

Camp Friedenswald R&S Plan 2022 Year End Report: 2018

Compiled and written by Amy Huser and Jenna Liechty Martin

Table contributions by Isaac Godshalk

Introduction:

This report is a summary of the progress made at Camp in 2018 towards the implementation of our R&S 2022 Resilience and Sustainability Plan. While the plan contains 36 objectives, we included our progress on 17 of them in this report. With an 11% reduction in electricity use, a significant number of new environmental sustainability items integrated into programming, and healthy financial growth enabling Camp to be an even more resilient organization, we made much progress in 2018 and look forward to even more happening in 2019!

2018 by the numbers:

- 17,767 total guest days (calculated according to CCCA guidelines: 1 Night x 3 Meals = 1 guest day)
- 33,962 kWh saved (11.2% reduction compared to our baseline year, 2015) - **equal to Camp reducing GHG emissions by 25.3 metric tons of CO₂**
- 750 light bulbs either removed or changed to LED
- 70 occupancy or motion sensors installed
- 101 acres (45.5% of Camp's natural areas) managed for invasive removal or ecological restoration.
- 8 destination points completed
- 4000 pounds (approximately) of single stream recyclables recycled – **equal to removing 6.42 metric tons of CO₂**
- 13 4'x4' cubes of food waste composted
- 58% of Dining Hall waste recycled or composted (according to a three day sample period)
- 27 additional recycling containers added around Camp
- 4 additional composting containers (one in each lodge)
- 50 mattresses recycled
- 2,020 all-camp vegetarian meals served (1 person's meal = 1) – roughly doubled from previous years
- 1,106 pounds of local food purchased or donated to Camp (more than double previous years)
- 14 new programming elements focused on environmental sustainability
- 13 professional development opportunities taken by staff to learn about environmental sustainability
- 4 new partner organizations working on environmental sustainability (total = 12)
- 6 new times and/or places we told stories about Camp related to our R&S plan (total = 16)
- 1 technology policy created to encourage people to unplug at Camp
- 1 electric car charging station installed for guest use

Environmental Goals

Goal area 1: Reduce use of fossil fuel based energy

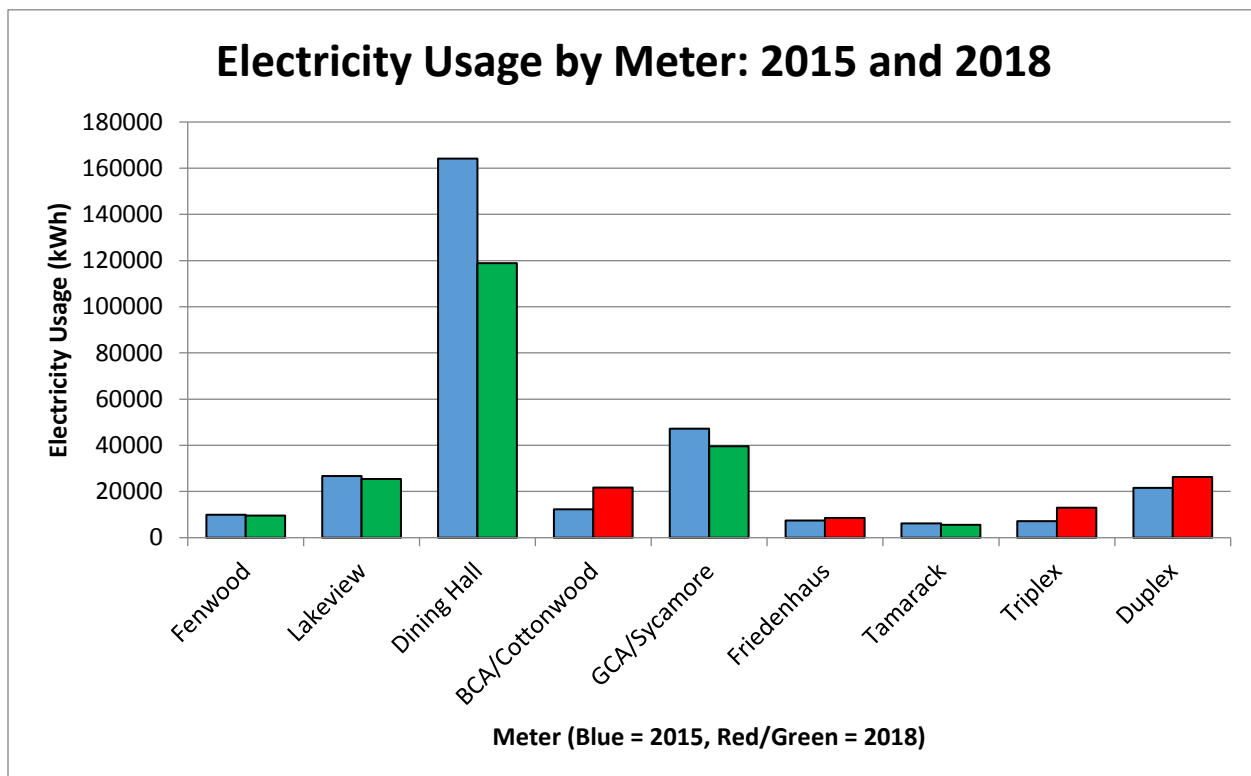
Objective: Decrease amount of utility based electricity by 35% from baseline year of 2015. (20% from renewable added at Camp, 15% from efficiency measures*). *Camp worked solely on the efficiency piece of this objective in 2018.

Metric: Total kWh of electricity purchased annually from Midwest Energy.

Outcomes/Actions:

Camp focused on increased energy efficiency in 2018. We are using 2015 as our baseline year for energy due to construction for Renew Friedenswald in 2016 and 2017 throwing off the numbers. In 2015 Camp used 302,753 kWh of electricity. In 2018 Camp reduced its electricity consumption by 11.2% as compared to 2015. In 2018 Camp used just 268,791 kWh, for a savings of 33,962 kWh or \$3900. According to the EPA's GHG (greenhouse gas) calculator, this is equal to Camp reducing GHG emissions by 25.3 metric tons of CO₂ or 2.7 homes total energy use for a year. See table 1 for a breakdown of electricity use by each meter.

Table 1:



By far, the Dining Hall meter saved the most electricity. This is due to a number of factors – almost 300 light bulbs were changed to LED and 56 light bulbs were simply removed in the Dining Hall alone. Sandhill Lodge is on the Dining Hall meter, and due to renovations, is now much more energy efficient. Finally, the Cottonwood Center is no longer on the Dining Hall meter.

One of the meters that is the most impressive in terms of energy use is actually one that used MORE electricity in 2018 – the BCA/Cottonwood meter. In 2015 the meter included only the boy's cabin area (six cabins and a bathhouse). The bathhouse was completely electric, but the cabins used electric for lighting only. In 2018, Cottonwood Center was added to the meter, the new cabins are larger and now have air conditioning available. They are also now heated with electric (the water heaters switched to propane). Facilities director, Jonathan Fridley, has commented that he is blown away by the low electricity use of both the new cabins and Cottonwood. The total kWh usage for the BCA/Cottonwood meter in 2018 was less than double from 2015 – despite having over three times the square footage in 2018.

