

american **CAMP** association®

20/20 Initiatives

Name of Initiative: Membership Task Force II

Overview

- **Key Personnel:**
 - Volunteers: Steve Ingram, Tom Rosenberg
 - Staff: Grechen Throop (staff liaison), Peg Smith (advisory)
- **Objective (Charge):** Answer and make recommendations on two critical questions.
 - What is the best way to increase institutional membership? That is, what is the best way to attract organizations?
 - Is accreditation a service or a benefit?
- **Desired Outcomes** (including return on investment [ROI] and specific benchmarks):
 - Maintain and grow institutional membership including diverse representation of the contemporary camp community.
- **Timeline(s)** (including benchmark timelines):
 - TBD

Current Status

- **Date of Update:** 10/2/2009
- **Action Steps in Future:** See attached for update status.

Other Documents/Key Materials (if there are other working documents related to this initiative, place links to those documents here):

american **CAMP** association®

20/20 Vision Progress Report
Membership and Market Potential



Team:

Membership Task Force Phase I (focused on individual membership): Fay Binning, Donna Johns—Thomas, Annie Maiser, Danielle Shaw, Tom Rosenberg, Amy White, and Rachel Williams

Membership Task Force Phase II (focused on camp membership): Steve Ingram, Tom Rosenberg, Peg Smith, and Grechen Throop

Overview Statement:

ACA must include more camps and youth programs in its membership in order to meet the 20/20 Vision of providing quality camp experiences to more children. ACA must be able to provide education and support to a greater number of camp and youth development professionals in order to effect positive change in this area. In order to achieve this, ACA must have a membership system that is relevant and financially accessible to a greater number of camps and youth development programs and individuals.

Relevancy to ACA's Preferred Future:

From the list of the ten items for ACA's Preferred Future, the following are relevant to this project:

- *Item 3 —ACA would have a strong delivery system capable of providing relevant services to a broad range of users, including camp professionals, parents, and others interested in the camp experience.*
- *Item 5 —ACA would have a strong brand position to facilitate the brokering of critical internal as well as external relationships.*

Assumptions:

- Entry into ACA membership for camps and programs will no longer be accreditation.
- Entry into accreditation will be camp membership.
- Accreditation is a service.
- Professional development is the cornerstone of individual membership.
- Membership fees will be collected at the national level regardless of the business model adopted.
- ACA will have one fee structure nationwide.
- We must find the price point for camps that represents an exceptional value for camp membership and accreditation.

Facts, Research, Environmental Scan:

The Membership Task Force I was charged with reviewing the entire membership system. That group ultimately focused on individual membership, determining that the critical thinking about individual membership and camp membership should be divided.

The Membership Task Force II began meeting in the summer of 2008 with the charge of making recommendations on two critical questions:

- What is the best way to increase institutional membership?
- Is accreditation a service or a benefit?

In the work to explore ways to open the door wider and invite more camps and camp professionals into the Association (in alignment with the 20/20 Vision), the Task Force examined a number of issues related to the market, including identifying others who are serving these markets and whether they should be viewed as competitors or allies, determining potential target audiences, and determining which of those various camp niche markets ACA is already serving to some degree and how we are serving them and those we are not serving and why.

The different camp and youth programs reviewed include traditional and nontraditional camp programs: private programs, municipally run programs, agency programs, club programs, afterschool and out-of-school time programs, franchise programs, and religiously affiliated programs. All programs were considered because of their intent to serve youth, and to provide the same youth development outcomes provided by traditional camps.

Current System Facts

- Camp fees are a sliding scale based on budget.
- Camp operators pay camp fees. The fee the operator pays is based on the combined operating budgets of their camps.
- The fee paid is for the camp affiliation and the accreditation of the camp—and includes a defined number of “included” individual memberships.
- Camp fees across the country vary significantly by section. **Membership Attachment A** shows the camp fees per section, percent to national, percent to the section, and how many camps and operators are in each section in each fee category.
- Camp fees are split between national and sections differently from section to section, based on how sections set their portion of the camp fee (i.e., national sets their fee and then sections determine how much to add to that fee for a total camp fee).
- Analysis of the *potential* market of camps shows that the universe of camps could easily be as large as \$17,000+, while ACA’s current number of camp affiliates is approximately 2,600.
- As just one example, currently 27% of YMCA branches and JCCs have ACA—accredited programs. Potentially 73% of those branches and locations have programs that are not affiliated with ACA.

