

BUSINESS PLAN

2020



“Where fun-filled memories are teachable moments that shape the character and the soul!”



Character Camp

Texas Non-Profit Corporation
IRS 501(c)(3)
Pearland, Texas

EIN 37-1549345

Project Oversight

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Corporate Sponsors

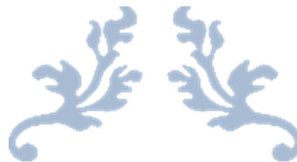
In the past 10 to 12 years, Character Camp has raised over \$1 million dollars for the benefit of children.



Oldham
Little Church
Foundation

Our volunteerism exceeds 8,000 manhours per year.

For 33 years, Character Camp has been true to its mission of re-purposing inner-city youth who are languishing in a world of poverty, crime and low academic performance. Just as important: we re-purpose advanced kids into leaders and mentors with a thirst to better their world. This is our high calling – our lifelong labor of love.



“Where fun-filled memories are teachable moments that shape the character and the soul!”



Executive Summary

Concept Description

Character Camp proposes to take the next natural and compelling step in our evolution – making the transition from 33 years of renting space for summer camps and summer day camps to operating and managing our own small youth camp facility. We propose to develop a 58-acre, 120 bed camp, consisting of 3 cabins with 40 beds each, a cafeteria, admin building and staff housing. Our program includes not only the recreational components and spiritual components of most camps, but also very attractive career segues and developmental discipleship programs. Being situated within 30 minutes of Sugar Land, Texas, within 40 minutes of Pearland, Texas (two of the fastest growing communities in the nation) and within 45 minutes of Houston, Texas (the fourth largest city in the United States) makes this the most convenient camps available for a great number of parents, churches and youth organizations to consider.

Our Capacity To Manage Camp Construction

Character Camp has superb construction and business management resources within its board, staff and advisory team.

Mr. Samuel Coleman (retired) is the founder and former manager of Coleman Dirt Works with countless successful civil projects to his credit.

Mr. Don Francis is a senior level project manager in the petrochemical industry. He routinely manages high-risk projects in excess of \$100 million dollars.

Mr. Dennis Bingel is a civil engineer and former licensed contractor and business owner in the State of Florida. He single-handedly led the explosive growth of the Titan Systems electrical construction company.

Mr. Bennie Harden, PE is a notable expert in Civil Engineering with numerous projects to his credit from home building to commercial construction and large municipal projects. He is well experienced at navigating building codes and construction regulations at every level of government.

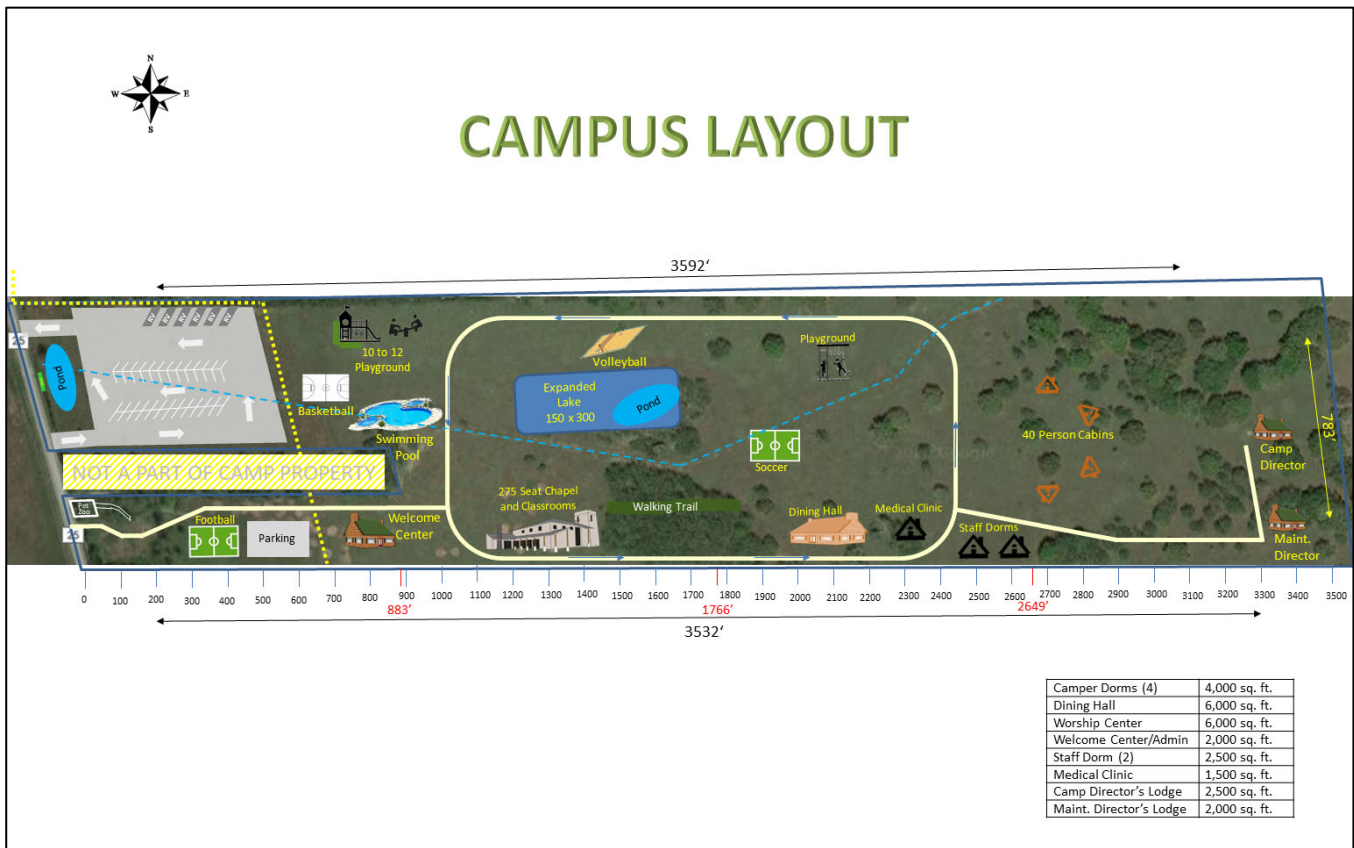
Our Capacity To Run A Camp

In our 30-plus year history, we have conducted multiple successful, profitable summer camps where there was no camp staff onsite. We were wholly responsible for the budget, retreat pricing, transportation, site security, water safety, procurement, preparation and serving of all culinary supplies, procurement and compensation of all workers, recreational programs, delivery of multiple S.T.E.M. programs, janitorial supplies and service, camp store and medical care. We have leadership team members who have owned and managed businesses as

well as a staff member who has served on the management staff of one of the largest camps in Texas.
 We are members of a national camp and conference professional organization, placing at our disposal the benefit of continuous training, mentoring and counsel on every imaginable topic related to camp ownership and management.