Staff housing often used more electricity in 2018 versus 2015, with Fenwood being the only staff housing unit to decrease its consumption. This is especially impressive for Fenwood, as there are now five people living there instead of four. The number of people living in a space does help account for an increase in both Friedenhaus and Triplex. Friedenhaus consisted of 3 people in 2015, and increased to 4.5 people in 2018 (someone lived in the downstairs apartment for half the year). Triplex had two people living there full-time and 2 people living there every other weekend in 2015. In 2018 there were 6.5 people living in Triplex (one person left in June). Staff housing is an area Camp is prioritizing for energy efficiency updates in 2019.

LED/Motion Sensor Switch

Camp switched almost every light bulb to LED in the spring of 2018, for a total of over 750 light bulb changes! We also installed over seventy motion sensors and timers to further decrease electricity use. Once we had our plan in place, Jonathan Fridley and some amazing volunteers were able to complete the vast majority of the switch in a matter of a few weeks. Thanks to volunteers Keith Sommers, Terry Schey, and Tim Luginbill for all their help with this project! We expect this change to provide a savings to Camp of at least \$70,000 over twenty years, and reduce our electric usage by 22,000 – 25,000 kWh/year.

Objective: Decrease amount of propane used at Camp by 10% from baseline year of 2015.

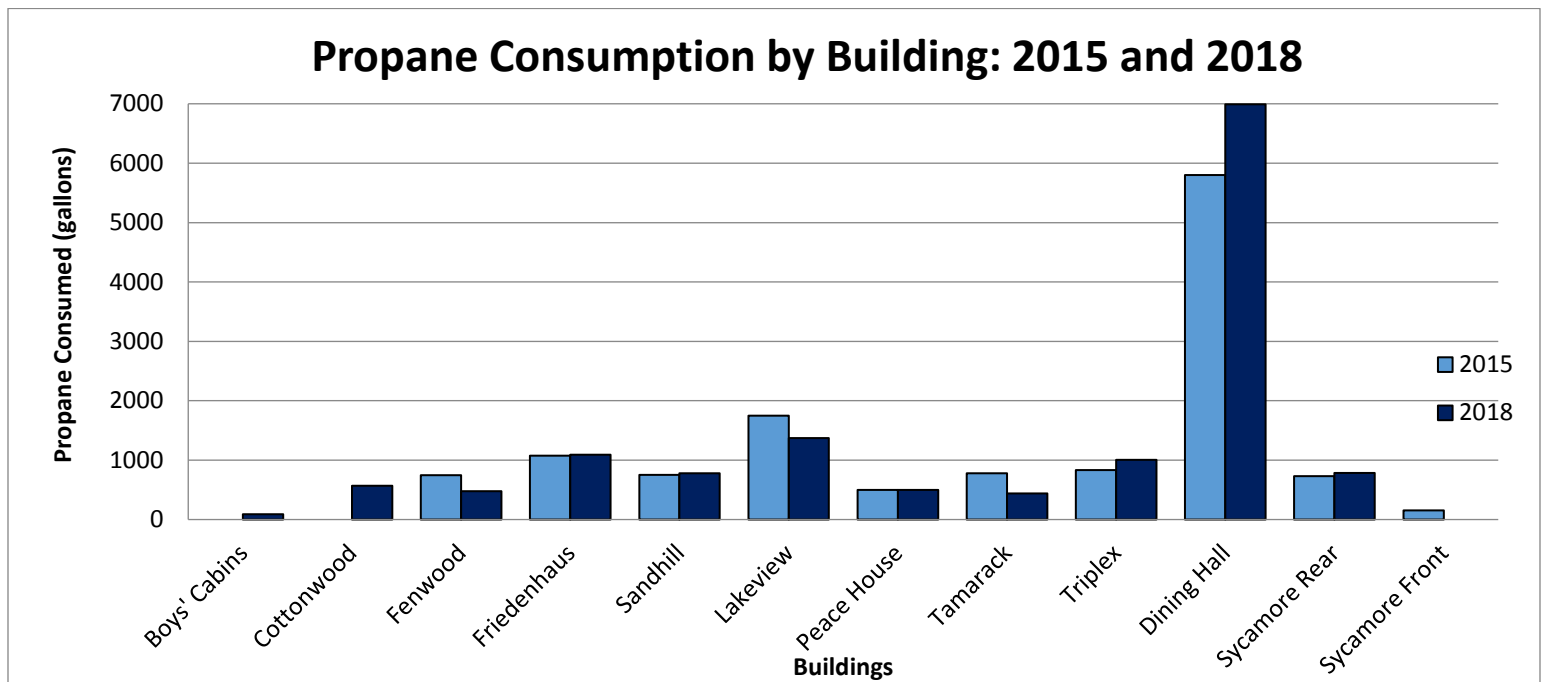
Metric: Gallons of propane purchased annually.

Outcomes/Actions:

Our propane use at Camp increased by 7% from 2015 to 2018. See table 2 below for details on each area. In 2015 Camp purchased 13,115 gallons of propane and in 2018 Camp purchased 14,089 gallons of propane. This is obviously going in the opposite direction of our objective. Here are a few items to consider:

- Income from food served from the dining hall was \$12,000 higher in 2018 as compared to 2015, which could be a factor in higher propane use (more food prepared in 2018). The commercial kitchen is powered largely with propane.
- We switched propane companies in 2015, which means we let our tanks get very low before purchasing propane from the new company, hence at the end of 2015 there may have been fills under a normal routine that simply didn't happen because we were trying to run out of propane in the tanks before we switched companies.
- It is impossible to know exactly how much propane we used from January 1-December 31. We can only know how much we purchased during the year. This metric should improve in its accuracy as we track it regularly each year.
- In staff housing, as noted in the electricity analysis, Triplex had 6.5 people living in it in 2018 versus approximately 2.5 in 2015. Friedenhaus also had more people in 2018.
- The Sycamore Front tank was eliminated before 2018.
- The Cottonwood and Boys' Cabin Area tanks were added after 2015.
- There were no large impact actions we took as an organization to lower our propane usage in 2018.

Table 2:



Additional actions for reduced electric/gas usage:

- Staff began a schedule in November to shut down water heaters in lodges when they are not being used in the slower season. (Both propane and electricity usage)
- We held staff education sessions on reducing energy use both at Camp and at home.

Goal area 2: Protect and increase biodiversity

Objective: Actively manage 50% of natural areas to strengthen habitat restoration and conservation efforts.

Metric: Number of acres managed for conservation compared to total acres of natural area at Camp

Outcomes/Actions:

We were close to meeting our overall management goal of actively working on 50% of our natural areas, with 45.5% (101 acres) of natural areas managed in some way. This was thanks to the hard work of Jonathan Fridley, Isaac Godshalk, Phil Nyce, Kevin Leary, many volunteers, and a grant that provided funds for a land restoration

contractor to come work on cattail removal at Camp. See tables 3 and 4 for the variety of habitats and land management practices that were used at Camp in 2018.