The market focus of ACA has been on traditional resident and day camps, which now make up a shrinking percentage of the overall market. If ACA is to remain relevant in areas such as public policy and as the “expert” in the industry, ACA must expand its reach to connect with others who are working to provide the same youth development outcomes as traditional camps and at the same time continue to develop strategies to preserve the market share of the existing camp base in ACA.

Membership Attachment B is an analysis of the *potential* market of camps.

Findings:

- **Regarding ACA camp fees in general:**
 - We know that for some camps, the current fees are simply too high.
 - We also know that some camps and youth programs are accessing some of the programs ACA offers without becoming members and/or seeking accreditation.
- **Regarding camp fees and accreditation:**

- Some camps and youth programs do not consider affiliation or membership with ACA because it entails accreditation and, for whatever reason, the camp or program is not ready to seek accreditation.
- The industry standard for human service organizations is that membership and accreditation are separate — separate fees and separate processes.
- **Regarding camp fees set by operating budget:**
 - Other associations typically **do** set camp or institutional member fees related to the camp's or institution's operating budget, as ACA does. With that said —
 - Different models are being tested including those:
 - that have fees related to the number of individual members included.
 - related to the operating budgets of individual camps.
 - related to the total operating budget of the operator.
- **Regarding variation of camp fees across geographies:**
 - Although fees related to visits by accrediting bodies can vary related to geographies, there are very few membership organizations whose fees vary across states or chapters.
 - ACA has built a system of fees that vary from section to section. See the included chart called Camp Fees per Section (**Membership Attachment A**) for a good visual representation of how much of a camp's fee goes to the section and how much goes to national.
 - There are differences across geographies as a result of the Sections using different philosophies to set their fees.
 - Some sections have their larger camps support the smaller camps.
 - Some sections have a sliding scale of fees that grows evenly.
 - And, some sections have a sliding scale of fees that does not follow an even pattern of growth.
 - Developing one fee schedule for use nationwide is challenging because of this dichotomy.
- **Regarding camp fees per camp:**
 - ACA has built a camp fee system around allowing operators with multiple camps to combine the operating budgets of their multiple camps in order to find the operating budget fee category for the entire organization (operator).
 - Related associations that serve camps or camp—type programs do not intentionally allow the programs to combine multiple budgets to determine their fee category.
 - These sorts of situations within other organizations are anomalies not the norm.
- To make the business model work, fees, programs, services, and language must invite people and businesses to ACA. Efficacy and economy of scale are imperative.
- **ACA, as an aggregate of all of its Sections, has shown no substantive growth:**
 - Over the past eight years, the number of camps increased just 1.4%.
 - Annual growth during those eight years has been less than .2%.
 - **Membership Attachment C** provides more detail regarding camp and membership growth FY2007—FY2009.

Recommendations:

To address many of the discoveries and challenges presented in the previous pages, the recommendation of the Membership Task Force II is to offer a camp membership that allows a camp or program to join ACA by paying a fee without being accredited. Suggested requirements for such a membership might include:

- **Signing a modified Statement of Compliance indicating that they are meeting *baseline practices* or minimum requirements (to be determined).**

- Making a commitment to engage in camp—related professional development.
- Meeting state licensing requirements for camps in their state.