Subject Property



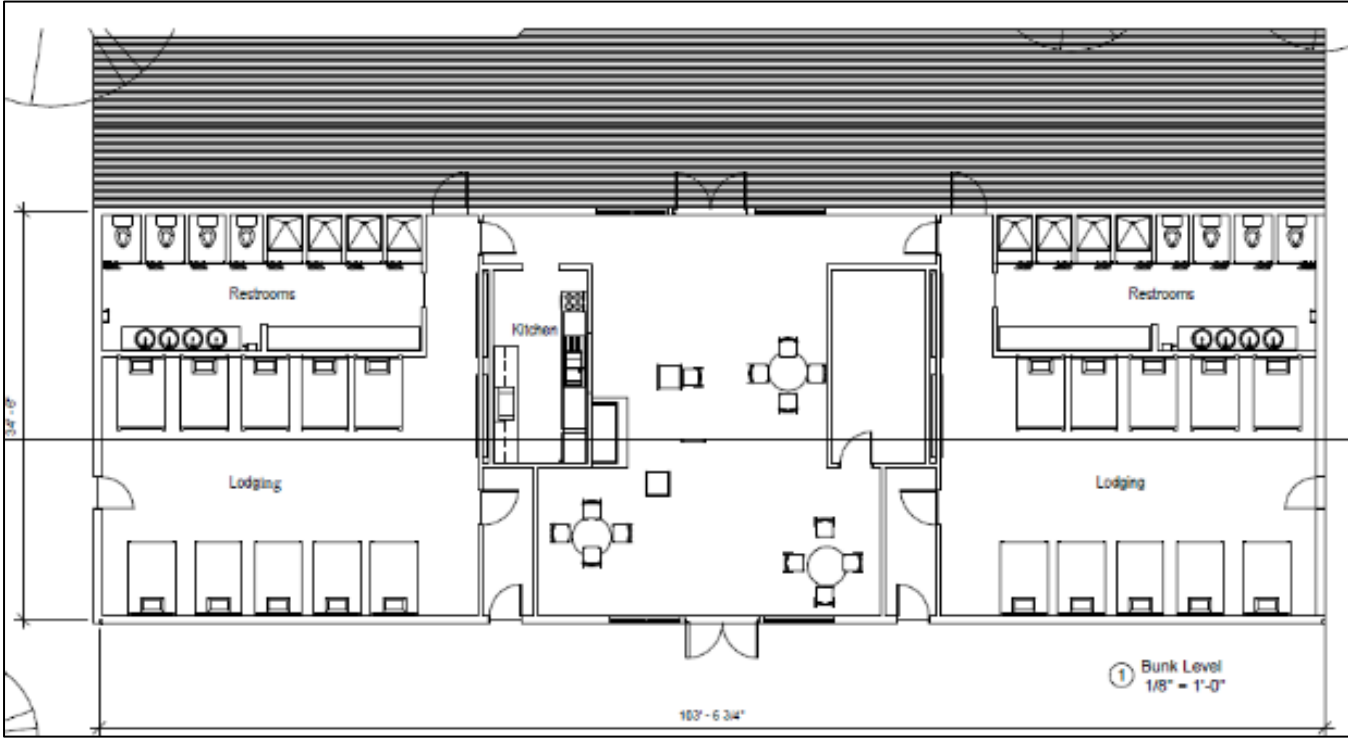
We propose to build out the Character Camp facility in Five Phases over a two-year period.

PHASES	ITEMS	TIME FRAMES	COST
PHASE 1	Land Purch, Civil Work, Drawings, Signage	Feb – June 2020	\$500,000
PHASE 2	Utilities: Electrical, Water, Sewer	July – Dec 2020	\$275,593
PHASE 3	Camper Cabins	Jan – Mar 2021	\$1,451,500
PHASE 4	Admin Bldg, Cafeteria, Clinic, Pool, Rec. Fields	Mar – June 2021	\$1,685,000
PHASE 5	Chapel/Special Events, Emerg. Gen, Fencing	Jul – Dec 2021	\$1,100,305

Camper Dorm Exterior



Camper Dorm Floor Plan



Camper Dorm Meeting Room



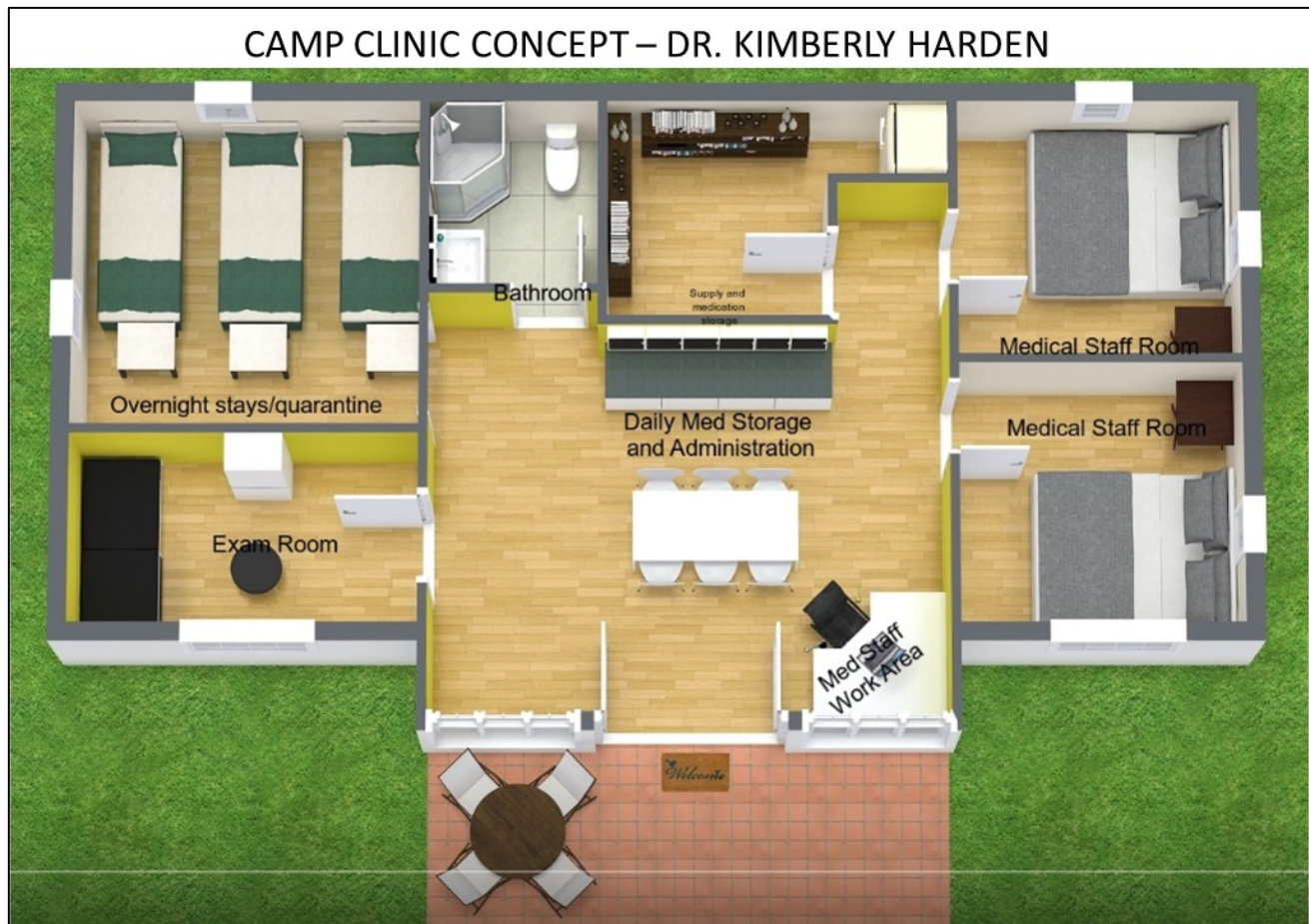
Camper Dorm Kitchenette



Camper Dorm Bedroom



Camp Clinic Layout



Opportunity

The supply of high-quality, faith-based summer camps has not kept pace with the demand in our area. Character Camp is a celebrated member of the national Christian Camp and Conference Association, which has highlighted Character Camp as a model of innovation in Christian camping, both in CCCA's national media coverage and at its national conference. Character Camp is first to market with Youth Aviation training in a climate that is in a frenzy to find quality STEM programs. **Another innovation we believe will further set us apart is a 6-week summer Junior Apprenticeship program where kids will live at camp during the week and be home on weekends while they are gaining knowledge and experience toward a viable career field.** Given our perfect 33-year track record of child safety, our ideal programming, our ever-growing popularity and convenient location, we expect we are greatly under-sizing the initial project, given the fact that we are within reach of more than one million children.