Table 3:

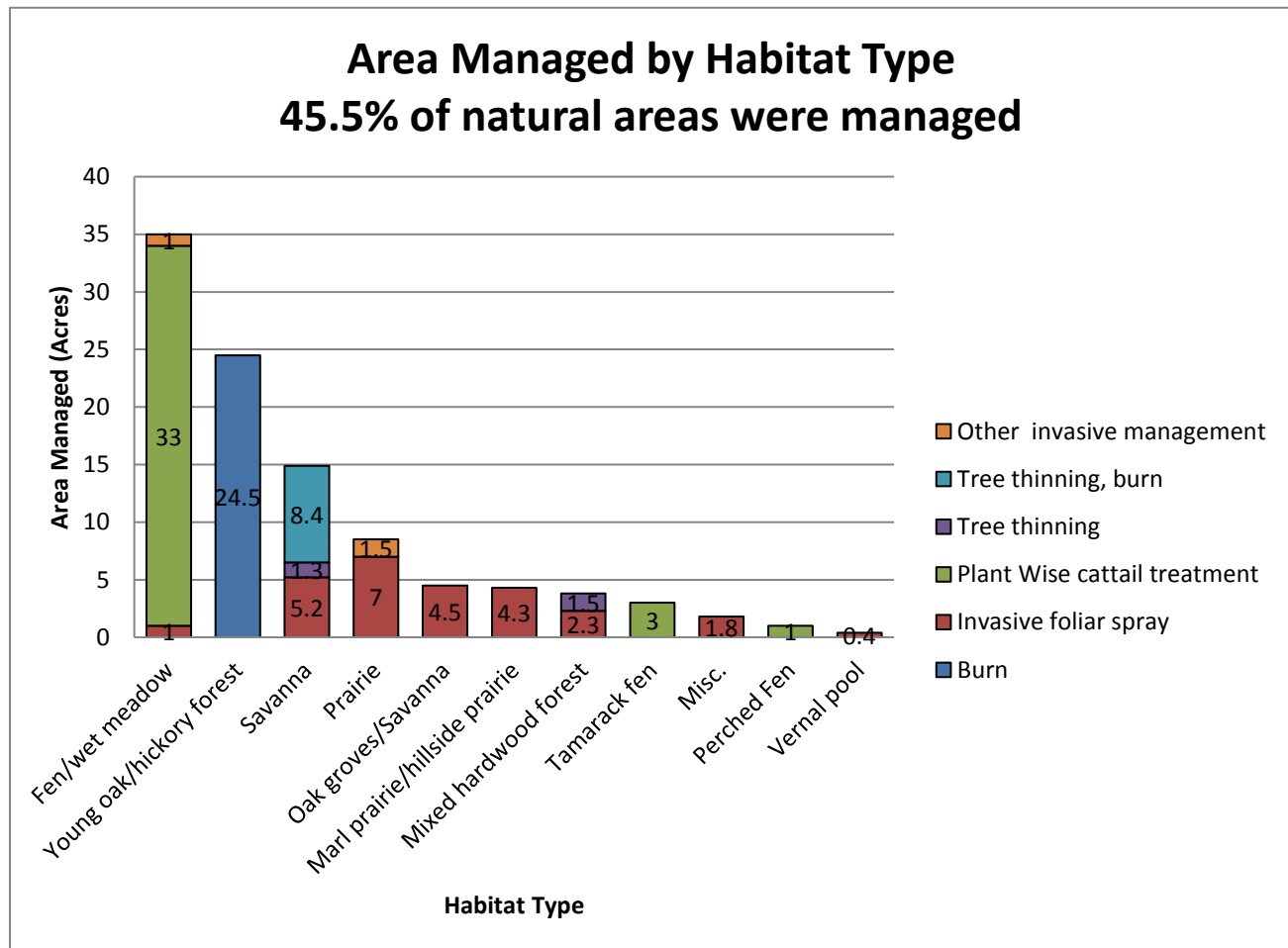
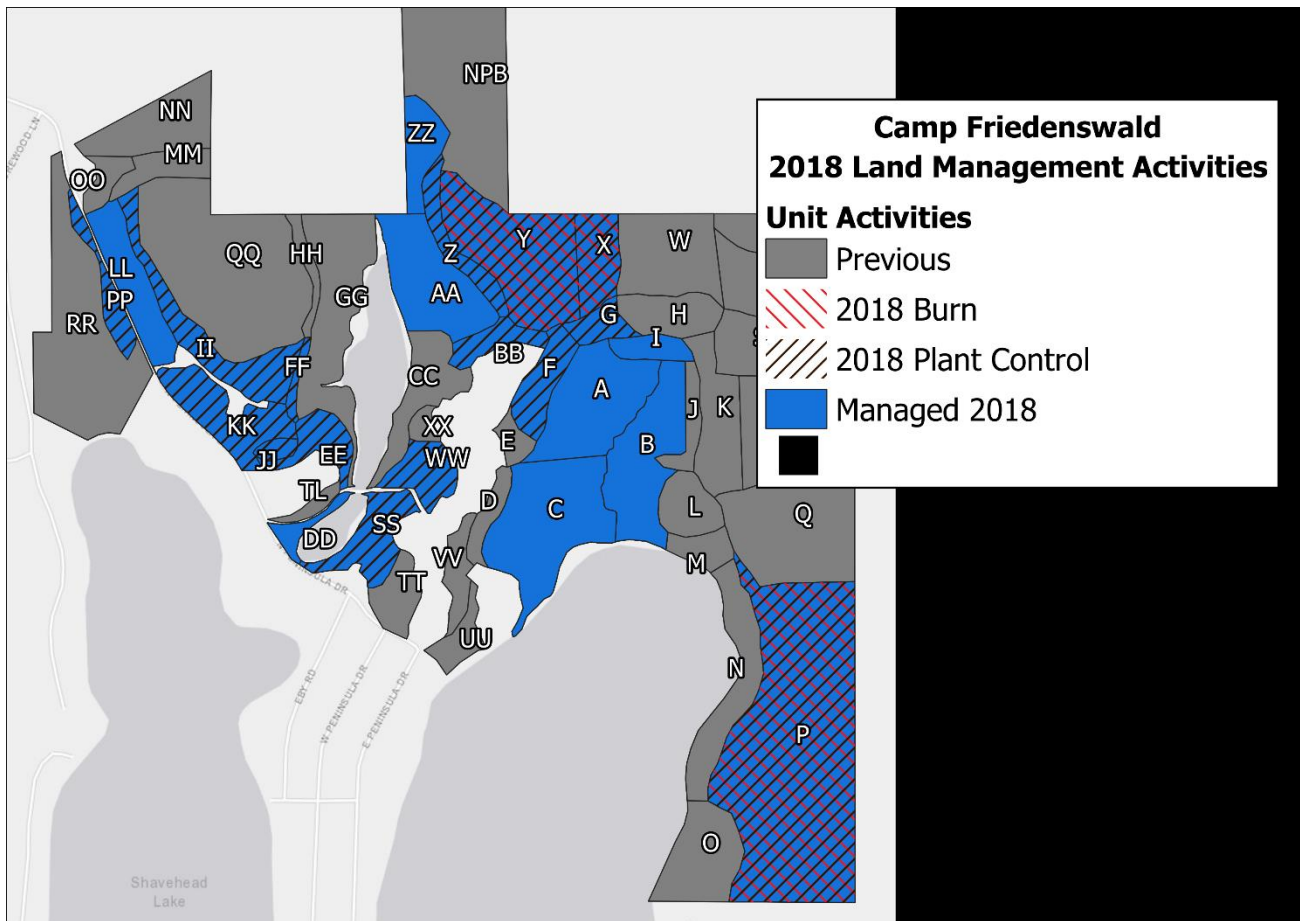


Table 4:



Objective: Nurture land use which invites connection to nature

Metric: Miles of trails maintained.

