

# 2016 Summer Camp Report



**Glencoe Park District**  
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## Introduction

Glencoe Park District summer camp programs provide a wide selection of experiences for participants 2 to 16 years old. A variety of activities take place in a typical camp week, including swimming, crafts, nature awareness, games, sports, special events, field trips, cookouts, and theme days. Camps are structured to provide opportunities for children to make new friends, grow, learn, discover, and, most importantly, to have fun within their surroundings.

This summer could be described as a year of successful transition for the summer camp program. In addition to an entirely new full-time staff overseeing Glencoe Park District camps from the summer of 2015, there was also a high number of new part-time staff including counselors, head counselors, and camp directors. With staff new to their positions, it provided the opportunity to take a fresh approach and to make improvements to the program. From small details like drop-off and pick-up procedures, to new field trips, to places like the Schaumburg Boomers baseball game, the camp experience in 2016 had a new and innovative feel while at the same time, maintaining the high standards of service and communication that have existed in previous years.

The camp season began on June 6 with a week of Summer's Beginning and Safety Town camps. The full schedule of camp offerings began on June 13 and went eight weeks, concluding on August 2. The camp season concluded the week of August 8-12 with the Summer's End camp and another offering of Safety Town.

Camp staff had a number of overarching goals that were earmarked heading into the 2016 camp season. The goals were created with a vision of providing an exceptional experience for the residents of Glencoe.



- Provide a safe and fun camp experience for every participant
- Exceed camper and parent expectations with the highest levels of customer service and quality programming
- Provide activities that engage the camper and offer a variety of experiences
- Be flexible and solution oriented when weather or other factors dictate a change in schedule or planned activities
- Continue to develop our marketing/PR strategies to increase enrollment and minimize cancellations
- Seek opportunities to continue to build authentic relationships between staff, campers, and families through open lines of communication.
- Identify and overcome barriers and roadblocks that may hinder camp participation or decrease the level of service provided

## Camp Descriptions and Overview

Glencoe Park District puts an emphasis on providing summer camps for children of all ages. Staff has acknowledged that parents sign their children up for camp for a variety of reasons such as social development, exposure to new experiences, the opportunity for adventure, or simply out of the necessity for childcare during the summer months. The variety in age offerings, time offerings, and weeks of camp offered have taken into consideration the constantly evolving family schedule and the need to accommodate many different situations.

In addition to these descriptions, all camps offered a number of additional services. This summer, Marla's Brown Bag Lunch company provided a meal option to all campers. This service allowed parents to sign-up online to have a lunch delivered to their child at camp every day in lieu of sending them with a traditional sack lunch. The services of the North Suburban Special Recreation Association were also offered for every camp. NSSRA coordinates with the Glencoe Park District to provide inclusion companions for any camper with a disability or special needs. Additionally, NSSRA staff led a camp training session on inclusion services, behavior management, and disability awareness. Finally, Glencoe Park District Scholarship Program was available to provide an opportunity for recreation for anyone with a financial barrier to participation.

The following is a brief description of each camp including age demographic served and a summary of what participants can expect.

### Summer's Beginning and Summer's End

These two camps serve as the "bookends" to the traditional summer camp program. These camps are offered the week prior to and the week after the regular camp season to accommodate parents that need childcare during those weeks or participants that want to start the camp experience early or extend it later into the season. These programs serve participants from kindergarten through fifth grade and provide them a traditional camp experience during a time when camp is not traditionally offered. Fieldtrips included waterparks, bowling, and a trip to an ice rink.

### Safety Town

Safety town mirrors the schedule of Summer's Beginning and Summer's End with offerings the week before and the week after traditional camps. However, Safety Town serves younger camp participants who are ages 4-5. This camp focuses on instilling confidence in the young campers through exposure to safety related topics and places including crossing the street and sign recognition to visits from Public Safety and Beach Lifeguards.

### Teddy, Panda, and Koala Bear Camps

The "Bear-themed" preschool camps serve the following age groups.

- Teddy Bear Camp: Age 2 (9:15-11:15am daily)
- Panda Bear Camp: Age 3 (9:00-11:30am daily)
- Koala Bear Camp: Age 4 (9:00-1:00pm daily)

These camps utilize a mixture of seasonal staff and preschool teachers to ensure a safe environment focused on child development. The Teddy Bear Camp understands the attention and sensitivity needed for first time campers. The Panda Bear Camp takes the next step in exposure to camps with more exposure to indoor and outdoor activities. The Koalas Camp offers a slightly longer day than the other two camps and takes the extra step of exposing campers to off-site field trips. The shortened camp days assist in a smooth transition to the camp program as children get older as well as full day kindergarten.

### **Kinder Korner Camp**

Geared for kindergarteners, this camp offers a variety of activities including cooking, singing, games, and crafts based on a weekly theme. The Kinder Korner camp day runs from 9:00-1:00pm. Staff takes campers on field trips and visits the beach on a weekly basis. The “Stay and Play” option for this camp, as well as the Bear Camps, gives campers the option to extend their day until 3:00pm if needed or desired.

### **Camp Sun Fun & Camp Adventure**

Sun Fun and Camp Adventure are the signature camps of the Glencoe Park District. These programs serve participants in first through third grade (Sun Fun) and fourth and fifth grade (Camp Adventure). A normal camp day begins at 8:45am with drop off. From there it’s either off to a field trip to places like water parks, arcades, professional sporting events, or a day around Takiff Center full of activities planned and executed by the seasonal camp staff. By the end of the day at 3:00pm, campers should be worn out from an action-packed day of activities with their friends in their assigned groups. The camp includes two overnights at the Takiff Center.



### **Action Quest**

The Action Quest Camp serves the older camp population of sixth through ninth graders. The most popular aspect of this program is advertising a camp that is always “on the go”. Action Quest campers spend most of their days away from their home base at the Watts Center by going on field trips that include a Cubs Game, numerous water parks, and even Great America. This camp also visits the beach frequently during the day for swimming, sailing, and kayaking and also spends two overnight outings at the Beach camping in tents. Camp runs daily from 9:15am-3:15pm.