Our Service

Our 5-day camps are divided into age-appropriate groups and operate on separate agendas. As we have done over the past 33 years, we will execute our own recreational activities, athletic programs, chapels, character development training and STEM classes (Aviation, Robotics, Software Coding, Business Ownership, Electronics, Computer Software, Crime Scene Investigation and Theatre.)

Our work with schools, our partnerships with churches and our experience with a wide variety of youth camps has given us a clear picture of what the demands are and how to tailor our programs to most effectively meet them.

Our 2-day weekend camps are thematic in nature to accommodate programs such as our Precious Princess Program, STEM competition workshops, our “M.Y. W.O.R.L.D.” program (Mentoring Young Women On Real Life Decisions), Father/Son events and Project Graduation events.

Unscheduled weekends are open for rental groups such as weddings, family reunions, church retreats and etcetera.

Marketing

Most of our growth comes from word-of-mouth advertising via satisfied parents. But our marketing program encompasses television, radio, magazine, social media, school district websites and featured appearances at public schools, colleges, STEM Symposiums and regular invitations to appear at large public events.

Competitive Advantage

Character Camp has no single competitor that offers the broad array of services we offer and further, it is very difficult for competitors to match the level of excellence we have developed over 33 years in the Youth Retreat sector, the STEM Education sector and the Character Education sector. Whether the need is for academic enrichment, character development, life skills enhancement, career development or family counseling, the value of Character Camp is our ability to bring full-service excellence in an unprecedented fashion.

Management

We are led by a group of highly-motivated doctors, engineers, professional educators, coaches, project managers and others who have a fiery passion for developing children into model citizens. One of our staff members served on the management team of one of the largest youth camps in Texas. Our team of leaders is a hard-charging combination of comradery, intelligent vision and passion for kids.

Financial

Conservative estimates project Character Camp's income to be in excess of \$1,000,000 within two years of camp operations.

CHARACTER CAMP PROJECTED INCOME	
10 Wks. Summer Retreats, 100 campers, \$350 p/p	\$350,000.00
Donations	\$75,000.00
Fundraising Events	\$50,000.00
10 Wks. Summer Day Camp, 50 campers, \$100 p/p	\$50,000.00
20 Weekend Retreats, 50 campers, \$200 p/p	\$200,000.00
HISD Aviation	\$25,000.00
10 Special Event Rentals, \$1200 per rental	\$12,000.00
Foundational Grants	\$300,000.00
	\$1,062,000.00

Project Funding Needs

The purchase of the property, civil preparation, utility infrastructure and building construction is estimated to be \$1,448,810.

The initial need is for \$345,000 for the purchase of the property.

Company Overview

Introduction

The informal organization that would become Character Camp began in 1986 as an outreach to inner city youth to provide mentoring and constructive recreational activities. Character Camp was registered as a Texas public charity and recognized by the IRS as a 501(c)(3) non-profit corporation in 2008.

Today, Character Camp has evolved into a premier youth organization that is popular at community events and has been nationally acclaimed as best in class. We are a group of highly-motivated doctors, engineers, professional educators, coaches, project managers, skilled mentors and others who have a fiery passion for developing children into model citizens. Our committed volunteer pool of more than 40 skilled individuals spans three states and accounts for more than three thousand hours of labor annually.

Character Camp leads the youth services industry in innovation, scope of services offered and in program quality. We serve children from multiple states and from several countries. In 2006, the executive director was awarded the 'Volunteer of the Year' award for the services provided to the 27 schools in the Houston ISD district's south segment. In April 2015, Character Camp was featured on Fox & Friends news show as an example of the best in youth retreats. In December 2015, Character Camp was featured at a nationwide camp and conference annual convention as a model of innovation and diversity. Character Camp has been featured in various national magazines, television interviews and radio interviews.

Vision

Our aim is to provide youth intervention services that help the children of the Greater Houston Area to succeed. Our goal is to help them make positive and constructive life choices, encourage their academic performance and college/trade school attendance and help them to choose career paths that will reduce poverty rates. We seek to accomplish this through character education, mentoring and introducing children to cutting-edge S.T.E.M. programs that are natural segues into math/science-based careers. Our model is very scalable and consistently successful in transforming the lives of children. Our goal is to greatly multiply the number of school campuses we serve, the number of youth leadership retreats, parenting retreats and youth services we offer.

At Character Camp, we believe:

- *every child can succeed in the pursuit of their dream*
- *character is necessary for any individual to become a good and productive employee or citizen*

- *character is the indispensable foundation on which healthy relationships are built and sustained*
- *character is necessary for the retention of whatever status or wealth one may achieve*

Mission Statement

Character Camp has faithfully adhered to the mission of helping struggling children succeed and to help successful children to become confident leaders. In our character education and mentoring, we focus on twelve key character elements to help develop children into productive, well-adjusted citizens. In pursuit of our mission, we offer counseling to children and crisis counseling to families. We use state certified academic instructors and hand-picked mentors. Through Character Camp, almost any person can become involved in some way in rescuing children.

We fill a very common need with children: there are countless children who receive assistance with food, clothing and shelter, but are not receiving assistance with their brokenness on the inside, which is what they need most in order to break the cycles of suicide, low performance, destructive choices and crime. Character Camp fills that void by building relationships with these children, connecting them into positive peer networks and mentoring them for years at a time, teaching them character, helping them with critical life skills and getting them on the road to productive citizenship. We believe there is no greater cause than changing the future by enriching the lives of children.

Character Camp intervenes in the lives of youth through creative Character Education programs, leadership training, skilled adult mentoring, career-enhancing STEM programs and family counseling.

Business Model

Character Camp operates as a non-profit youth services organization. We formerly contracted with La Marque Independent School District to provide professional services such as Robotics, Electronics and academic tutoring. We currently have a contract with the Houston Independent School District to provide Aviation training. Our research indicates that Character Camp owns the only Mobile Aviation Lab in the state of Texas. We provide youth intervention services and youth acceleration services. Some of our services are at no cost to families, being funded by donors and others of our services are paid by tuitions and participation fees, sometimes based on the financial needs of the families.

Our S.T.E.M. and tutoring programs make us attractive as vendors to public school districts, as well as attractive to parents who are seeking to enhance the learning and development of their children.

Our revenue is generated by donors, foundational grants, sales of services to public schools and student participation fees.

Presently, Character Camp has about \$100,000 in cash and about \$200,000 in hard assets.

CHARACTER CAMP HARD ASSETS	
58.5 Acres Property Equity	\$86,000.00
Mobile Aviation Lab	\$100,000.00
Storage Building	\$5,000.00
EZ Go Golf Cart	\$2,500.00
Utility 6 X 12 Cargo Trailer	\$4,000.00
Utility 7 X 16 Cargo Trailer	\$6,000.00
Office Equip and Supplies	\$5,000.00
Robotics	\$20,000.00
Retreat Equip	\$15,000.00
Computer Equip	\$8,500.00
Theatrical Equipment	\$30,000.00
Musical Equipment	\$2,000.00
Cash	\$25,000.00
TOTAL	\$309,000.00

Value Proposition

Our target customer falls into two classes: organizational and relational. Both are seeking organizations like Character Camp who have an exemplary safety record, is fully insured and is a model of innovation and cutting-edge programs.

