

Swamp Camp Services, Inc.

1380 Maxeys Road, Union Point, Georgia 30669

October 2, 2015

Dear Swamp Patron:

On behalf of the Board and The Swamp team, we want to thank you again for another amazing summer and year thus far. There were 52 people at Family Camp (the most ever) and 1,005 campers at Summer Camp, making this our 5th year in a row with single digit percentage growth. Of those 1,005 campers, 312 constituted the largest group of first-time campers in over a decade. In addition to our regular scheduled events, we are seeing more outside groups renting and visiting than ever before: the highlight being two church groups who rented the camp and held their own weeklong camp session at the end of July. From a people and expansion of impact point-of-view, The Swamp is making a significant impact in the lives of youth and our families.

In the spirit of transparency, we would like to take a few minutes of your time to share with you the financial status of camp. Along with the Executive Committee, our strategy has been to improve fee revenues while maintaining operational expense controls over the last several years. Based on this philosophy, fee-generated revenues have been able to grow while maintaining expenses as a percent of revenue. By expanding the number of weeks and retreats, more kids have been able to benefit from the incredible impact of learning to love God and helping each other grow their faith by The Swamp experience.

Despite our recent progress, the reality is that it has never been possible to operate The Swamp based upon our current approach, and it has always required personal and church donations to make ends meet. The Swamp has survived with the existing camp rates due to our contributing churches and the incredible generosity of a few high-dollar individual donors who have bought us a year-to-year solvency over the last decade.

It is the Board and Executive Committee's determination that this strategy must change. Aside from the four continuing Atlanta-based churches that provide significant annual support to The Swamp and the few high-dollar donors each year, going forward, we must appeal to a broader base of donors to commit to support The Swamp operations to meet our budget and grow less dependent on the gifts of a few. The alternative to expanding the donor base is to raise all rates for camp attendance, which will likely compromise the impact of camp's ministry by putting the cost too high for many kids and families who would otherwise attend camp events.

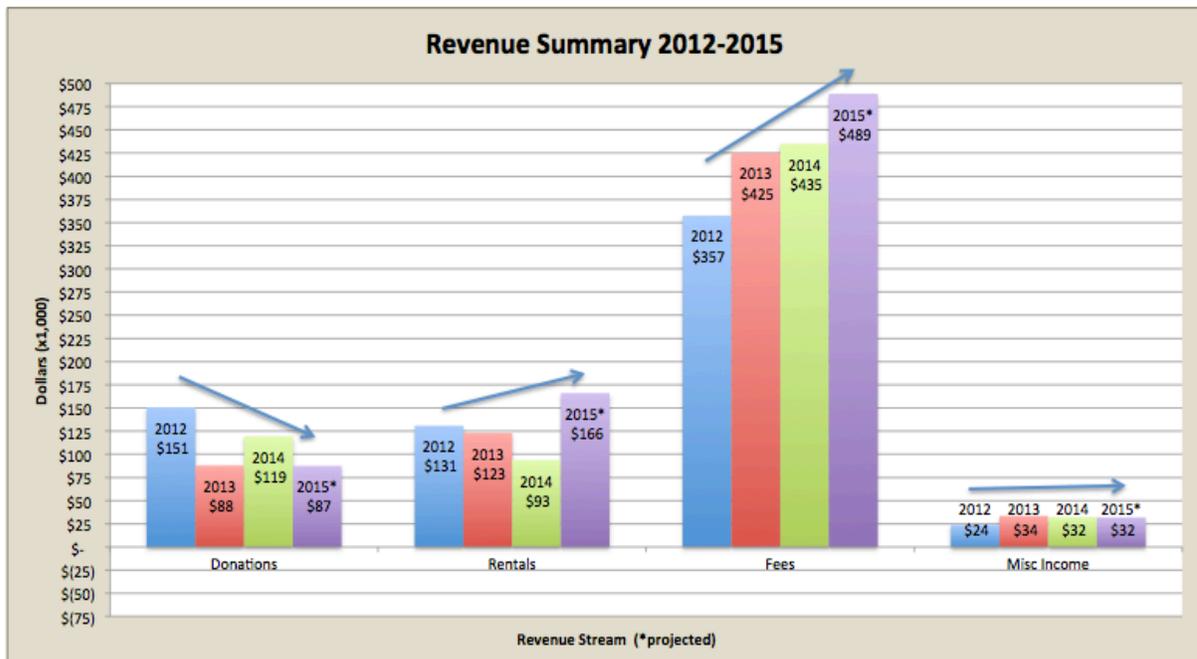
Through the efforts of the camp in Georgia and Swamp Corps' impact around the world, God has been using The Swamp ministry to help kids learn to love Jesus and spread faith into the far corners of the world. We should remain passionate and unapologetic about investing in our kids and families' futures through broader financial support for these missionary efforts. If we get the needed support, we believe God will continue to open up doors for The Swamp's domestic and international missionary efforts for the next generations.