### **Counselor-In-Training (CIT)**

The CIT Camp combines a hybrid of camper experiences and camp staff experiences. In addition to providing the participants of this camp a fun and enjoyable summer of field trips and activities, this camp also puts a focus on preparing pseudo-staff members for a job on the camp staff team at Glencoe Park District. CITs receive training at the beginning of the season similar to

that of the camp counselors. CITs are then assigned to lead counselors and camp groups spread across all of Glencoe Park District and charged with assisting the camp staff in daily camp operations. In turn, camp staff provides feedback and mentorship. Counselors-in-Training receive an evaluation from the camp director at the end of the session highlighting personal strengths and areas to improve upon in order to become the idea candidate for a camp position in the future.

## **Marketing and Promotion**

A significant amount of time and energy is placed into properly marketing and prompting the wide variety of summer camp offerings offered each year through Glencoe Park District. This year, instead of duplicating camp descriptions in both the winter and spring/summer brochure, staff opted to publish a 5-page camp preview in the winter brochure and a 10-page detailed camp guide in the spring/summer brochure. The winter Camp Preview included general session dates and camp descriptions along with quotes from parents. Residents were encouraged to look online for specific camp details, including session options and early bird discounts.

Camp registration began two weeks after the Winter Program Guide was mailed on December 2. An Early Bird Discount was offered from December 2 through February 29, which was marketed using email blasts, flyers, and posters. Information was also posted on the Glencoe Park District website, TV system, and on sponsored social media posts. Special event attendees were given flyers at events, which were also distributed to program participants. Staff also included camp articles in the summer Glencoe Quarterly and the Summer Sampler, a 4-page mailer with a variety of programming options sent to residents.

Paid ads included a general advertisement in the Chicago North Shore Convention and Visitor Bureau Visitor's Guide as well as a 400-word article and ad in the Glencoe Quarterly Camp Guide. At the end of the summer, a survey was sent to all parents, which we will utilize parent comments from to fuel future marketing pieces. New for this year, staff also had camp counselors write postcards to their campers, which will be mailed to them in the winter along with promotional materials for the 2017 camp season. Please see Appendix B for samples of marketing materials.

## **Staffing and Staff Training**

Glencoe Park District prides itself on hiring hardworking, motivated, and energetic staff members. This summer, the camp staff included over 65 individuals working as seasonal camp directors, camp head counselors, and camp counselors. Camp Directors, with the full-time staff, are responsible for the day-to-day lesson planning of the camp program as well as communication with parents throughout the day. The Camp Directors are the primary leadership positions that are on-site day in and day out. Head Counselors report to the Camp Directors and are responsible for the oversight of the Camp Counselors. Head Counselors work to help counselors problem-solve throughout the day, as well as provide mentoring and feedback. Camp Counselors are the staff members that interact with the campers on a constant

basis throughout the summer. Their focus is to develop strong relationships with campers, provide a fun summer, and always keep safety at the forefront.

### 2016 Camp Directors

- Sun Fun: Autumn Eberwein & Talia Kohan
- Camp Adventure: Maddie Head
- Action Quest: Matt Larmore
- Counselor In Training (CITs): Jon Pranian

A large focus of time and effort is spent on pre-season training of camp staff. All camp staff members go through over 16 hours of training that is presented by full-time Camp Managers, Director of Recreation and Facilities, Executive Director, and other members of the Glencoe Park District full-time team. Additionally, staff had weekly meetings to refresh topics discussed at the pre-season training or to address issues or concerns that came up throughout the week.

Camp staff is not only taught Glencoe Park District camp procedures including safety, first aid, reporting, camper supervision, and proper interaction with campers, but also ways to provide memorable experiences for campers like coming up with innovative games, keeping campers entertained during transitions, interacting with parents, and ways to develop relationships with campers. The training is also site specific, so that camp staff can get familiar with the site they will be working at. The training consists of a combination of a PowerPoint presentation, group activities, hands-on practice, discussion, and role-playing scenarios.



In addition to basic camp training, camp staff attends the Summer Employee Orientation led by Executive Director Lisa Sheppard. At this training, Lisa, along with guest speaker Brian Wismer, welcomed staff to the Glencoe Park District team, explained the SPIRIT values that embody the agency, and impressed upon staff just how important their jobs are. Camp Directors and Head Counselors also

attended a five hour Leadership Staff Training this season. In this training, the leadership staff was exposed to many challenging scenarios they would face this summer including staff discipline, dealing with upset patrons/participants, and creating a culture of accountability, and success among the counselors.

### **Changes Made for the 2016 Camp Season**

Each year, Glencoe Park District staff examines and analyzes successes and areas of improvement from the most recent camp season in an effort to constantly improve the experience for every camper and family. This year provided a unique opportunity in that all

three full-time camp managers had not been on staff in the summer of 2015, so not only were recommendations from past staff members able to be implemented, but a fresh perspective and set of ideas allowed for many new opportunities this year.

### **Kinder Korner & Bear Camps**

Under the direction of Naomi Garvett, the Early Childhood Program Manager, the Bear Camps saw changes in a variety of areas. There were a number of new entertainers that were booked for shows that took place on the Takiff lawn. These new entertainers kept the Tots-n-Tunes events for campers and families new and exciting. Additionally, the Marla's Lunch Program, which provides lunches for campers in lieu of bringing their own lunch, was offered to the Kinder Korner campers (however, not many children took advantage of this new lunch option).

Other implemented changes were based off survey results collected in 2015. The number of trips to the Beach for the Koala Camp was reduced from three trips to two. Ironically, this summer there was a demand for more beach trips than two per week. A change also based off participant feedback from 2015 was the move of Kinder Korner camp drop-off and pick-up to the main entrance of Takiff Center. With other camp car lines moving off-site and a congested front parking lot, this change was very successful. Finally, a "Stay and Play" option was extended to the Kinder Korner campers. The camp day ends at 1:00pm, but to prepare these children for full day kindergarten, the extra programming was offered until 3:00pm daily.