The organizational customers are the public and private schools seeking assistance

with character education and mentoring, academic tutoring and support of science programs such as Aviation, Robotics, Computer or Electronics. We have conducted afterschool programs as well as school summer programs and STEM workshops. The benefit to schools is low-cost, high-quality augmentation of their character development and STEM programs. Students are introduced to viable math/science-based career options.

The relational customers are the custodial supervisors, i.e. parent, foster parent or grandparent of children between the ages of six and eighteen. The benefits to these families are improved conduct, improved academic performance, higher school retention rates, fewer instances of negative involvement in negative elements such as drug/alcohol use, gangs, pregnancy and school dropout.

Competitive Advantage

Character Camp has an excellent array of professional and vocational expertise within it ranks from the medical industry, educational industry, project management industry, childcare industry and from the general business management community. There is no other entity that is comparable to Character Camp in terms of the quantity and quality of programs offered.

- We have a long standing 33-year track record, evidencing the outstanding experience we have in teaching, training and mentoring children.
- We have been able to attract the attention, earn the trust and gain the support of some of the largest companies in the world, i.e. BP Products North America, Marathon Petroleum, Valero Refining, Phillips 66.
- We have a long-term relationship with Houston Independent School District and achieved 'Volunteer of the Year' status and have worked with La Marque Independent School District, Pearland Independent School District and have served various schools, private and public in other districts.
- We have developed the strategic assets over the years to accommodate the service of several hundred children at a time in the conduct of high-quality youth retreats, academic training, STEM workshops, character training, sporting activities, major fundraisers and major youth recreational events.
- We have exceptionally strong educational capabilities, including the development of curriculum and instructional methodology.
- The consistent growth rate of Character Camp has been fueled by the high number of returning students, evidencing the effectiveness of our programs and the high degree of customer satisfaction.
- Character Camp has attracted parents from all over southeast Texas, surrounding states. We have served students from as far away as China.
- The quality of our volunteer pool is world class as we have attracted medical doctors, engineers, project managers, professional educators, attorneys and others.

Program Services Description

Character Camp programs are designed to counteract the effects of a contemporary youth culture that is becoming progressively more antithetical to family values. We seek to be a catch net for students who are failed by lagging public education and disengaged parents. The fallout from multiple layers of dysfunction are evident as captured in a 2017 CDC report:

- 1 out of 7 high schoolers Bullied on social media
- 1 out of 5 high schoolers Bullied at school
- 1 out of 14 high schoolers have been Raped
- 1 out of 3 high schoolers feel sad or hopeless
- 1 out of every 7 high schoolers using illicit drugs (cocaine, inhalants, heroin, methamphetamines, hallucinogens, or ecstasy)
- 1 out of 6 high schoolers have seriously thought about suicide
- 4 out of 10 high schoolers have already had sex before ever leaving high school
- Within the age group of 15 to 24, there will be 10 million new cases of STD's

Character Camp is all about helping struggling children become productive achievers and we help advanced kids to become confident leaders and mentors. It's all about changing and growing through skilled adult mentoring, positive peer pressure and impactful character education strategies.

Character Education

We focus students on twelve key character traits and highlight a different character trait each month of the year.



Summer and Winter Youth Retreats

Character Camp turns fond memories into teachable moments that shape the character and the soul. Our youth camps are a key component of our Character Education program. Children enjoy horseback riding, popular sports, swimming, canoeing, obstacle courses, theme parties, campfires, hay rides, team building activities and a whole lot more. They enjoy comfortable air-conditioned cabins and nutritious hot meals.



S.M.A.R.T. Program

The purpose of the S.M.A.R.T. (Science, Math, Aviation, Robotics and Technology) Program is to increase the interest of a technologically savvy generation in cutting edge sciences that can help prepare them for college and higher paying careers. We especially seek to interest girls in the sciences since they are more likely than boys to choose careers that are not math/science based, thereby exacerbating the wage gap between males and females.



Project Graduation

Character Camp adopts ninth graders who have been identified by the State of Texas as being at-risk for graduation and mentors them throughout their high school career in order to help increase their chances for graduation.



Character-demics

This is the best of both worlds—character training and academics in one memorable package! Mastery level instructors team up with character dramatists to inspire, enlighten and entertain excited young learners. Children are taught real life lessons through dramatic skits and lecture-style instruction.



Youth Mentoring

Character Camp helps to instill positive values and critical life skills through adult mentoring relationships. We seek to form relationships with youth and their parents to impact the destiny of entire families.



Academic Tutoring

*Character Camp has tutored hundreds of students in all the core subjects, as well as in Spanish and TAKS testing. Tutoring is done by certified teachers and selected volunteers. Our motto is: “**Whether Learning or Leisure...It’s Fun All The Same!**”*



Youth Social Activities

Character Camp utilizes youth social activities in safe environments to engage inner city youth with positive peer pressure. All events are coordinated by skilled adult chaperones.



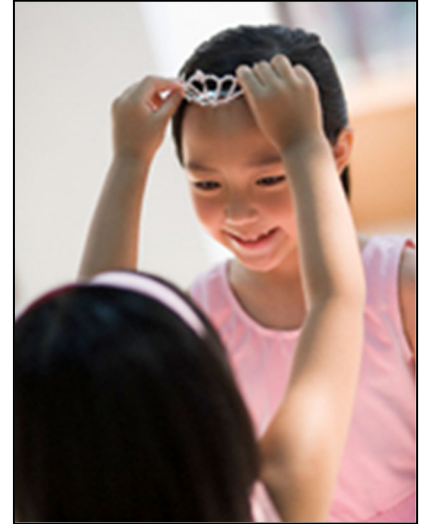
Youth Sports Programs

Character Camp employs professional coaches to oversee the safety, enjoyment and effectiveness of youth sports and exercise. Children improve fitness and skills while strengthening their character along with their bodies.



Precious Princess Program

Character Camp's Precious Princess program addresses the opportunities and characteristics that are unique to today's pre-teen girls. "Sleeping Beauty Weekend" is a fun-filled educational event that features a girls-only overnight hotel slumber party in a safe and protective environment. Girls participate in creative lessons with interesting topics that emphasize confidence, character and positive self-esteem to inspire and maximize their future successes. Girls also enjoy memorable games, beauty tips and royal treatment.



M.Y. W.O.R.L.D. (Mentoring Young Women On Real Life Decisions)

In our ever-changing world, cultural norms and standards are ever evolving—sometimes for better and sometimes for worse. Impressionable young women are often left unsure or confused about decisions that could drastically affect their whole future. Talking with peers can feel useless and talking with parents can feel awkward. “My World” gives girls a safe, supportive and confidential setting where they will encounter wholesome information from a trusted friend. Parents now have an ally in guiding their young ladies through today’s risky minefields of social media options, celebrity role models, self-esteem concerns, dating decisions, career choices, and so much more.



Market and Industry Analysis

Monthly Labor Review with the Office of Occupational Statistics and Employment Projections, Bureau of Labor Statistics predict that Youth Service/Child Care industries will only continue in a growth trend as evidenced below.

The city of Pearland where Character Camp is located has been experiencing explosive growth for more than a decade, making it near impossible for elements such as road construction, housing, restaurants, retailers, entertainment industry and even the childcare industry to keep pace with the population expansion.