Number of destination points maintained.

Outcomes/Actions:

We made much progress on this goal this year with the completion of all eight destination points. These beautiful eight permanent signs placed along the trails around Camp highlight some of the special features of our natural areas. An updated hiking trails brochure is in the works to help guests make their way to these special locations. Below is a photo of the Fen View destination point. A big thank you goes to Susie Huser for writing and completing many of the illustrations for these signs.



While in the past, staff told constituents that we had approximately 5 miles of hiking trails at Camp, we now have a more exact figure. Isaac Godshalk walked and measured the distance of each trail and found total trail mileage maintained at Camp is currently 6.75 miles.

Goal area 3: Reduce Waste

Original Objective: Reduce number of dumpsters (non-recycling trash) emptied per year by 30%.

Revised Objective: Reduce the amount of waste going to landfill by 25% from baseline rates measured in 2018.

Metrics*: Diversion rates for recycling and compost in waste audits

Pounds of single stream recycling taken to Recycle Works.

Number of compost containers filled

*these metrics will be proxies for estimating our waste reduction efforts.

Outcomes/Actions:

Metric	Baseline Year: 2018
Spring waste audit landfill diversion rate (guest group)	43% recycled or composted
Summer waste audit diversion rate (ICI/Dining Hall)	58% recycled or composted
Pounds of single stream recycling	4000 pounds*
Number of compost containers filled	13 compost bins

*4000 pounds is based on taking 3040 pounds to recycling in 9 months.

Single Stream Recycling

We changed our system for our single stream recycling collection in the spring. Previously, we encouraged staff NOT to put their recycling in the Camp recycling area, but to take it to the community recycling bins in Elkhart themselves. We reframed the way we think about recycling as an organization, and instead decided to provide access to recycling to our staff as part of the benefit of being on staff, and to encourage recycling over throwing things in the dumpsters at Camp (also a benefit of being on staff). We also changed where we take our recycling – previously taking it mostly to a community drop-off site at a grocery store in Elkhart – and now taking it directly to Recycle Works – the MRF (Materials Recovery Facility) in Elkhart. By doing so, we eliminate the problem of overflowing the community bins at the store, and we can easily track the pounds of recycling we take to the center by having them weigh our truck pre and post emptying. We began tracking the pounds we take to Recycle Works in April of 2018. From April through December of 2018 we took 3040 pounds of recycling to Recycle Works. According to the EPA greenhouse gas calculator for waste streams, that is equal to saving 4.34 metric tons of CO₂ or 487 gallons of gasoline.

Waste audits

We completed two waste audits in 2018 – one in April and one in August. The waste audit in April focused on guest group waste from lodges, while the waste audit in August focused on Dining Hall waste during a large summer program week.

Waste audits are a basic step in knowing what waste streams are present, and in what quantity, so that steps can be taken to decrease the amount of waste going to the landfill. They provide the base in developing strategies for waste reduction. In each waste audit compost, trash, and recycling were all audited, and the contents of each bag of waste recorded. The most important numbers from the audit are the pre and post diversion rates - the rate at which we are diverting waste from entering the landfill. The pre-sorting diversion rate represents the actual percentage of waste, by weight, we diverted from the landfill for the sample 3 day audit period. The post-sorting diversion rate represents the amount of waste that would have been possible to divert from the landfill, had all the recyclables and compostables NOT been placed in trash bags, but in recycling and composting containers instead.

April Waste Audit Results (a three day sample period for lodges with guest groups):

Pre-sorting diversion rate: 43%

Post-sorting diversion rate: 78%

One can conclude from the change in pre/post diversion rates we have room for a 35% improvement in diverting waste from the landfill from this particular audit. In April we did not have composting available in our lodges. Most of the post-sorting diversion rate increase came from taking compostables out of the trash and putting them into compost. One large guest group used compostable plates, and so we decided to experiment with placing them into our compost containers. The plates partially composted in the compost cube, and then finished composting in our open air compost pile. By November the plates were fully composted.

We now have composting available in our lodges, and many guest groups utilize this service.

August Waste Audit Results (a three day sample period of the waste from the Dining Hall only during a large program week)

Pre-sorting diversion rate: 58%

Post-sorting diversion rate: 76%

One can conclude here that we have room for an 18% improvement in reducing the amount of waste to landfill for this particular waste audit. Most of the improvement with diversion rates pre to post-sorting came again from taking compostables out of trash and placing them in the compost.

Zero waste shed and other improvements

Zero waste shed

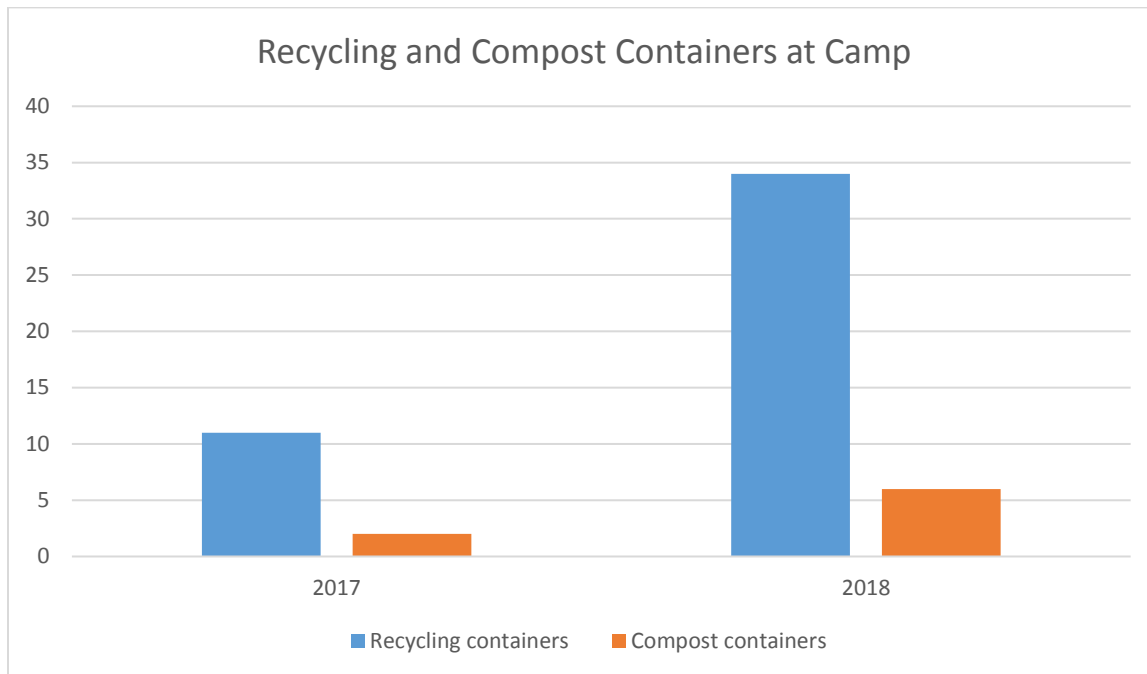
Camp made improvements to waste collection areas in 2018. The Golf Cart Shed now shares its title with the aspirational name, “Zero Waste Shed”. The zero waste shed includes a large container for single stream recycling (now out of the rain and more contained), Styrofoam, e-waste, batteries, plastic films, and items for Habitat for Humanity.