Membership categories might include the following:

- **Camp membership for those that meet minimum practices**
 - This camp membership would provide the camp with a certain number of included individual memberships, discounts, and the ability to claim publicly they are meeting *baseline practices* for ACA affiliation and the use of a brand/logo for that purpose.
 - Great care would be taken to develop a logo/brand and naming of this baseline practices membership category so that it is not confused with camps who have achieved accreditation status and display the accreditation seal.
- **Camp membership for those that achieve the accredited status**
 - Any camp seeking accreditation would be required to be a camp member that also meets the *baseline practices* prior to seeking accreditation.
 - Once accreditation has been achieved, the camp would be entitled to all the benefits of the camp member, plus additional benefits, including greater access to professional networks and services such as PROTECTScreen (www.ACAcamps.org/publicpolicy/PROTECTScreen.php) and specific discounts, such as the ASCAP licensing fee (www.ACAcamps.org/membership/ascap.php).
 - Lastly, the camps that have been awarded accreditation status would be the only camps who could display the accreditation seal, a brand and seal that would be easily distinguished from a member camp logo.
- Individual members
- Business Affiliates
- Friends of Camp (possibly for camper families — to be determined in the future).

For value statements and benefits related to these repurposed membership categories, see **Membership Attachment D**, Repurposed Membership Groupings and Value Statements.

Key

- In the column labeled **% Nat**
- The color becomes darker as national receives a greater percentage of the combined fee.
- The lighter colors indicate that a smaller portion of the fee goes to the national office.

Membership Attachment A – Camp Fees by Section



*The colors do not represent a judgment of what is better; it is simply a visual of the different philosophies across the country.