### **Sun Fun and Camp Adventure**

Stephani Briskman, the new Program Manager of Youth Camps and Programs, brought a unique perspective of Sun Fun and Camp Adventure camps, as she served as the seasonal camp director since 2013. She was able to use this experience to implement a number of operational changes for 2016.

New field trips were added such as a trip to Funtopia's indoor climbing wall facility, Schaumburg Boomers Game, Go Bananas!'s indoor arcade and amusement park, and Skokie Water Playground. One of last year's least popular field trip, Rainbow Falls Water Park, was removed. Also new in 2016, was the offering of two overnighter opportunities. Previously, the camps had offered just one overnight event that was meant to give campers an introduction to overnight camp. Adding a second event allowed campers from both sessions to have an opportunity to attend these special camp events. There were also some improvements made to the Parent Night event that is held at the conclusion of summer camp every year. This year it took place at Watts Park and featured a deejay that played music for the campers to perform choreographed dances they had learned and practiced in camp.

### **Action Quest**

Chris Pietrini, Manager of Athletics, Sports and Teen Camp, oversaw Action Quest and Counselor-In-Training camps. Action Quest Camp saw only minor changes from 2015 because of its popularity and track record of success. For safety reasons, water park field trips that were traditionally held on the first day of each four week session of camp were rescheduled and instead replaced with trips to the beach. This allowed the camp staff more time to get to know the campers and to test their swimming abilities in a more controlled environment before



venturing away from Glencoe. Other field trips were also improved which included the elimination of last year's two least popular field trips, Heller Nature Center and Par King Mini-golf. These trips were replaced with additional trips to Laser Quest and Rainbow Falls, which have historically been among the most popular field trips. Finally, staff also hosted an end of year survey/ice cream party on the last day of camp. Staff created a festive atmosphere to solicit feedback from campers to determine what field trips and activities the children preferred in order to improve the experience for next summer.

## 2016 Year In Review – Highlights and Popular Activities

### Bear Camps & Kinder Korner

These camps mean big fun for campers ages two through five and reflect the commitment to quality programming that characterizes the school-year early childhood programs. A glowing positive this year, much like other summers, is the experienced Camp Directors. Many of these staff members serve as Glencoe Park District Preschool and Kindergarten



Enrichment teachers during the school year. This group of staff was able to plan a mix of outdoor play, creative expression times, and games. Staff lesson plans with specific goals of promoting friendships, learning, and of course fun.

One of the most memorable days for this camp was the last day of the year. The impact of a great summer of programming and activities is recognized through the reactions of the campers when they realize that the season is over and they must part ways with staff and friends they have become so close with. Another day that was a highlight of the camp season was the trip to the Buffalo Grove Spray and Playground. Campers had such a good time on this field trip because they were able to play in the water safely and independently while using many different interactive water toys and spray features. Parents also liked this field trip because it allowed children to be exposed to water without the apprehension of swimming in a large pool.

With the experienced staff, and a full summer of age appropriate outings and activities, the camp program for these young participants creates a great introduction to Glencoe Park District camps. Through a loving and nurturing mentality as well as creative and learning-based programming, these camps are very well received by the community!

### **Sun Fun and Camp Adventure**

A highlight of these two camps every year is the “camper’s choice” set of activities. These times allow for campers to break up into groups and spend time doing activities that specific groups of campers enjoy which might include sports, crafts, or other special interest games. Another highlight is the Sun Fun Camp swim lessons. These swim lessons, built into the cost of the program, utilize the Recreation Center in Highland Park for swim lessons for first, second, and third graders.

Sun Fun’s field trips are another highlight of a busy camp schedule. Trips to Glencoe Beach, water parks, bowling, Lincoln Park Zoo, and much more add variety and excitement to each week of camp. Camp Adventure also goes on trips which include Action Territory, Rainbow Falls Waterpark, Jelly Belly Factory in Pleasant Prairie, and more. A camp favorite is the overnighter at Takiff Center, which takes place after the regular camp day and includes evening entertainment, dinner, movie, and special activities.

One item of note this summer was the large number of new staff members. In addition to Camp Manager Stephani Briskman being new to her role, there were also three new Camp Directors, two new Head Counselors, and number of new front line counselors. Leadership staff invested a significant amount of time in staff training and hands on day to day oversight early in the camp season to ensure a smooth staff transition and a safe and fun summer.

### **Action Quest & CITs**

The Action Quest Camp has the reputation of being a “traveling camp” with off-site activities planned every day, but Thursday. The highlight is the overnight Beach Campouts at Glencoe Beach that take place once every four week session. The campers go kayaking, make a fire, and spend the night sleeping in tents on the Beach. While this season provided an amazing experience, staff will be moving the campout to Fridays instead of Thursdays next year as many of the campers and members of the staff are very tired the next day after not getting much sleep the night before.

Another very popular trip is the Great America trip, which is also planned for each four-week session. On this day, the campers have an extended day so they can spend more time at the theme park. Along with Camp Adventure Campers, Action Quest Camp headed to Wrigley Field on July 15 to see the Cubs beat the Texas Rangers 6-0.

Unlike Camp Adventure and Sun Fun, Action Quest had a large number of returning staff, which provided continuity to those who were returning from camp the previous years. For this reason staff was able to develop some strong connections with campers, which was very apparent on the last day of camp when campers and parents went out of their way to give their appreciation to staff for all their efforts throughout the summer.

The Counselor-In-Training (CIT) program is based out of Takiff Center. In addition to CIT’s being assigned to help at Early Childhood Camp, Camp Adventure, and Sun Fun, they also get to have some fun of their own. The CIT campers go on two “CIT only” field trips as a reward for their hard work and help throughout the summer. This year, CIT’s went to Vernon Hills Waterpark

and Wheeling Waterpark, where they had the opportunity to bond and spend time with one another.