If we are not more successful with our appeal for broader individual financial donor support, the only remaining way to meet budget is to raise revenue by increasing the fee a camper pays. We believe that will result in a reduction of the ability to serve campers that are primarily the members of our family of congregations.

While we have made some progress with the Friends of The Swamp, the results are not sufficient to maintain current operations and a healthy financial state. We must make further direct appeals to each patron of The Swamp. The message must be candid and direct, and if we have to raise rates and/or reduce services, the last thing we want to do is surprise you; thus the reason for this letter.

When the Atlanta Church of Christ first started the camp in 1998, the financial administration was fully supported by the church staff and out of the overall contributions of the Atlanta Church of Christ. Since 2004, when the Atlanta Church dispersed into multiple churches the administrative burden fell to the staff of The Swamp, none of who were accountants or financial administrators. While financial administration was done with integrity it was not done with the meticulousness and attentiveness of a full-fledged operation. Since 2012, through the efforts of a committed Board and Executive Committee, The Swamp has diligently worked to get our internal house in order in regards to policies and supportive processes to insure informative and clear financial reporting for the present and for future planning. In essence, we know how many resources we have and in what capacity they are being used; and thus have confidence in where we have been, where we are heading, and what it will take to get us to be a financially healthy organization that can plan, dream and continue to grow in resources and in impact both here and abroad as is our mission.

A quick summary of revenues can be seen in the following graph.



In a nutshell, out of four revenue streams, donations are declining and the incremental increase in rentals and camp fees is not overcoming this deficit. As previously stated, donations are key to keeping the cost of camp low and meeting operational obligations. In fact, without donations and rental fees the cost of summer camp would increase by 98%. (Please note: Swamp Corps has a neutral effect on revenues and expenses; thus not reported.)

On the expense side, total expenses have been managed such that they have only increased by 12% in the last four years and we have saved just over \$42,000 to budget in the process, while completing several major maintenance-related projects. We were also able to give the staff its first-ever cost of living raise of 2% in over 14 years.

The bottom-line is that donations must reverse direction and increase substantially in order for us to reach a healthy financial status, which means the following:

1. Replenishing cash reserves (all cash reserves have been used in the last three years due to the decline in donations),
2. Accumulating the resources to maintain an already 18 year old facility, which will require much needed attention in the next five years,
3. Having on-hand-capital to meet growth plans in regard to personnel. (The camp is being utilized more and the requests for camp training have increased both here and

around the world. Since its inception, the camp has grown in revenue by 350%, which translates into more wear and tear based on usage and in more personnel demands; yet, it is still run by the same four (4) people—two of whom are full time and two that are part-time—since it began.), and

4. Garnering the financial support to keep camp fees as low as possible in order to allow for as many kids as possible to attend camp.

If the required funds are not raised, we will be in a position where summer camp fees will increase somewhere between \$80-\$150 per camper in 2016.

We are calling on you as an avid Swamp supporter to become a Friend of The Swamp. Go to www.campswamp.com/support and join now. There are over 1400 families in our registration database; if each family just gave \$10 per month—that is one lunch per month—we would be in a much healthier state.

We thank you for your continued support and prayers and look forward to another great year in 2016 as we work together to strengthen our youth and families and carry out the mission of Jesus across the Southeast and into all the world.

Sincerely,

Swamp Board of Directors