Table 4. Industries with the largest wage and salary employment growth and declines, 2010-2020

2007 NAICS code	Industry description	Sector	Thousands of jobs		Change, 2000-2010	Annual rate of change, 2010-2020
			2010	2020		
Largest growth						
23	Construction	Construction	5,525.6	7,365.1	1,839.5	2.9
44, 45	Retail trade	Retail trade	1,4413.7	16,182.2	1,768.5	1.2
6211, 6212, 6213	Offices of health practitioners	Health care and social assistance	3,818.2	5,209.6	1,391.4	3.2
622	Hospitals	Health care and social assistance	4,685.3	5,563.6	878.3	1.7
6216	Home health care services	Health care and social assistance	1,080.6	1,952.4	871.8	6.1
722	Food services and drinking places	Leisure and hospitality	9,351.8	10,212.2	860.4	.9
6241	Individual and family services	Health care and social assistance	1,215.0	2,066.4	851.4	5.5
623	Nursing and residential care facilities	Health care and social assistance	3,129.0	3,951.0	822.0	2.4
42	Wholesale trade	Wholesale trade	5,456.1	6,200.2	744.1	1.3
NA	General local government educational services compensation	State and local government	8,010.4	8,751.4	741.0	.9
5415	Computer systems design and related services	Professional and business services	1,441.5	2,112.8	671.3	3.9
5613	Employment services	Professional and business services	2,716.7	3,348.0	631.3	2.1
5416	Management, scientific, and technical consulting services	Professional and business services	991.4	1,567.0	575.6	4.7
6112, 6113	Junior colleges, colleges, universities, and professional schools	Educational services	1,694.0	2,171.1	477.1	2.5
6214, 6215, 6219	Outpatient, laboratory, and other ambulatory care services	Health care and social assistance	1,077.1	1,471.2	394.1	3.2
5413	Architectural, engineering, and related services	Professional and business services	1,276.6	1,635.1	358.5	2.5
5617	Services to buildings and dwellings	Professional and business services	1,742.5	2,044.8	302.3	1.6
484	Truck transportation	Transportation and warehousing	1,244.0	1,544.0	300.0	2.4
NA	General state government educational services compensation	State and local government	2,377.1	2,661.7	284.6	1.2
6244	Child day care services	Health care and social assistance	851.8	1,101.3	249.5	2.9

National Data and Statistics

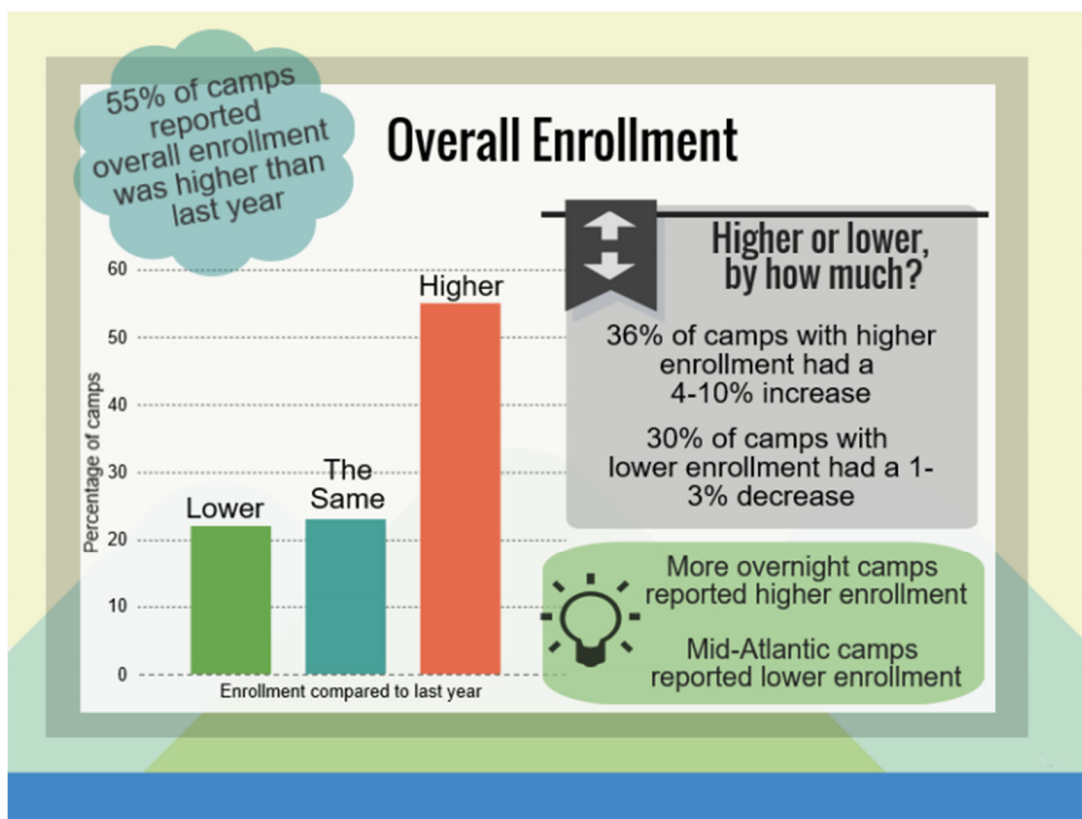
Character Camp has within its service area in excess of one million children who are potential students. Are there customer groups or regions that are not adequately being served? Is there a segment where customers are dissatisfied?

- Camp is an \$18 billion industry. *(2015 ACA Business Operations Report)*
- More than 14,000 day and resident camps exist in the U.S. 8,400 are resident (overnight) and 5,600 are day camps. *(2017 ACA Sites, Facilities, Programs Report)*
- Each year more than 14 million children and adults attend camp in the U.S. *(2013 ACA Camp Compensation and Benefits Report)*

ACA Camp Data and Statistics*

- 44% of camps offer specialized programs for individuals with disabilities. *(2017 ACA Sites, Facilities, Programs Report)*
- **93% of ACA-accredited camps offer some form of financial assistance to over one million children who are from economically deprived families, have special medical needs, or special situations that might preclude them from attending camp.** *(2015 ACA Business Operations Report)*
- Programs: 86% of camps offer recreational swimming, 63% offer camping skills, 47% offer climbing/rappelling, 34% offer horseback riding, 75% teambuilding, 41% community service, 23% farming/ranching/gardening, and 21% wilderness trips. *(2017 ACA Sites, Facilities, Programs Report)*
- Camps adapt to the evolving interests of campers. According to ACA's 2015 Emerging Issues survey:
 - In the past two years, camps have added programs such as adventure camps/programs (22%); family camps/programs (15%); nature/environmental education programs (12%); and gardening programs (19%).
 - Other new programs include college planning programs; health, wellness, and fitness programs; service learning / community service programs; and cooking with food from the camp's garden.
- Half of camps report having community service or good deed programs incorporated into their programs. The top projects conducted at camps were community clean-ups, food drives, recycling programs, and volunteering with senior citizens and hospital patients. *(2017 ACA Sites, Facilities, Programs Report)*
- 49% of camps report some relationship to schools or school curricula. One out of every five camps partner directly with schools as part of their academic programs during the school year. New partnerships with school systems are emerging as a way to help children retain learning over the summer. *(2017 ACA Sites, Facilities, Programs Report)*

- **Enrollment Trends: 82% of camps report enrollment that stayed the same or increased within the past five years, and 50% of camps are reportedly 90-99% full. (ACA Fall 2016 Enrollment Survey)**
- Year-round use of camp facilities is a growing trend. Programs are evolving from spring and fall ancillary weekends to winterized full-service operations seven days a week. Many camps work with schools to provide environmental education during the school year, provide year-round program and food services, and have some year-round staff.
- Camps can often be rented to other groups, such as school groups, wishing to provide camp programs to their constituents. With meeting rooms, sleeping, and eating accommodations readily available, many facilities are both camps and year-round conference or retreat centers.
- Each summer more than 14 million children and adults take advantage of the camp experience. In a 2016 Camper Enrollment Survey, approximately 80% of responding camps reported the same or higher enrollment than previous summers.
- Female campers account for 56 percent of total enrollment while male campers account for 49 percent.
- The most popular session length is one week or less, although the majority of independent camp operators offer four, six, and eight-week sessions.