## Planning for Summer 2017

After a fun and successful 2016 camp season, staff is able to look for ways to improve the camp experience both from an internal and procedural perspective as well as to improve the customer experience. Where possible, staff will work with one another to develop more consistency in camp procedures from parent perspective regardless of age or type of camp.

Below are some of the changes that staff will be investigating this winter.



### Bear Camps

- Increase communication or give out stickers to inform parents about upcoming camp themes and events
- Add additional fieldtrips to spray grounds to provide more exposure to water for young campers while still staying in a safe environment
- Create an extended day lunch option for Teddy Bear campers
- Have a “Parent Day at Camp” where parents have the option of coming with their campers to enjoy a day at camp with them

### Sun Fun and Camp Adventure

- Research other swim lessons locations and options for Sun Fun Campers
- Investigate the possibility of adding swim lessons for Camp Adventure
- Allow campers to split into “Clubs” for 2017 instead of having camper’s choice, so that children can spend time doing activities they are passionate about
- Add at least two new field trips and eliminate the least popular ones
- Review and work to improve the transition from summer school to camps for the first half of the camp season

### Action Quest

- Move overnight campouts to Fridays instead of Thursdays to avoid having tired staff and campers
- Add a trip to a White Sox game
- Have fewer days on campus at Watts. Add additional field trips or spend time at Takiff

### Counselor In Training

- Focus more on developing the CIT's into future District employees through training at the beginning of the season as well as throughout camp
- Investigate limiting enrollment to 8<sup>th</sup> – 10<sup>th</sup> graders and splitting the program into a training intensive CIT program for older campers and a more fun based CIT program for younger campers

### All Camps

- Get Glencoe Park District issued backpacks for all campers to carry belongings and make campers more visible and identifiable
- Have a "Camp Reunion Day" over holiday break where campers get to see one another as well as some of their counselors and use this event as a registration kick off night
- Increase group activities, staff-led problem-solving activities, and hands-on practice in staff training
- Investigate the use of technology to send pictures and updates to parents throughout the day

### Customer Feedback and Survey Results

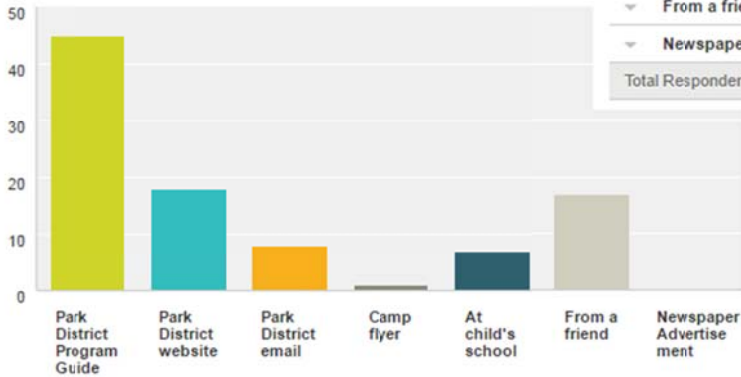
At the end of each season, a survey is sent to the families of all the camp participants to solicit feedback that is used to improve and make changes to the camp program the following year. This year, 80 camp participants completed the survey, which is created, distributed, and analyzed using SurveyMonkey. Camp participants were asked questions ranging from the registration process, to staff, facilities, activities, field trips, and overall experience.

Scores from this survey were consistent with years past. There were slight decreases in some areas including staff competency and knowledge. Given a large staff transition, staff has done a strong job maintaining a high quality camp program. On the following pages, a visual summary of the survey results is presented.

### How did you hear about Glencoe Park District camps?

Answered: 80 Skipped: 0

Answer Choices	Responses	
Park District Program Guide	56.25%	45
Park District website	22.50%	18
Park District email	10.00%	8
Camp flyer	1.25%	1
At child's school	8.75%	7
From a friend	21.25%	17
Newspaper Advertisement	0.00%	0
Total Respondents: 80		

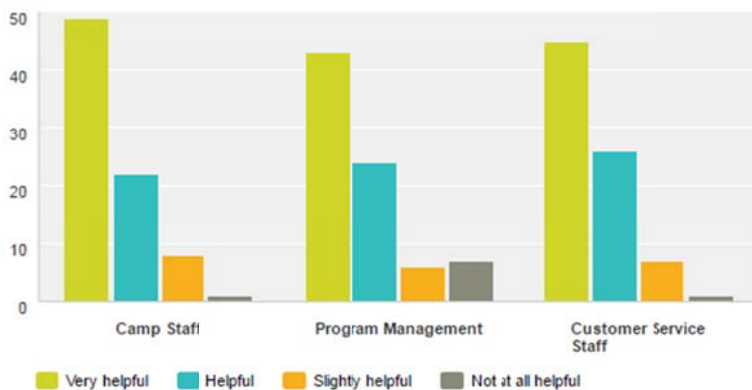


### Why did you register your child/children for camp?

Answer Choices	Responses	
Wanted to attend camp with friends	38.75%	31
Fees are reasonable	52.50%	42
Days and times fit our schedule	45.00%	36
Session options (8/4/2 week camp options)	35.00%	28
Type of camp child wanted	22.50%	18
Recommended by someone	12.50%	10
Returning camper	51.25%	41
Other (please specify)	3.75%	3
Total Respondents: 80		

### How would you rate the Glencoe Park District staff?

Answered: 80 Skipped: 0

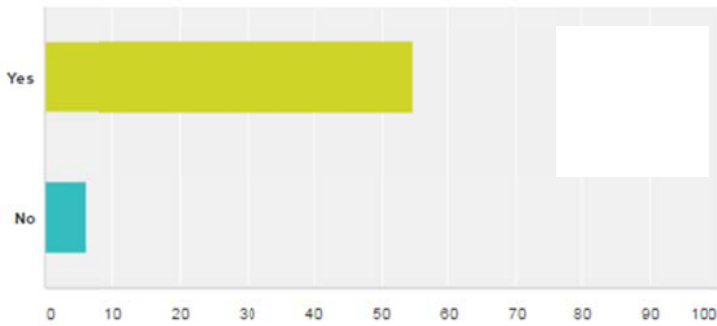


Please rate your satisfaction with Glencoe Park District camps.