Fee category Nat'l-Section	Chesapeake					Evergreen					Great Rivers					Heart of the South					Illinois				
	Total	% Nat	% Sec	# Op	# Cp	Total	% Nat	% Sec	# Op	# Cp	Total	% Nat	% Sec	# Op	# Cp	Total	% Nat	% Sec	# Op	# Cp	Total	% Nat	% Sec	# Op	# Cp
0-25,000	\$ 641	48%	52%	3	3	\$ 524	58%	42%	1	1	\$ 551	56%	44%	8	8	\$ 515	59%	41%	4	5	\$ 538	57%	43%	4	4
25,001-50,000	\$ 719	46%	54%	2	2	\$ 571	58%	42%	2	2	\$ 599	56%	44%	3	3	\$ 560	59%	41%	5	5	\$ 642	52%	48%	5	8
50,001-100,000	\$ 848	49%	51%	3	8	\$ 716	58%	42%	5	5	\$ 751	56%	44%	7	8	\$ 701	59%	41%	7	9	\$ 803	52%	48%	5	5
100,001-200,000	\$ 1,036	48%	52%	3	3	\$ 879	57%	43%	8	8	\$ 902	56%	44%	7	8	\$ 842	60%	40%	7	7	\$ 1,100	46%	54%	10	10
200,001-300,000	\$ 1,250	49%	51%	6	10	\$ 1,092	56%	44%	5	5	\$ 1,102	56%	44%	3	3	\$ 1,029	59%	41%	5	12	\$ 1,565	39%	61%	6	8
300,001-400,000	\$ 1,329	48%	52%	4	5	\$ 1,168	55%	45%	2	2	\$ 1,154	56%	44%	4	4	\$ 1,077	60%	40%	5	6	\$ 1,632	39%	61%	6	8
400,001-500,000	\$ 1,431	49%	51%	1	1	\$ 1,290	54%	46%	4	9	\$ 1,253	56%	44%	9	9	\$ 1,170	59%	41%	7	8	\$ 1,724	40%	60%	3	4
500,001-600,000	\$ 1,665	53%	47%	3	4	\$ 1,693	53%	47%	1	1	\$ 1,600	56%	44%	4	7	\$ 1,497	59%	41%	4	4	\$ 1,955	45%	55%	5	5
600,001-700,000	\$ 1,770	53%	47%	1	1	\$ 1,828	52%	48%	1	3	\$ 1,703	56%	44%	0	0	\$ 1,591	59%	41%	4	5	\$ 2,049	46%	54%	3	4
700,001-800,000	\$ 1,886	53%	47%	2	2	\$ 1,976	51%	49%	2	3	\$ 1,804	56%	44%	5	9	\$ 1,685	59%	41%	4	4	\$ 2,142	47%	53%	4	6
800,001-900,000	\$ 2,000	54%	46%	1	1	\$ 2,174	50%	50%	0	0	\$ 1,955	56%	44%	5	7	\$ 1,826	59%	41%	0	0	\$ 2,263	48%	52%	2	2
900,001-1,000,000	\$ 2,131	55%	45%	5	6	\$ 2,385	49%	51%	2	2	\$ 2,102	56%	44%	2	8	\$ 1,965	59%	41%	0	0	\$ 2,382	49%	51%	4	5
1,000,001-1,500,000	\$ 2,317	56%	44%	3	3	\$ 3,474	38%	62%	3	5	\$ 2,354	56%	44%	7	14	\$ 2,200	59%	41%	5	8	\$ 2,559	51%	49%	2	2
1,500,001-2,000,000	\$ 2,444	57%	43%	4	12	\$ 3,791	37%	63%	4	11	\$ 2,502	56%	44%	1	1	\$ 2,339	59%	41%	0	0	\$ 2,678	52%	48%	3	4
2,000,001-3,000,000	\$ 2,573	57%	43%	2	4	\$ 4,124	36%	64%	1	5	\$ 2,657	56%	44%	1	4	\$ 2,480	60%	40%	4	7	\$ 2,841	52%	48%	2	2
3,000,001-4,000,000	\$ 2,705	58%	42%	1	1	\$ 4,695	33%	67%	1	4	\$ 2,804	56%	44%	0	0	\$ 2,620	59%	41%	0	0	\$ 3,000	52%	48%	0	0
4,000,001-6,000,000	\$ 2,838	58%	42%	1	2	\$ 5,307	31%	69%	0	0	\$ 2,956	56%	44%	0	0	\$ 2,762	59%	41%	0	0	\$ 3,161	52%	48%	2	5
6,000,001-8,000,000	\$ 2,976	58%	42%	1	1	\$ 5,942	29%	71%	1	14	\$ 3,103	56%	44%	0	0	\$ 2,899	59%	41%	0	0	\$ 3,321	52%	48%	1	19
8,000,001-10,000,000	\$ 3,128	59%	41%	0	0	\$ 6,316	29%	71%	0	0	\$ 3,305	56%	44%	0	0	\$ 3,087	59%	41%	2	7	\$ 3,536	52%	48%	0	0
10,000,001-12,000,000	\$ 3,308	59%	41%	0	0	\$ 6,699	29%	71%	0	0	\$ 3,506	56%	44%	0	0	\$ 3,276	59%	41%	0	0	\$ 3,751	52%	48%	0	0
12,000,001-14,000,000	\$ 3,491	59%	41%	0	0	\$ 7,082	29%	71%	0	0	\$ 3,706	56%	44%	0	0	\$ 3,463	59%	41%	0	0	\$ 3,965	52%	48%	0	0
14,000,001-16,000,000	\$ 3,661	59%	41%	0	0	\$ 7,465	29%	71%	0	0	\$ 3,906	56%	44%	0	0	\$ 3,649	59%	41%	0	0	\$ 4,179	52%	48%	0	0
16,000,001-18,000,000	\$ 3,842	59%	41%	0	0	\$ 7,848	29%	71%	0	0	\$ 4,108	56%	44%	0	0	\$ 3,837	59%	41%	0	0	\$ 4,394	52%	48%	0	0
18,000,001-20,000,000	\$ 4,022	59%	41%	0	0	\$ 8,231	29%	71%	0	0	\$ 4,307	56%	44%	0	0	\$ 4,023	59%	41%	0	0	\$ 4,608	52%	48%	0	0
20,000,001 +	\$ 2,504	100%	0%	0	0	\$ 2,504	100%	0%	0	0	\$ 2,504	100%	0%	0	0	\$ 2,504	100%	0%	0	0	\$ 2,504	100%	0%	0	0

Key

In the column labeled **% Nat**

- The color becomes darker as national receives a greater percentage of the combined fee.
- The lighter colors indicate that a smaller portion of the fee goes to the national office.