Industry Analysis

The most profitable camps offer specialized instruction in niche areas. We are expanding our services in a market where we already have good name recognition.

Industry Organization

IBISWorld analysis reveals the Summer Camps industry is in a mature stage of its life cycle. Over the 10 years to 2023, industry value added (IVA), which measures the industry's contribution to the US economy, is projected to rise marginally, at an average rate of 2.1% per year. In comparison, US GDP is forecast to rise at an average rate of 2.1% annually during the same period. The similar rate of IVA and US GDP growth indicates that the industry is growing roughly in line with the overall economy, putting it firmly in the mature phase of its life cycle. The industry exhibits maturity through its relationship with overarching economic indicators. US consumers form the primary market for industry services.

What is the Summer Camps Industry?

This industry includes overnight recreational camps for adults and children. Camps may have themes and the industry includes outdoor adventure retreats. Camps generally provide accommodations and other amenities, such as cabins, fixed campsites, food services, recreational facilities and equipment, and organized activities. Campgrounds and instructional day camps are excluded.

Industry Products

- Sports Camps
- Teambuilding Camps
- Community Service Camps
- Farming/Ranching/Gardening Camps
- Wilderness Camps

Industry Activities

- Providing overnight recreational camping
- Selling meals, snacks and nonalcoholic beverages prepared for immediate consumption
- Providing room or unit accommodation for travelers and others
- Collecting tuitions or fees and membership dues

Competitive Environment

- In the southeast Texas market where summer camp space is inadequate, the competition is more pronounced on the part of the rental groups seeking space rather than on the part of the camps themselves.
- Rentals groups consisting of more than 300 campers tend to go to the front of the line.
- In larger camps, rental groups consisting of fewer than 200 campers generally do not receive summer retreat reservations.
- The fallback option for smaller rental groups is to bus their campers to more distant camps, which is not the first choice for parents nor campers.
- Character Camp would be an ideal alternative to many groups who find it either impossible or difficult to get into the larger camps.

Opportunity

Camps that offer the number of special attractions we offer tend to range from \$1,000 to \$1,600 per week. Our price of \$450 per week to make camp affordable for under-served populations is also very attractive to middle class parents. Our safety culture is almost unmatched in the industry. Examples include 1) our 33-year perfect record of no recordable injuries, abuse or neglect, 2) our embedded medical staff: three registered nurses (including one male nurse) plus one medical assistant in 2019, 3) our 1 to 5 ratio adults to children while most groups only maintain a 1 to 10 ratio.

Our experience and analysis of the industry leads us to conclude that expansion is necessary in the industry and that an organization with the reputation, attractive offerings and convenient location of Character Camp will not only compete in the market, but quickly expand to become a leader in the market.

Marketing Plan

Customer Research

We talk to our customers and potential customers.

We survey current students and parents to understand their perceptions and needs.

We listen to the educational entities to understand what is important to them.

We introduce Character Camp on a regular basis to educators and students as we receive regular requests to provide on-campus S.T.E.M. events, which is what led to our current contract with HISD for the 2019-2020 school year.

We engage parents at large community events where we regularly are featured.

We advertise to customers via radio, television, magazines and special events hosted by ourselves and other organizations.

The market tends to see the established camps as 'traditional' rather than cutting edge or innovative as they see Character Camp. They see them as having a fun component and a spiritual component, but see Character Camp as having the added dimensions of career exploration and effective character development.

- The market finds our services easy to understand and believe our services are more important than ever.
- Customer satisfaction is producing a high rate of repeat business and is the primary fuel behind the consistent growth of Character Camp.
- The market has a clear understanding of the benefits of our services and understand what makes us stand apart from our competitors.
- The buying choices of our customers are driven by 1) the safety of our program, 2) the quality of our program, 3) the satisfaction of their children, 4) the satisfaction of other parents and 5) our pricing structure.

Customer Understanding

- Our clients tend to value word-of-mouth endorsements as a first priority.
- Our clients tend to research services like ours on social media and website browsing.
- Our clients value shared experiences with their children, i.e., viewing and or interacting.
- Our clients tend to see racial diversity in youth programming as a benefit to their children's social development.

Conservative 5-Year Revenue Projection

CHARACTER CAMP 5-YEAR PROJECTED INCOME					
	Year One	Year Two	Year Three	Year Four	Year Five
Lodging and Meals	\$350,000.00	\$400,000.00	\$400,000.00	\$450,000.00	\$500,000.00
Donations	\$75,000.00	\$75,000.00	\$100,000.00	\$125,000.00	\$125,000.00
Fundraising Events	\$50,000.00	\$75,000.00	\$75,000.00	\$100,000.00	\$100,000.00
Summer Day Camp	\$50,000.00	\$50,000.00	\$75,000.00	\$75,000.00	\$75,000.00
Weekend Retreats	\$200,000.00	\$250,000.00	\$250,000.00	\$300,000.00	\$300,000.00
HISD Aviation	\$25,000.00	\$50,000.00	\$75,000.00	\$75,000.00	\$75,000.00
Special Event Rentals	\$12,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00
Foundational Grants	\$300,000.00	\$350,000.00	\$350,000.00	\$350,000.00	\$350,000.00
	\$1,062,000.00	\$1,265,000.00	\$1,340,000.00	\$1,490,000.00	\$1,540,000.00

Year One

Lodging and Meals: the maximum income, based on 12 weeks of summer camp for 120 campers at \$450 per person is \$648,000. 10 weeks of summer camp would yield \$540,000. Our conservative projection of \$350,000 is based on 100 campers, 10 weeks at \$350 per week.

Donations of \$75,000 is based on our current capacity.

Fundraising of \$50,000 is based on our current capacity for fundraising.

Summer Day Camp of \$50,000 is based on 50 students at \$100 per week for 10 weeks. 12 weeks at 75 students would yield \$90,000.

Weekend Retreats of \$200,000 is based on 20 weekends with 50 campers at \$200 per person.

HISD Aviation is based on \$1100 per day and providing 4 to 5 weeks of Aviation Training.

Special Events Rentals are based on 10 special events per year at \$1200 per event.

Foundational Grants are based conservatively on researching the income of competitor camps for similar type construction and improvement projects.

Year Two

Increases in income for Lodging and Meals, Fundraising, Weekend Retreats, HISD Aviation, Special Events and Foundational Grants represent a trend toward normalization of conservative estimates.

Years Three thru Five

The increases are based on very conservative estimates following the addition of three additional cabins, doubling the capacity of the camp. It is more likely the income will exceed \$2 million during year three.