	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	N/A	Total	Weighted Average
Camp registration process	67.50% 54	27.50% 22	1.25% 1	2.50% 2	1.25% 1	80	3.62
Camp activities	45.00% 36	46.25% 37	6.25% 5	2.50% 2	0.00% 0	80	3.34
Camp staff courtesy	66.25% 53	26.25% 21	6.25% 5	1.25% 1	0.00% 0	80	3.58
Camp staff competency	41.25% 33	46.25% 37	3.75% 3	6.25% 5	2.50% 2	80	3.26
Camp staff knowledge	46.25% 37	41.25% 33	5.00% 4	5.00% 4	2.50% 2	80	3.32
Camp staff accessibility	53.75% 43	32.50% 26	7.50% 6	1.25% 1	5.00% 4	80	3.46
Camp operating hours	58.75% 47	38.75% 31	2.50% 2	0.00% 0	0.00% 0	80	3.56
Camp facility	58.75% 47	36.25% 29	3.75% 3	1.25% 1	0.00% 0	80	3.52
Cost of the program	50.63% 40	39.24% 31	6.33% 5	1.27% 1	2.53% 2	79	3.43

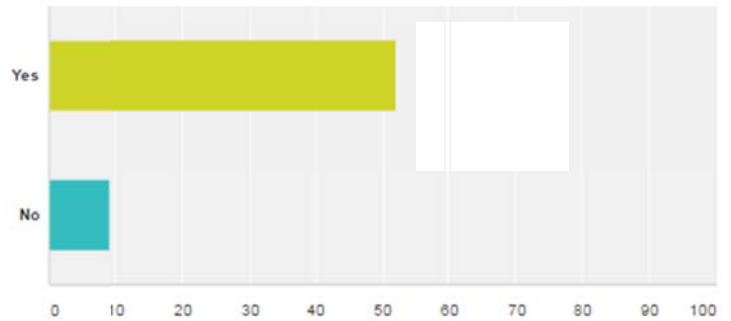
Would you recommend the Glencoe Park District camp program to a friend?

Answered: 61 Skipped: 19



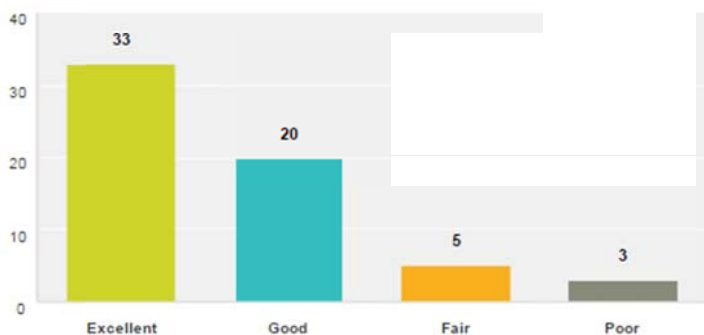
Would you register your child for camp again?

Answered: 61 Skipped: 19



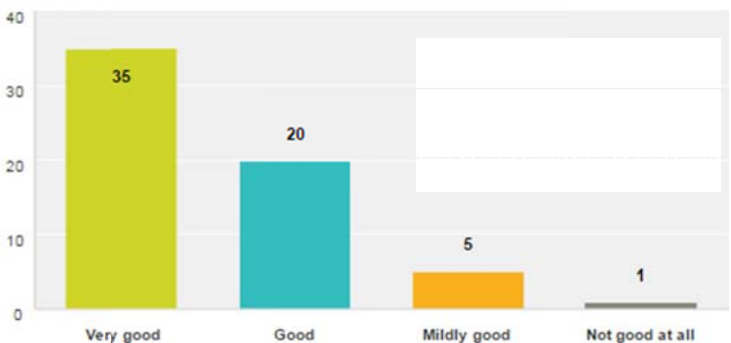
How would you rate the value of the camp(s) in relation to the fees?

Answered: 61 Skipped: 19



Overall, how would you rate Glencoe Park District's camp program?