Organization of waste areas

Other improvements include adding recycling containers to each cabin and adding recycling to Cottonwood Center and the Nature Center. We also took away three outdoor trash containers around the dining hall, and added outdoor recycling to each beach area. Our goal is to have recycling present at the vast majority of waste locations at Camp. The main place we do not have recycling available is in the individual rooms in lodges.

In the office, most staff with personal offices no longer have a trash container at their desk, but instead walk to the central waste area to dispose of something. The central waste area in the office has grown from only a landfill waste container and paper recycling to containers for landfill waste, single stream recycling, plastic films, batteries and e-waste, composting tissues/paper towels/napkins, and a Terra-cycle container for any items related to teeth brushing. See table 5 for information on the increase in access to recycling and compost containers at Camp.

Table 5:



Signage

We've improved our signage for recycling, trash, and compost. Each waste stream has



its own icon and list of what can go into the container. These signs are in use in each lodge, cabins, Nature Center, Cottonwood, beaches, and Dining Hall.

Image: Signage and containers for waste in the Dining Hall dish area. As one may guess from this image, napkins tend to end up in the incorrect container!

Recycled old mattresses

Lakeview Lodge needed new mattresses this year. In our efforts to be sustainable, we researched alternative options to landfilling the old mattresses. We worked with Ohio Mattress Recovery out of Cleveland to recycle all 50 old mattresses. The old mattresses will be turned into carpet padding, archery targets, and more. Our estimated weight of mattresses diverted from the landfill is 2368 pounds.

Partnered with Helping Hands to reduce food waste

Helping Hands is a mobile food bank that distributes food to people living in Cass County each month from May through October. When they are finished passing out the food, they inevitably have food left over. Without a brick and mortar location, they are unable to store the food, and so they began donating what was left each month to Camp. This partnership developed thanks to the involvement of long time loyal Camp employee, Vicki Archer, and her daughter, Mary. It is an example of a win/win situation, as this partnership saves Camp money and keeps the food from going to waste. In 2018 Helping Hands donated over 1200 pounds of food to Camp.

Objective: Strengthen zero food waste efforts from dining hall through improvement of composting efforts.

Metric: Number of compost bins filled in a year.

Outcomes/Actions:

Compost bins

Camp Friedenswald began a system for composting all food waste in 2015. Executive director, Jenna Liechty Martin notes that when it first started, the composting system was definitely something Camp was just trying out. Now it has evolved to be part of the normal daily procedures at Camp. In order to improve the system this year, Jonathan Fridley built another compost cube. Jonathan estimates that in 2015-2017 Camp filled approximately six to eight 4x4 foot composting cubes each year. In 2018 Camp filled thirteen of these cubes, for an estimated 46% increase in compost. With the addition of composting buckets in lodges, allowing staff to access the compost cubes for personal use, more intentionality given to taking out the compost, and ensuring that the right proportions of woodchips to food waste were put into the compost, we are

confident that the increase is largely due to better composting practices and NOT an increase in food waste.

Goal area 4: Increase Sustainable Food

Original Objective: Serve food that is either organic, locally/regionally produced, or utilizes agroecology methods in its production for 33% of meals served at Camp.

Original Metric: Percentage of meals with local foods included.

Revised Objective: Food that is either organic, locally/regionally produced, or has agroecology methods in its production accounts for at least 10% of the food budget for Camp. (grown within 250 miles used for “local”)

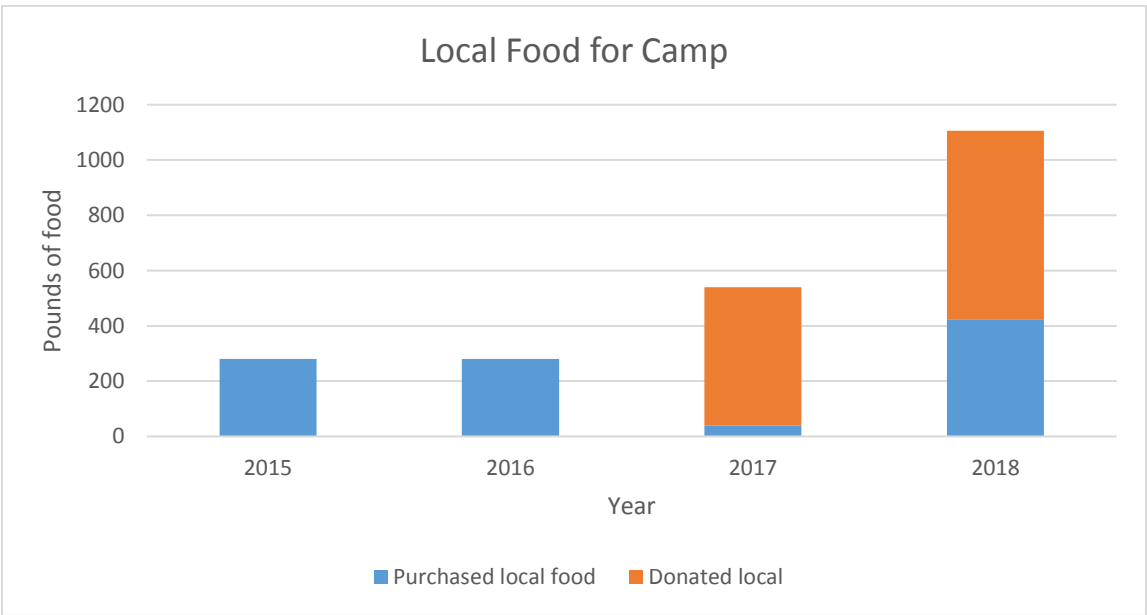
Revised Metric: Dollar amount of total budget attributed to local/organic/agro-ecologically grown foods. *

*donated food will be assigned market based value

Outcomes/Actions:

Although our revised metric is based on total dollars, we are including the following table in this report to show the progress made in increasing the amount of local food served at Camp in the year 2018. See table 6.

Table 6:



In 2015 and 2016 Camp purchased local Michigan blueberries and had two pigs butchered that were raised on site, fed partially leftovers from the kitchen. Blueberries and pigs (an estimated 280 pounds) totaled all of Camp's local food for 2015 and 2016. In 2017, Jonathan Fridley decided to raise the pigs for his own family and staff members, and so Camp as an organization did not purchase local pig meat in 2017 or 2018. In 2017 Camp developed a partnership with Jim Baldwin of Bubba's Produce in Union, Michigan. Jim donated produce to Camp periodically on Sunday evenings when his stand closed for the week. He donated over 500 pounds of produce in 2017. In 2018 Camp added another partnership with a local farm – Corey Lake Orchards. In 2018 both Corey Lake Orchards and Bubba's Produce donated local food to Camp and Camp purchased local food from both of them as well, for a total of 1106 pounds of local food for Camp in 2018.

To determine the percentage of the total food budget spent on local or organic food, a market value (based on [USDA retail value figures](#)) was assigned to the donated local food items. The value of local food acquired by Camp in 2018 was \$1300, or approximately 1.7% of the total food budget for Camp.

Objective: Serve vegetarian meals for 33% of meals served at Camp.

Metrics: Number of meals made without meat served.

Number of total all-camp vegetarian meals served.

