



Statement on Camp Nakamun Ranch

Dear Supporters and Alumni of Camp Nakamun,

Over the past two years, with the support of the camp's board and staff, I have been investigating and considering the long-term future of the horsemanship/ranch program here at Camp Nakamun.

This investigation consisted of:

- Prayers - seeking the Lord and his guidance
- Review of historic information from past years of ranch operation (financial, campership, ranch leadership reports)
- Interviews & discussions (both formal and informal) with staff alumni that worked at the ranch
- Brainstorming sessions with invested volunteers/stakeholders
- Discussions with the leaders of other camps that run horsemanship or ranch programs
- Assessments of the condition of our current facilities
- Financial modelling of multiple ranch program models

Throughout this process, I have attempted to be as objective as possible and have sought out a wide variety of opinions and perspectives. What I can say with certainty is that the horsemanship and ranch programs had tremendous value to the campers and guests these programs served. It is this reality that made my final recommendation to the board all the more difficult.

During the board meeting on March 16, 2025, the board of Camp Nakamun voted unanimously to accept the primary recommendation arising from my investigation. Specifically, that:

"...we conduct a 'hard pivot' away from ranch camp..."

This recommendation is based on the following:

- 1) A general understanding that as an organization we can best serve our constituents by investing in and developing the programs that align with our core competencies. Camps that have successful horsemanship operations have ranch programming as the focal point of everything they do. While horsemanship has been an important part of Nakamun for many years, it has always been a secondary program and not our core focus.
- 2) A restart of the ranch would require a significant investment (minimum \$1 to \$1.5 million) over the next 5 years for necessary facilities upgrades and to cover operating losses as we rebuild campership and guest usage.



- 3) Long-term financial sustainability would rely on factors with a high degree of uncertainty, specifically, interest in and uptick of offseason programming.
- 4) Our existing facilities and programs still require significant maintenance and updates to ensure we can sustain the quality our guests and campers expect from us. Diverting financial resources toward the ranch would leave these programs at great risk.
- 5) Our history (and that of other camps) has shown that finding, developing, and retaining a ranch staff team with the right balance of practical horsemanship skill, business acumen, and programming excellence is very challenging.

This spring, we will be cataloging ranch specific assets (e.g. saddles, steel panels, wagons/trailers) and working to sell them. As a board and staff team we are aligned that this process should view other Christian camps as the preferred destination for these assets, even if that means receiving less than market value. We take this posture to honor the intent of the donations that originally funded our acquisition of many of these items.

Other larger, non-ranch specific assets we hope to re-purpose for use within our existing programs. The most significant of these assets are the five ranch cabins, which we intend to keep, and possibly relocate, so that they can be filled with campers once again.

We have not made any decisions about the arena and are considering multiple options. The property itself will remain an asset of the camp and we will look at short term options to generate value from it while we contemplate how we will use it in the longer term.

I expect this decision is disappointing for many of you. Please know that this process and coming to this final decision was not easy. We are, however, confident this direction is what is best for the camp in the long-term. If you would like to talk further to better understand the depth of our investigation and the reasons behind this decision, please reach out – I am happy to talk.

Finally, I want to thank the many people that spent time with me to imagine and consider what a restart of the ranch might look like – both the good and the bad. Your contributions breathed necessary life into this process and was an essential element to making a good decision.

God Bless,

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