Membership Attachment A – Camp Fees by Section



*The colors do not represent a judgment of what is better; it is simply a visual of the different philosophies across the country.

Fee category Nat'l-Section	Indiana					Keystone Regional					Michigan					New England					New Jersey				
	Total	% Nat	% Sec	# Op	# Cp	Total	% Nat	% Sec	# Op	# Cp	Total	% Nat	% Sec	# Op	# Cp	Total	% Nat	% Sec	# Op	# Cp	Total	% Nat	% Sec	# Op	# Cp
0-25,000	\$ 612	50%	50%	2	3	\$ 588	52%	48%	7	11	\$ 624	49%	51%	4	4	\$ 580	53%	47%	6	9	\$ 533	57%	43%	1	1
25,001-50,000	\$ 666	50%	50%	1	1	\$ 641	52%	48%	7	8	\$ 679	49%	51%	2	2	\$ 665	50%	50%	9	10	\$ 588	57%	43%	3	3
50,001-100,000	\$ 834	50%	50%	4	5	\$ 802	52%	48%	3	3	\$ 850	49%	51%	5	5	\$ 920	45%	55%	19	19	\$ 729	57%	43%	3	3
100,001-200,000	\$ 1,002	50%	50%	3	4	\$ 963	52%	48%	8	16	\$ 1,020	49%	51%	9	9	\$ 1,415	35%	65%	22	22	\$ 904	55%	45%	7	7
200,001-300,000	\$ 1,224	50%	50%	4	6	\$ 1,182	52%	48%	5	5	\$ 1,247	49%	51%	6	7	\$ 1,930	32%	68%	19	22	\$ 992	62%	38%	3	4
300,001-400,000	\$ 1,282	50%	50%	3	4	\$ 1,232	52%	48%	10	14	\$ 1,305	49%	51%	2	2	\$ 2,035	31%	69%	19	22	\$ 1,167	55%	45%	5	6
400,001-500,000	\$ 1,392	50%	50%	0	0	\$ 1,338	52%	48%	13	18	\$ 1,418	49%	51%	5	5	\$ 2,160	32%	68%	11	11	\$ 1,282	54%	46%	6	7
500,001-600,000	\$ 1,778	50%	50%	1	3	\$ 1,710	52%	48%	4	4	\$ 1,812	49%	51%	4	4	\$ 2,365	38%	62%	17	20	\$ 1,633	54%	46%	8	8
600,001-700,000	\$ 1,892	50%	50%	2	2	\$ 1,818	52%	48%	4	5	\$ 1,927	49%	51%	4	6	\$ 2,520	38%	62%	14	19	\$ 1,768	54%	46%	5	6
700,001-800,000	\$ 2,004	50%	50%	2	4	\$ 1,925	52%	48%	5	5	\$ 2,040	49%	51%	5	7	\$ 2,675	37%	63%	6	6	\$ 1,872	54%	46%	4	4
800,001-900,000	\$ 2,172	50%	50%	2	2	\$ 2,086	52%	48%	5	6	\$ 2,211	49%	51%	3	3	\$ 2,775	39%	61%	10	13	\$ 2,045	53%	47%	0	0
900,001-1,000,000	\$ 2,336	50%	50%	1	2	\$ 2,245	52%	48%	0	0	\$ 2,379	49%	51%	6	7	\$ 2,930	40%	60%	10	22	\$ 2,215	53%	47%	8	8
1,000,001-1,500,000	\$ 2,616	50%	50%	5	15	\$ 2,514	52%	48%	14	16	\$ 2,664	49%	51%	4	5	\$ 3,135	42%	58%	35	47	\$ 2,481	53%	47%	9	10
1,500,001-2,000,000	\$ 2,780	50%	50%	0	0	\$ 2,672	52%	48%	3	9	\$ 2,832	49%	51%	1	2	\$ 3,240	43%	57%	17	28	\$ 2,651	52%	48%	7	7
2,000,001-3,000,000	\$ 2,952	50%	50%	0	0	\$ 2,836	52%	48%	5	8	\$ 3,005	49%	51%	3	3	\$ 3,420	43%	57%	24	63	\$ 2,831	52%	48%	9	12
3,000,001-4,000,000	\$ 3,116	50%	50%	0	0	\$ 2,994	52%	48%	3	9	\$ 3,173	49%	51%	0	0	\$ 3,600	43%	57%	4	4	\$ 2,978	52%	48%	3	3
4,000,001-6,000,000	\$ 3,284	50%	50%	2	11	\$ 3,156	52%	48%	1	7	\$ 3,344	49%	51%	1	1	\$ 4,010	41%	59%	4	13	\$ 3,147	52%	48%	2	9
6,000,001-8,000,000	\$ 3,448	50%	50%	1	1	\$ 3,314	52%	48%	1	3	\$ 3,512	49%	51%	0	0	\$ 5,350	32%	68%	4	20	\$ 3,304	52%	48%	0	0
8,000,001-10,000,000	\$ 3,672	50%	50%	0	0	\$ 3,528	52%	48%	0	0	\$ 3,740	49%	51%	0	0	\$ 6,375	29%	71%	0	0	\$ 3,518	52%	48%	1	1
10,000,001-12,000,000	\$ 3,896	50%	50%	0	0	\$ 3,743	52%	48%	0	0	\$ 3,967	49%	51%	0	0	\$ 7,405	26%	74%	0	0	\$ 3,732	52%	48%	0	0
12,000,001-14,000,000	\$ 4,118	50%	50%	0	0	\$ 3,957	52%	48%	0	0	\$ 4,193	49%	51%	0	0	\$ 8,430	24%	76%	0	0	\$ 3,950	52%	48%	0	0
14,000,001-16,000,000	\$ 4,340	50%	50%	0	0	\$ 4,169	52%	48%	0	0	\$ 4,420	49%	51%	0	0	\$ 9,460	23%	77%	0	0	\$ 4,102	53%	47%	0	0
16,000,001-18,000,000	\$ 4,564	50%	50%	0	0	\$ 4,384	52%	48%	0	0	\$ 4,647	49%	51%	0	0	\$ 10,490	22%	78%	0	0	\$ 4,407	52%	48%	0	0
18,000,001-20,000,000	\$ 4,786	50%	50%	0	0	\$ 4,598	52%	48%	0	0	\$ 4,874	49%	51%	0	0	\$ 11,515	21%	79%	0	0	\$ 4,587	52%	48%	0	0
20,000,001 +	\$ 2,504	100%	0%	0	0	\$ 2,504	100%	0%	0	0	\$ 2,504	100%	0%	0	0	\$ 2,504	100%	0%	0	0	\$ 4,815	52%	48%	0	0