Outcomes/Actions:

We worked to serve more vegetarian meals at Camp in 2018. Our original goal states we would like to have 33% of the meals served at Camp to be vegetarian. This could be seen in two ways – 33% of total meals served to people or 33% of the total number of meals made. We calculated both figures.

- A. All-vegetarian meals served to people in 2018: 2,020 out of 32,656 total meals served = 6% of meals served were all-vegetarian.
- B. All-vegetarian meals made in 2018: 25 out 486 = 5% of meals made were all-vegetarian.
 - i.e. If we made an all-camp vegetarian meal for 100 people, in A that would count as 100 meals served, in B that would count as 1 meal made.

While we are not very close to our final goal of 33% vegetarian meals at Camp, it is worth noting that we doubled the number of meals served vegetarian (estimated) from approximately 1000 vegetarian meals served to over 2000 vegetarian meals served in 2018. Previous to adding vegetarian lunches and suppers, the only meal at Camp that was served completely vegetarian was our cinnamon roll breakfast.

This summer we served one extra vegetarian meal each week of kids' summer camp – veggie pizza. Many of the summer staff were excited to normalize vegetarianism for campers, as they themselves were vegetarians. Previous to the veggie pizza meal we performed a skit which talked about why we were having a vegetarian meal that evening. This educational piece of the vegetarian meal was critical to making the meal make an impression on campers thinking about food choices. One camper who returned for family camp was even overheard talking to his dad about the number of earths we are currently using as a globe (1.7). When we asked him where he got the information, he related that he remembered it from the skit during his week of summer camp.

We were honored to host the first Pastoral Climate Change Retreat sponsored by the Center for Sustainable Climate Solutions and led by Doug Kauffman and Amy Huser. We were able to tailor the menu for this particular group, serving some form of local food at every meal, and only serving meat at two of the six meals. The meat served was pork from the pigs raised at Camp. Ellie Solano, food services director for Camp, did a wonderful job with the food for this retreat. Everyone especially loved her delicious chickpea curry, and her recipe was shared with all!

Social Goals

Goal area 1: Strengthen education for sustainability

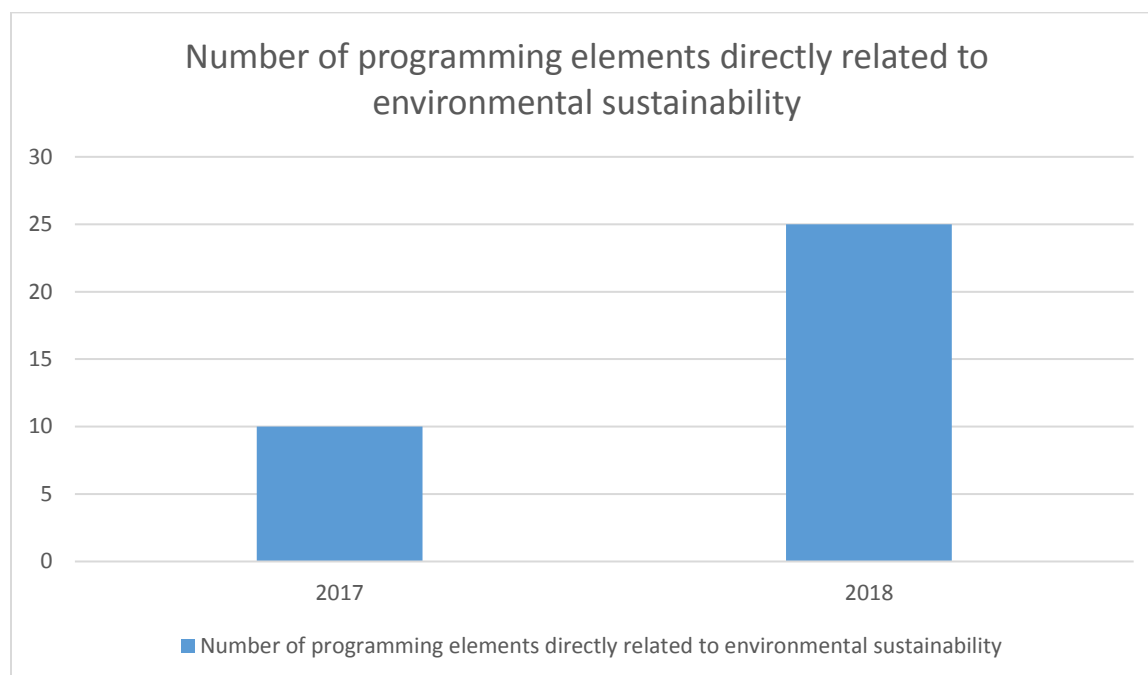
Objective: Increase education for environmental/social sustainability in all programming areas.

Metric: Number of programs with environmental or social sustainability as focus

Outcomes/Actions:

We added fourteen new items to our programming this year in the area of environmental sustainability. See table 7.

Table 7:



Summer camp program:

Campers helped with composting, we worked to weigh daily food waste, we had a skit accompany our vegetarian meal, we also had a food waste skit, and Campers read and acted out the book, "Wangari's Trees of Peace". The summer leadership team wove the theme of sustainability into their regular campfire skit routine for each summer camp as well.

Outdoor Education program:

In the fall we introduced the option of veggie meal to OE schools (four of them decided to have a vegetarian meal), did a skit and simply talked about what it means to eat less meat. We also talked to students about reducing food waste, with two schools opting to weigh food waste by table (treating it like a competition) and tracked their data.

Other program education opportunities:

We hosted the Pastoral Retreat on Climate Change. We led an immersion experience for Rooted and Grounded conference participants, which mostly focused on our land management practices, but also talked about our R&S Plan.

We hosted the bi-national conference for MCA this year. As hosts, we invited Luke Gascho to be our keynote speaker at the bi-national conference for MCA this year. He wove themes of environmental awareness into his keynotes, as well as leading a workshop on environmental leadership. We also organized a round table discussion on green camp ideas, Amy led a workshop on creating sustainability plans for camps, Steve Thomas led a workshop on caring for trees, and Janeen Bertsche-Johnson led a workshop on teaching on nature themes found in the Bible.

Finally, the organizational improvements to waste areas described under the goal area of reducing waste, including improved signage and access to recycling and compost, increased the education for environmental sustainability for guests.

Objective: Increase education for staff in environmental sustainability and creation care.

Metrics: Environmental sustainability quiz or calculating ecological footprint

Number of groups Camp partners with on environmental sustainability and creation care

Additional metric: Number of formal ways staff participate in professional development for environmental sustainability.

Outcomes/Actions:

Camp staff participated in completing an ecological footprint quiz together as a group. This gave staff an overall view of how their personal choices effect environmental sustainability.