Costs and Expenditures

PHASE 1 February 2020 - June 2020						
	LINE ITEM	Equipment	Materials	Labor		TOTALS
1	PROPERTY PURCHASE	\$345,000.00				\$345,000.00
2	Land Development - Initial (Time 2 months)	\$25,000.00	\$30,000.00	\$20,000.00		\$75,000.00
	Reroute Property Drainage To Property Border					
	Pond Expanded Into Lake 20,000 ft to 44,000					
	Build Soil Pads For Construction Areas					
	Property Leveling					
3	Architecture-Design Drawings For Permit 480 Hrs @ \$150/Hr			\$72,000.00		\$72,000.00
4	Signage & Lighting	\$1,500.00	\$3,000.00	\$3,500.00		\$8,000.00
					PHASE 1 TOTAL	\$500,000.00

PHASE 2 July 2020 - December 2020						
	LINE ITEM	Equipment	Materials	Labor		TOTALS
1	Electrical Service - CenterPoint Provide Service Conn					
2	Water Well & Holding Tank With Diaphragm /Tower 100 ft 3,000 400 ft 12,000 (Assume Avg Between the Two) Pump & Tank Piping to cabins (Must review size of holding tank) John 979-482-3160	\$8,000.00 \$2,000.00	\$6,000.00	\$4,000.00		\$8,000.00 \$12,000.00
3	Well Water Chorination System ??? Gary & Bob Johnson & Associates 281-873-5555	\$6,000.00				\$6,000.00
4	Land Development - Underground Utilities Sand for Foundations & Trenches = 4000 cu. Yds.		\$32,000.00 \$42,000.00	\$36,000.00		\$68,000.00 \$42,000.00
5	Septic / System Wes @ 936-597-5558 Wes Design & Permit Install \$\$\$ Design based on 24 Gal Wtr per day per person @ 160 persons = 3,840 Gal Waste per Day	\$15,000.00	\$25,000.00	\$6,000.00 \$35,000.00		\$6,000.00 \$75,000.00
6	Electrical (Part of Unit Price For Buildings) Need 500 Amp N3r Panel for Incoming Service & For Temp Power 3 100 Breakers 3 @ \$81 ea 3 - 50 amp Panels (1 for each Bldg) 3 @ \$100 1 - 200 amp Panel for Office, Kitchen, Misc 1 Bldg Misc Breakers & Supports, jb	\$1,000.00	\$7,000.00 \$243.00 \$300.00 \$1,500.00 \$2,500.00	\$7,000.00		\$15,000.00 \$243.00 \$300.00 \$1,500.00 \$2,500.00
7	Maintenance Storage Building Building Foundation		\$25,000.00 \$5,000.00	\$7,500.00 \$1,550.00		\$32,500.00 \$6,550.00
PHASE 2 TOTAL						\$275,593.00

PHASE 3 Jan 2021 - March 2021						
	LINE ITEM	Equipment	Materials	Labor		TOTALS
1	4 Cabins @ 4,000 Sq. Ft. Foundations for 4 cabins Mechanical for 4 cabins	\$35,000.00 \$15,000.00 \$5,000.00	\$633,000.00 \$39,000.00 \$33,000.00	\$609,000.00 \$24,000.00 \$20,000.00		\$1,277,000.00 \$78,000.00 \$58,000.00
2	Plumbing -- Equipment/Fixtures	\$2,000.00	\$24,500.00	\$12,000.00		\$38,500.00
3	Security System / Cameras / Waiting On Arch Bldg Layout					
PHASE 3A TOTAL						\$1,451,500.00

The Cost of Operating a Camp

M. Deborah Bialeschki, PhD is director of research for the American Camp Association.

September 2012

Money In

Gross Revenues

- Day camp: average = \$760,000, median = \$384,000
- Resident camp: average = \$1,250,000, median = \$698,000

Average Revenue per Camper Day

- Day camp: average = \$81.90, median = \$51.80
- Resident camp: average = \$103.50, median = \$85.70

Money Out

Total Expenditures

- Day camp: average = \$675,000, median = \$327,000
- Resident camp: average = \$1,138,000, median = \$640,000

Average Expense per Camper Day

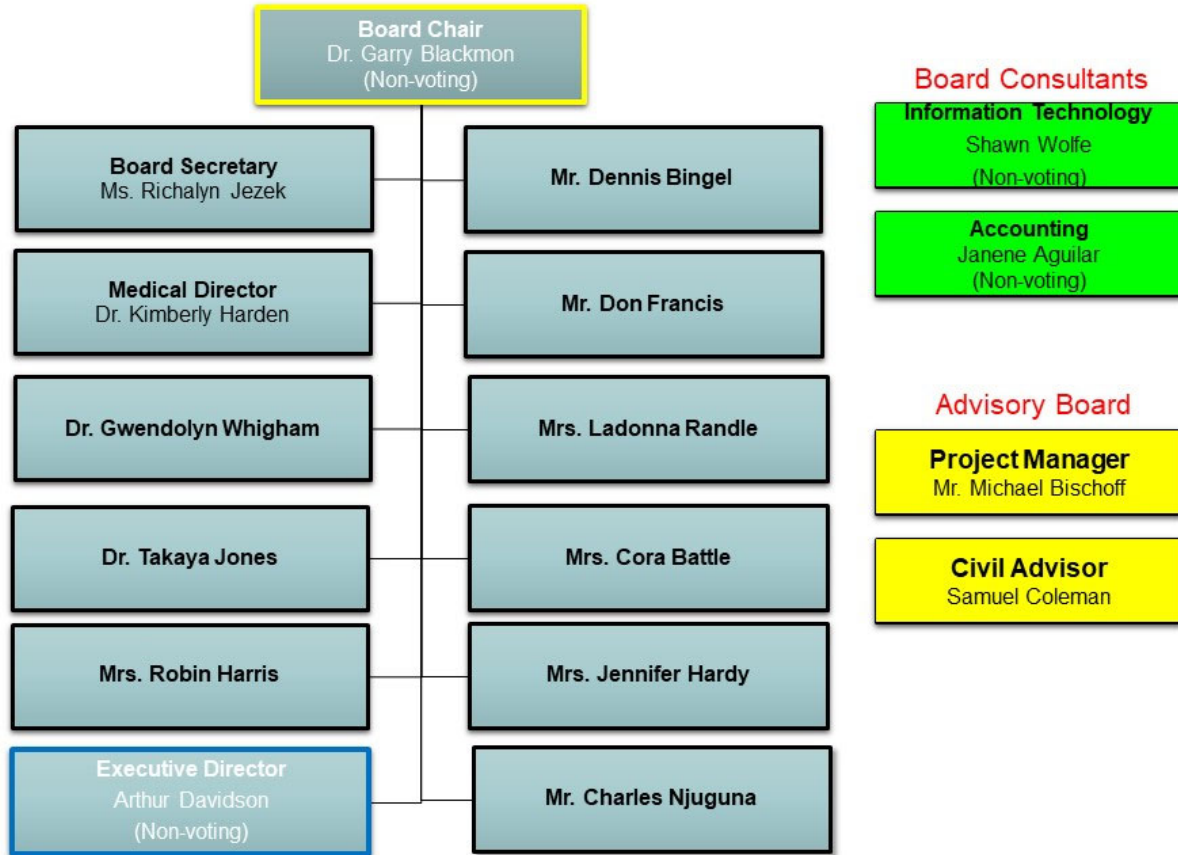
- Day camp: average = \$71.20, median = \$47.20
- Resident camp: average = \$98.00, median = \$80.00

Profitability: Revenue – Expenses

- Day camp: average = \$102,100
- Resident camp: average = \$91,500

Management Plan

Character Camp Board of Directors 2020



Camp Construction Project Management Team

Construction Project oversight and accountability will fall under the leadership of Character Camp executive board members, Mr. Don Francis, Mr. Dennis Bingel and Dr. Gwendolyn Whigham, along with the actual Project Manager, Mr. Michael Bischoff. Consultants and professional services will be contracted as required.

Mr. Don Francis is a senior level business executive in the oil and gas industry. He routinely manages budgets in excess of \$100 million dollars. He is an expert at assembling, managing and developing multi-tiered teams and has directly managed numerous complex, high-risk projects.

Mr. Dennis Bingel is a civil engineer and former licensed contractor in the State of Florida. He is a long-term project manager with experience in the power industry, major commercial construction industry and the oil & gas industry.

Dr. Gwendolyn Whigham, DC, L.F.A.A.I.M, F.I.A.M.A., D.A.I.P.M., F.A.C.H.E., C.C.S.P., F.A.B.D.A. is an experienced business owner. She founded and managed her own chiropractic medical business until retirement. She is currently a medical professor and a Character Camp executive board member.