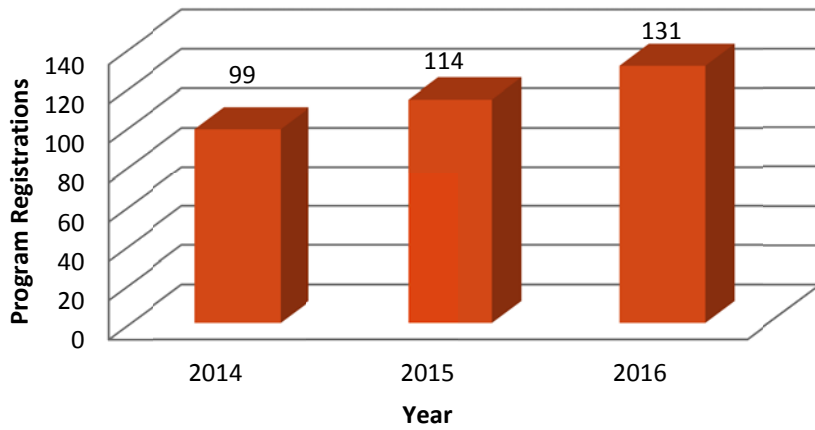
Answered: 61 Skipped: 19



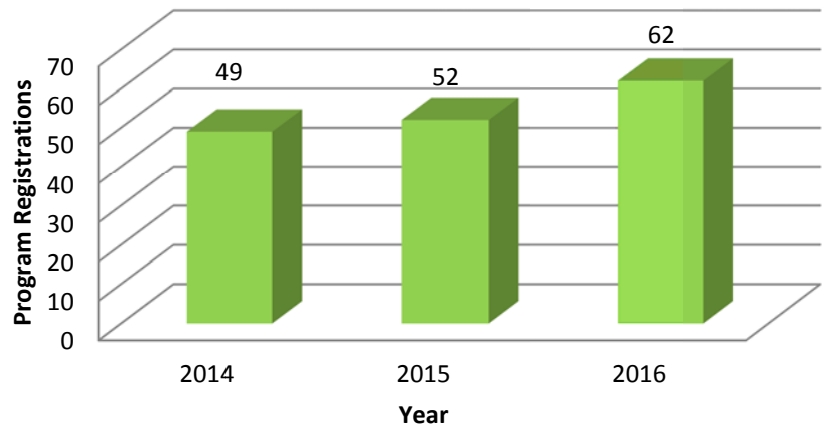
## **Appendix A – Camp Participation Information**



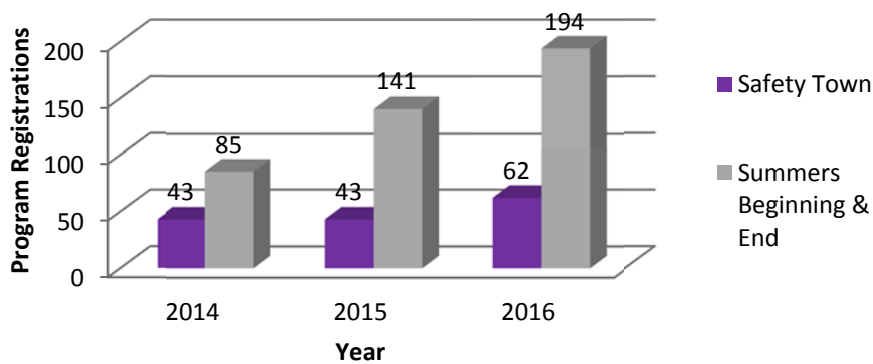
### Bear Camps (Teddy, Panda, Koala)



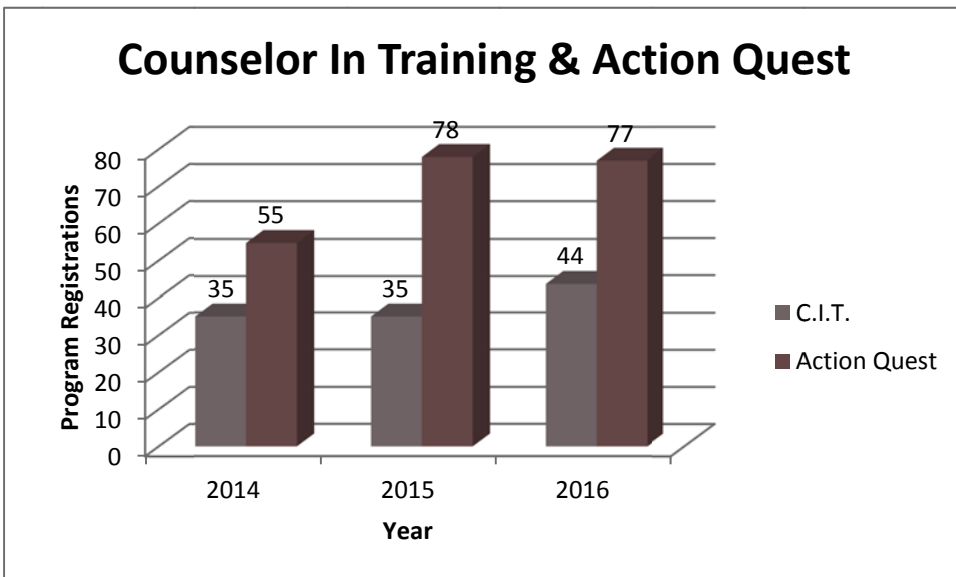
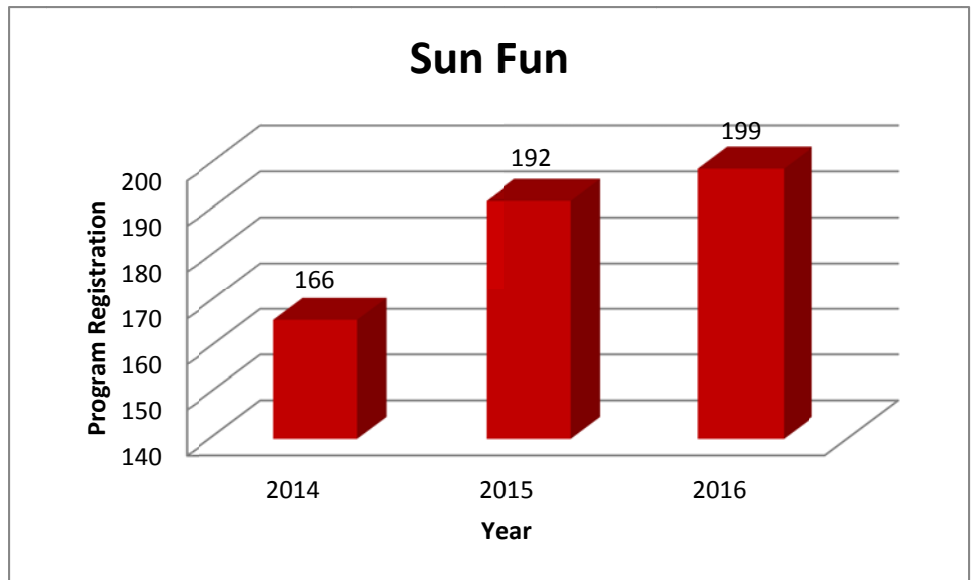
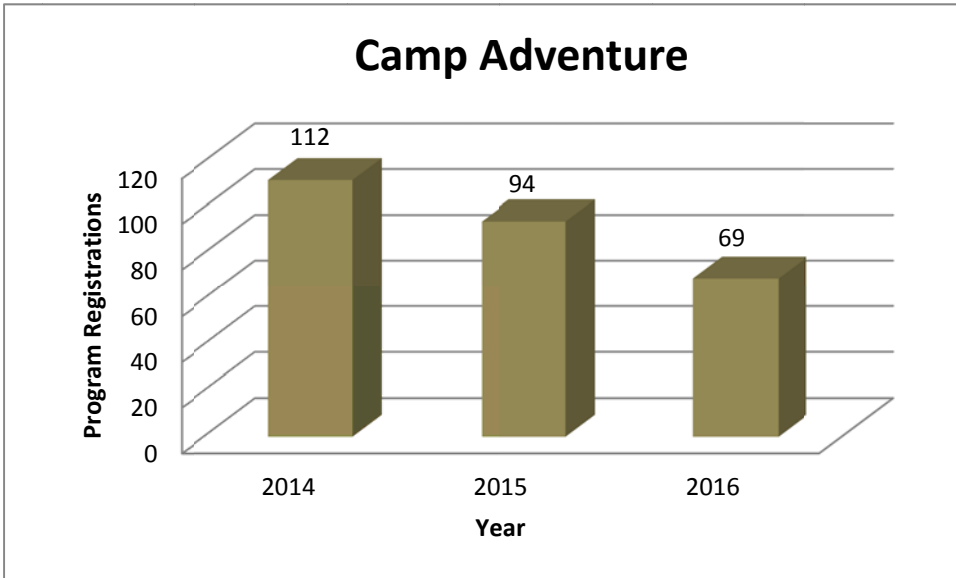
### Kinder Korner



