoring master plan that maximizes the impact of Cooperstown Bible Camp for the kingdom:

- To exercise wisdom as we plan for the future.
- To think in new ways.
- That God will provide an army of gifted men and women to serve as staff, volunteers, or board members as we develop a comprehensive, integrated Master Plan:
 1. Ministry Programming
 2. Site Development
 3. Facilities Development

Thanks in advance for your prayer support as we move forward confidently in 2025, ***"Making Jesus known: Escape. Encounter. Engage."***

We are grateful for the high trust relationship we've established with Adam Glombowski, our Executive Director over the last six years which has enabled us to move forward with conviction, confidence, clarity ... and an ever-deepening collaboration.

On behalf of the Board of Directors*



Mel Nelson, Board Chair

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* Paul Byron, Bill Crosby, Kenneth Curtis, Lucas Jackson, Monty Mertz, Jim Miller, Dave Moquist, Adam Glombowski – *ex officio*, Brian Wright – *ex officio*