Mr. Michael Bischoff is a former business founder/owner (retired) and is an experienced, fiscally conservative, detail-oriented project manager. He has formulated business proposals, negotiated contracts with and managed accounts with the largest oil and gas corporations in the world.

Mr. Bennie Harden, PE is a notable expert in Civil Engineering with numerous projects to his credit from home building to commercial construction and large municipal projects.

Camp Management and Operation Team

Management and Operation of the camp will be overseen by Operating Staff Members, Mr. Arthur Davidson, Mrs. Eunice Davidson, Ms. Cherith Randle, Mrs. Kintra Blackmon and Mrs. Faye Harden.

Mr. Arthur Davidson serves as the Executive Director of Character Camp. He is currently the Director of Training and Turnaround Subject Matter Expert for Onpoint Industrial Services. He is the founder of Character Camp and has 33 years of experience conducting youth camps, summer day camps and large-scale STEM events. He has served as the senior pastor of First John Church for 29 years.

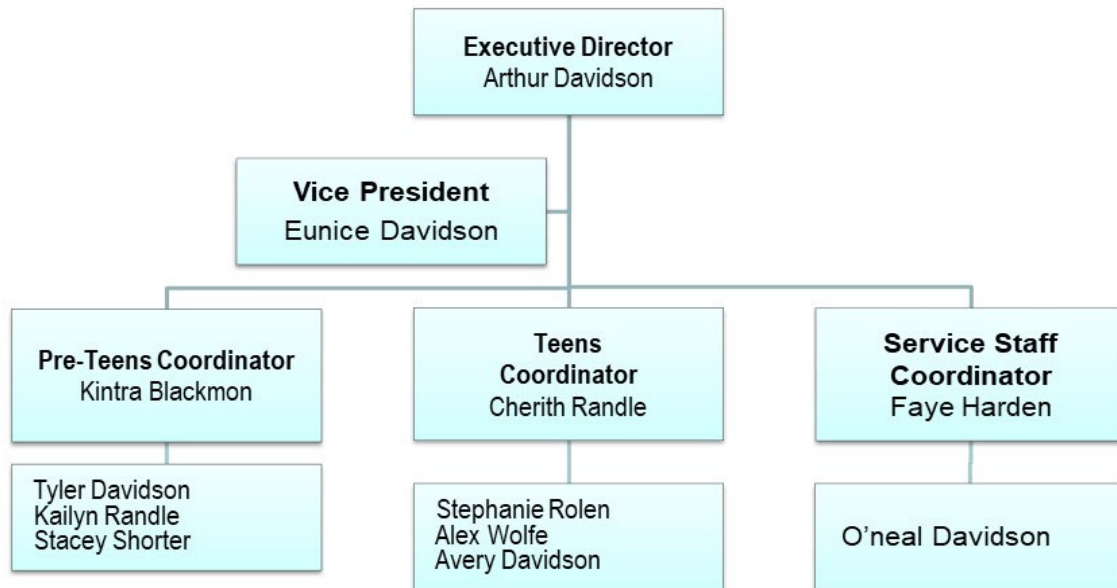
Mrs. Eunice Davidson holds a Bachelor of Science degree. She is a highly sought-after teacher in the Pearland school district where she has been recognized as Teacher of the Year. She designs training curriculum for Character Camp, including character building activities and team building exercises. Her winsome, no-nonsense approach to education has made her popular with students and parents alike. Her retreat planning and coordinating have brought many innovative refinements to Character Camp.

Ms. Cherith Randle is currently the Business Manager and Retreat Coordinator for Character Camp. She has been a member of Character Camp for over twenty years and was also a Character Camp student. Cherith's passion is working with youth to ensure they become productive citizens. She holds a Bachelor of Science degree in Criminal Justice and is a Certified Fraud Examiner.

Mrs. Kintra Blackmon has been working with Character Camp since 2013 as a Counselor and Lead Instructor. She now oversees the 6 to 9 Counselors and leads the instructional program. She is an effective outreach coordinator, engaging numerous youths in Character Camp programs.

Mrs. Faye Harden is an experienced educator (retired) and was directly responsible for setting up, acquiring state licensing, managing and directing the Right Fit Daycare in Palm Center, Houston. She was the first individual to serve Character Camp in the position of Board Chairperson.

Character Camp Operating Staff



Succession Plan

Our Operating Staff manages the day-to-day functions of the non-profit business. To ensure current stability and an orderly succession of management for the future, the ages of our staff members range from mid-sixties to mid-twenties. Of our 11 staff members, 5 are under 40 years old. They receive training and development in all aspects of managing the non-profit business. They directly participate in fundraising, worker selection and training, counselor training and supervision, youth education and mentoring, activity planning, calendar planning, budget planning, recruiting, marketing, board meeting observation and business development. Four of the succession staff members are former campers with well over a decade of experience with Character Camp. One of our staff members has served on the leadership staff of one of the largest, most prominent youth camps in Texas.

Corporate Social Responsibility

Integrity is a non-negotiable value to us as an organization. At the top of our priority list is maintaining the trust of parents and campers for their safety and protection. We are committed to being a fiscally conservative and responsible organization, taking the utmost care to utilize designated funds for their specified

purposes. We are committed to being good citizens and good stewards of the planet, emphasizing environmental care and animal kindness to our students.

Competitive Advantage

- We have an established track record of strong, sustainable growth.
- We have an impeccable 33-year track record for safety. Character Camp has never had an instance of abuse, neglect or injury to a child.
- We have a strong reputation for excellence in our programming.
- We have experience in working on school campuses providing summer STEM, afterschool STEM and academic tutoring.
- We have expertise with a broad spectrum of youth camps.
- We have diversity within board, staff and camper population.
- We have clientele loyalty—high rate of returning campers and 2nd and 3rd generation campers.
- We have strong relationships with surrounding school districts and area churches.
- We have a large and loyal volunteer pool which is growing consistently.
- We have no financial indebtedness.
- We have comprehensive program offerings, i.e., youth residential camps, summer day camps, afterschool tutoring, on-campus mentoring, youth sports programs, STEM workshops, family counseling.
- Our volunteer pool has a high skill level, i.e., long-term professional educators, medical professionals, business professionals, project managers and etcetera.
- We have acquired the complete inventory of equipment and assets on-hand to deliver a full-service youth camp experiences and special events.
- We have supporters and contacts within some of the largest companies in the world, i.e., Valero Refining, Marathon Petroleum, BP, Phillips 66, Onpoint Industrial Services and others.
- Our strong STEM subject matter expertise encompasses Electronics, Math, Robotics, Computer Software, Computer Coding, Aviation, Crime Scene Investigation and Music. **In our industry, we are first to market in Youth Aviation Training.**
- We have expertise in curriculum development and delivery.
- We are an HISD vendor (Master Service Agreement) providing visibility with every school in the district seeking to procure STEM services.
- Character Camp created and developed the exclusive I-C-A-N learning system which has greatly increased effectiveness in youth education. I-C-A-N stands for Interactive Coaching and Networking, a philosophy that blurs the lines between work and play, engaging the heart before engaging the mind and empowering students to help govern the learning environment and learning pace, thus exponentially increasing student interest, engagement and commitment to learning.

How Character Camp Is Distinguished From The Competition

	Within 1 Hour of Houston	Exceptional Volunteer Pool	Parent Lunch Visit	Family Counseling	School Partnership	Exclusive Learning Method	33 Yr. Perfect Safety
Character Camp	✓	✓	✓	✓	✓	✓	✓
Trinity Pines							
Forest Glen					✓	✓	
Piney Woods							
Texas Baptist Encampment			✓				
Water's Edge		✓	✓				