### Safety Town & Summer's Beginning/End



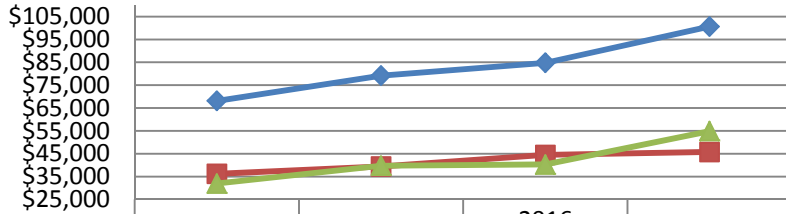




## **Appendix B – Financial Information**

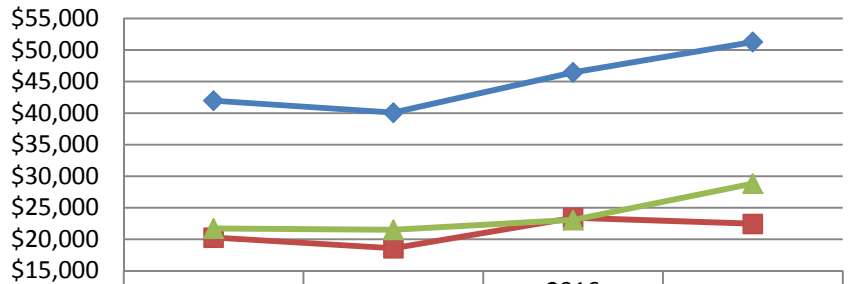


### Bear Camps Financial Trends



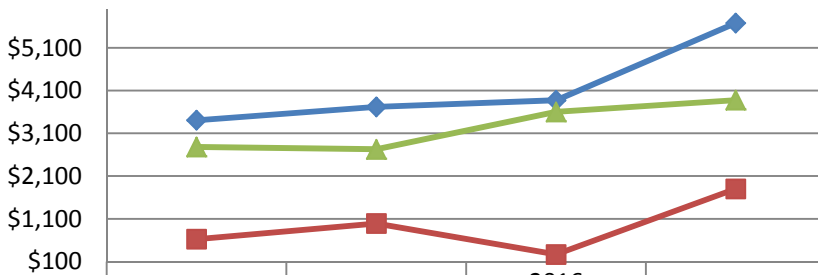
	2014 Actual	2015 Actual	2016 Budgeted	2016 Actual
Revenue	\$68,118	\$79,153	\$84,755	\$100,635
Expense	\$36,168	\$39,395	\$44,484	\$45,751
Net	\$31,950	\$39,758	\$40,271	\$54,884

### Kinder Korner Financial Trends



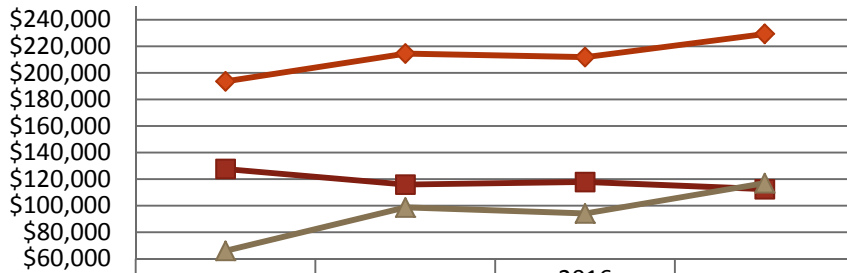
	2014 Actual	2015 Actual	2016 Budgeted	2016 Actual
Revenue	\$41,976	\$40,087	\$46,464	\$51,283
Expense	\$20,269	\$18,582	\$23,401	\$22,456
Net	\$21,707	\$21,505	\$23,063	\$28,827