Table 8:

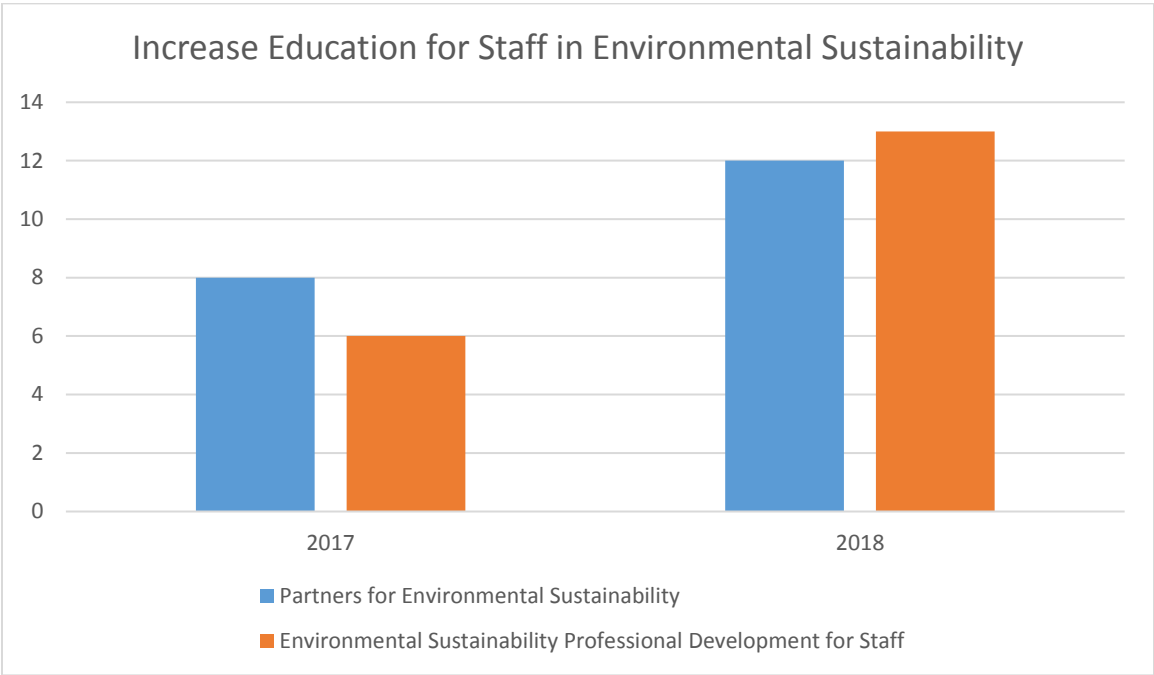


Table 8 depicts the number of times staff (both year-round and summer staff) formerly furthered their education in environmental sustainability. Staff participated in four classes based on environmental sustainability themed topics in the winter and spring. One of them included calculating our ecological footprint as a group. The summer staff were introduced to our R&S Plan, and then encouraged to set their own goals for environmental sustainability for the summer. Amy and Jonathan attended the expo for the international conference, GreenBuild, learning about many different green building strategies and materials on the market. Jonathan and Isaac attended a workshop on pollinators at Merry Lea, and Jonathan attended a lecture on oak wilt at Amigo Centre.

Camp had many partners who helped with environmental sustainability goals at Camp, from our local food partners to Plant Wise, the land restoration group, to volunteers from CDC churches changing light bulbs and restoring oak savanna, to new groups like the Center for Sustainable Climate Solutions sponsoring a retreat for pastors, and to leaders like Luke Gascho, executive director of Merry Lea, who led all the MCA Camps in our sessions at our bi-national conference in March.

Objective: Increase knowledge base on board for environmental and social sustainability.

Original metric: Sustainability quiz

Revised metric: Number of times Camp staff provide input to board about environmental and social sustainability.

Outcomes/Actions:

Camp staff asked the board to participate in three actions related to increasing their knowledge for environmental sustainability in 2018. First, they were asked to take Global Footprint Network's Ecological Footprint Quiz. Second, Amy Huser related big picture information to them about global environmental sustainability at the January board meeting. Finally, board members were asked to complete a reading list of items related to sustainability topics.

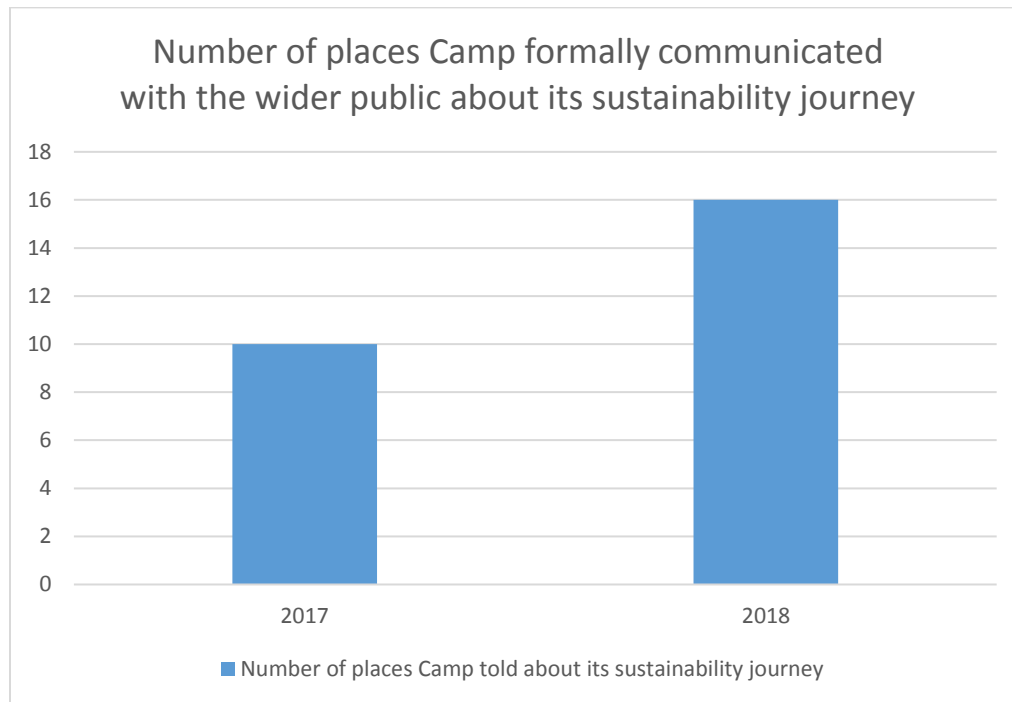
Objective: Tell Camp's resilience and sustainability story through multiple additional avenues.

Metric: Number of places Camp has intentionally made information about its resilience and sustainability journey available to the wider public compared to baseline.

Outcomes/Actions:

Camp had the opportunity to communicate our resilience and sustainability journey in a variety of places in 2018. Susie Huser, Camp's Environmental Communications Intern, wrote a number of blogs highlighting R&S initiatives at Camp. Amy led a workshop on sustainability planning at the bi-national conference for MCA, in which she shared Camp's creation of the R&S plan. Amy and Jenna were able to visit the Elkhart Kiwanas, Goshen Kiwanas, and Goshen Rotary to tell each club a bit about Camp. Eighth Street Mennonite Church invited Camp to present to their intergenerational Sunday school class specifically about the R&S plan for two Sundays. Amy presented progress on R&S plan to Goshen High School's Environmental Science class, taught by Camp constituent, Ali Gotwals. Table 9 shows the increase in Camp's communications about its R&S journey.

Table 9:



Goal area 2: Strengthen trust/connectivity/collaboration among staff

Objective: Nurture collaboration and cooperation between all staff members.

Original metric: Trust level survey taken by staff members

Revised metric: Number of times staff collaborate across departments or gather together for social events as a staff. *this number will be a rough estimate, as staff collaborate many times on a daily basis. These items are larger picture or more intentional collaboration/cooperation opportunities.

Outcomes/Actions:

The following is a list of times staff intentionally gathered socially or collaborated across departments on work projects in 2018.