### Safety Town Financial Trends



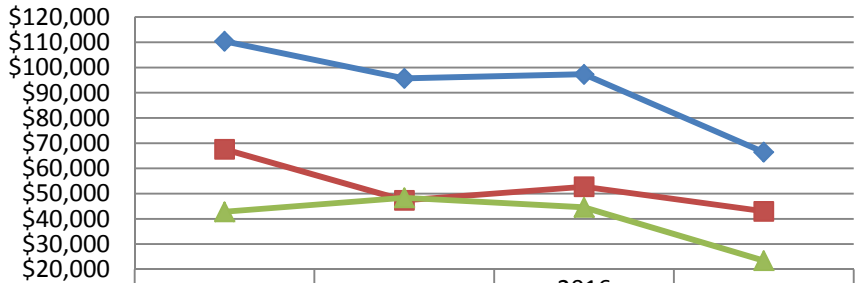
	2014 Actual	2015 Actual	2016 Budgeted	2016 Actual
Revenue	\$3,405	\$3,717	\$3,870	\$5,678
Expense	\$625	\$992	\$268	\$1,802
Net	\$2,780	\$2,725	\$3,602	\$3,876

### Sun Fun Financial Trends



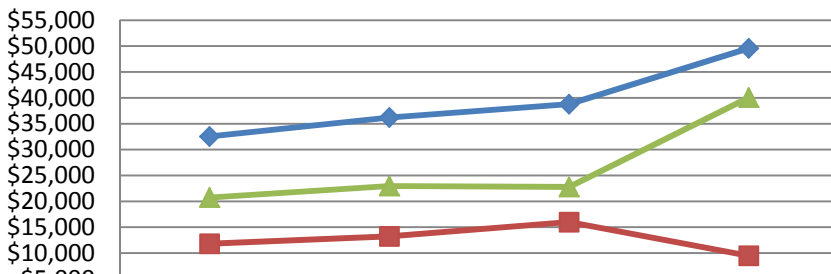
	2014 Actual	2015 Actual	2016 Budgeted	2016 Actual
Revenue	\$193,590	\$214,515	\$211,881	\$229,313
Expense	\$127,621	\$115,852	\$117,780	\$112,360
Net	\$65,969	\$98,663	\$94,101	\$116,953

### Camp Adventure Financial Trends



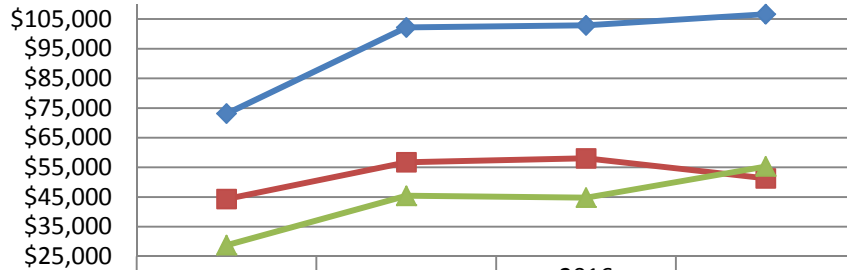
	2014 Actual	2015 Actual	2016 Budgeted	2016 Actual
Revenue	\$110,392	\$95,689	\$97,304	\$66,452
Expense	\$67,570	\$47,335	\$52,738	\$43,017
Net	\$42,822	\$48,354	\$44,566	\$23,435

### Summer's Beginning/End Financial Trends



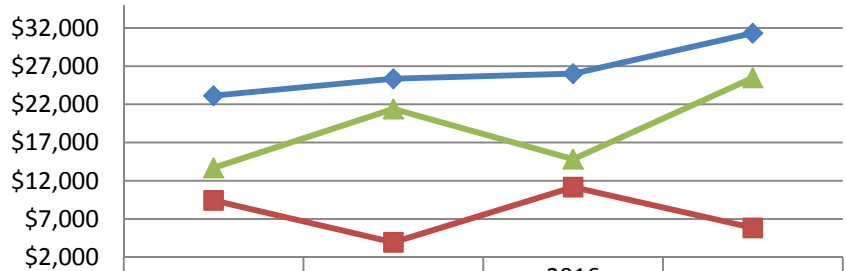
	2014 Actual	2015 Actual	2016 Budgeted	2016 Actual
Revenue	\$32,541	\$36,204	\$38,774	\$49,563
Expense	\$11,805	\$13,231	\$15,989	\$9,494
Net	\$20,736	\$22,973	\$22,785	\$40,069

### Action Quest Financial Trends



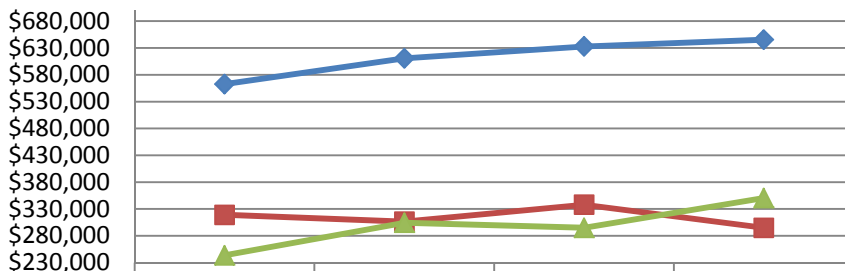
	2014 Actual	2015 Actual	2016 Budgeted	2016 Actual
◆ Revenue	\$73,102	\$102,121	\$102,829	\$106,610
■ Expense	\$44,325	\$56,708	\$58,039	\$51,303
▲ Net	\$28,777	\$45,413	\$44,790	\$55,307

### C.I.T Financial Trends



	2014 Actual	2015 Actual	2016 Budgeted	2016 Actual
◆ Revenue	\$23,133	\$25,354	\$26,010	\$31,312
■ Expense	\$9,437	\$3,955	\$11,176	\$5,850
▲ Net	\$13,696	\$21,399	\$14,834	\$25,462

### Overall Camp Financial Trends



	2014 Actual	2015 Actual	2016 Budgeted	2016 Actual
◆ Revenue	\$562,615	\$610,600	\$632,838	\$645,264
■ Expense	\$319,045	\$306,314	\$337,899	\$294,945
▲ Net	\$243,570	\$304,286	\$294,939	\$350,319

## Appendix C – Camp Schedules



## Appendix D – Marketing Materials