1. Andrea/Jenna for job duties related to finances
2. Staff hosted suppers in homes (Martin's, Deb, Amy, Leary's, Fridley's)
3. Fridley's invited staff to make applesauce and freeze corn
4. Amy/Jonathan on LED switch
5. Amy/Ellie on food

6. Amy/Deb on composting in lodges
7. Amy/Jenna on prioritizing goals
8. Entire staff collaborated on prioritizing goals
9. Jonathan/Amy/Kevin/Isaac/Phil on land management
10. Deb/Jonathan on purchasing
11. Amy/Kevin/Naomi on Outdoor Adventure Day
12. Amy/Kevin/Naomi on Family Campout option
13. Four sustainability education sessions we all attended together
14. Google drive shared items list started by Kevin
15. Staff Christmas Party
16. Staff eat lunch together almost daily
17. Staff retreats in March and September

Goal area 3: Increase trust/connectivity/hospitality in community of Camp constituents

Original Objective: Collaborate with the wider church family to increase efficiency and effectiveness in long term life impact.

Original Metrics: Church events at Camp (such as conference events, CDC board meetings, hosting MCA, etc.)

Number of times church leaders and church objectives are part of Camp events (including speakers and topics in Camp events that are current in the church)

New Objective: Nurture trust/connectivity/hospitality in community of Camp constituents

New metrics: Number of Builders, total volunteer hours

Outcomes/Actions:

Total Builders in 2018 was 205 (baseline year 2016 we had 189 Builders; 231 in 2017); this includes 46 new Builders for the year.

Total volunteer hours in 2018: 830 hours (compared to 753 hours in 2017)

Objective: Create a technology policy for Wi-Fi which includes the intention for offering Wi-Fi, where it will be located, and when it will be offered.

Metric: Complete when policy has been created.

Outcomes/Actions:

Jenna finished writing a policy for Wi-Fi at Camp in the spring of 2018. Here is a brief excerpt:

“Instant communication through cell phones and internet have become normative in the lives of nearly each person. While rapid communication can be beneficial and useful in many contexts, it also has the potential to impact our relationships.

Today, more than ever, having a place like Camp Friedenswald to step away from the daily demands – including the demand of instant communication – is both gift and necessity. Therefore, Camp Friedenswald has intentionally made decisions about where and how technology, specifically Wi-Fi, might be accessed across our facilities and grounds.”

Financial

Goal area 1: Financial growth

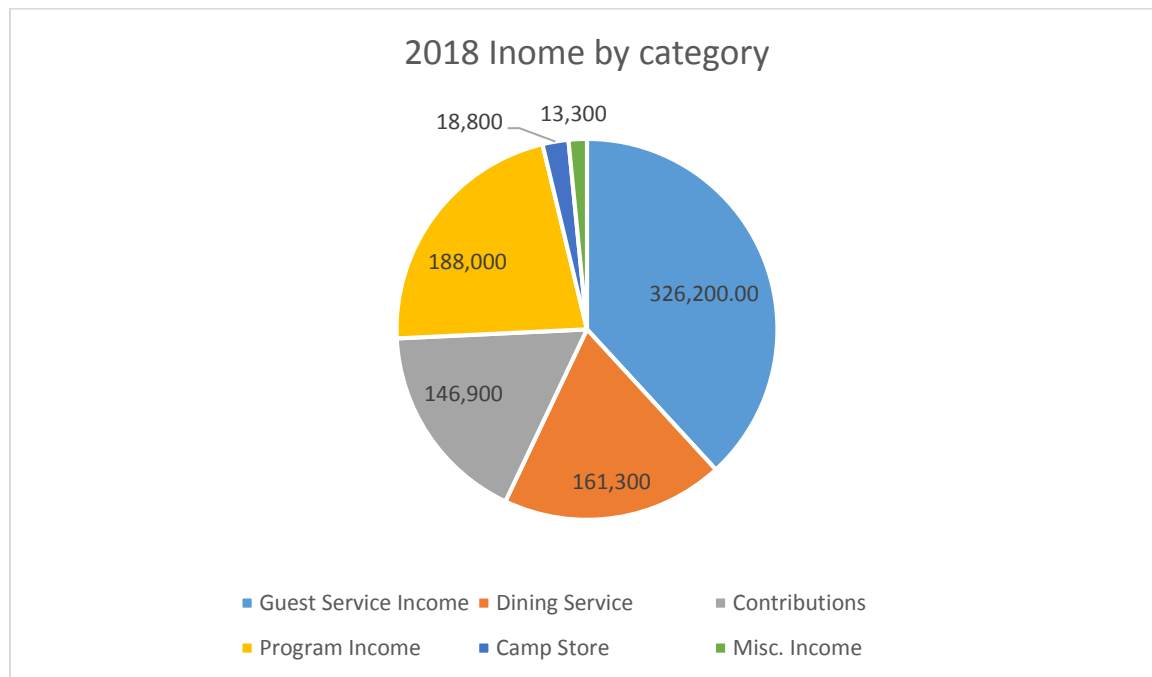
Objective: 5-10% annual budget surplus to reinvest into the operations of Camp

Metric: Percent that operating income exceeds (or is less than) operational expenses

Outcomes/Action

- Income outweighed spending in 2018 by 7.1%. We were able to achieve this through the following:
 - New partner in Notre Dame, booking over twelve different groups in 2018
 - Expenses in line, or under budget. As previously noted, electric expense was down nearly \$4,000 from previous year.
 - Paid off commercial loan that had been drawn on for Renew Friedenswald, saving interest expense in the last quarter of the year.
 - Generous giving from Camp’s Builders – Over \$170,000 given to Builders and Friedenswald Fund combined.
 - We were able to reinvest funds into programming through the purchase of new mattresses for Lakeview Lodge, new chairs for the Dining Hall, commercial doors for North/Girls Cabins and kitchen, as well as investing in staff wages.

Table 10:



Goal area 3: Staff retention and compensation

Objective: All year-round staff are compensated based on criteria such as experience, years of service, and performance, with consideration given to cost of living adjustments and CCCA benchmarks for total compensation, except for where CCCA benchmarks do not meet the “living wage” guidelines for Cass County, Michigan.

Metric: Current staff wage, salary and benefits

Outcomes/Action:

In early 2018, the Camp Board reviewed the CCCA benchmark study in comparrison with wages, salaries, and benefits at Camp Friedenswald. In general, salaries at Camp Friedenswald were below the median wages across CCCA camps on an average of \$7,000. Hourly wages were, on average, \$1.50/hr higher at Camp Friedenswald than other CCCA camps; however, several of the hourly wages do not meet the “living wage” requirements. (See <http://livingwage.mit.edu/counties/26027>).

When benefits of housing, utilities, health insurance, meals, and retirement, are taken into account, Camp Friedenswald fared much better with most positions being at – or above – the median compensation as set by the CCCA benchmarks

In light of these findings, Jenna and the Camp Board are committed to annually reviewing wage/salary decisions, paying attention to cost of living adjustments, and other criteria as noted in the goal.

By March 2019, minimum wage in Michigan will be \$9.45/hr; however, living wage guidelines for Cass County, Michigan put an hourly wage at \$10.80. By the end of 2018, all half-time/full-time hourly employees were receiving at a minimum \$10.80/hour.