Key
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 • The color becomes darker as national receives a greater percentage of the combined fee.
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Membership Attachment A – Camp Fees by Section



*The colors do not represent a judgment of what is better; it is simply a visual of the different philosophies across the country.

Fee category Nat'l-Section	New York					Northern California					Northland					Ohio					Oregon Trail				
	Total	% Nat	% Sec	# Op	# Cp	Total	% Nat	% Sec	# Op	# Cp	Total	% Nat	% Sec	# Op	# Cp	Total	% Nat	% Sec	# Op	# Cp	Total	% Nat	% Sec	# Op	# Cp
0-25,000	\$ 647	47%	53%	10	10	\$ 604	51%	49%	3	3	\$ 559	55%	45%	2	2	\$ 558	55%	45%	3	3	\$ 609	50%	50%	0	0
25,001-50,000	\$ 763	44%	56%	3	3	\$ 700	48%	52%	2	2	\$ 608	55%	45%	2	2	\$ 607	55%	45%	8	11	\$ 670	50%	50%	1	1
50,001-100,000	\$ 965	43%	57%	10	10	\$ 900	46%	54%	5	5	\$ 792	53%	47%	3	3	\$ 760	55%	45%	4	4	\$ 842	50%	50%	1	1
100,001-200,000	\$ 1,523	33%	67%	9	12	\$ 1,300	39%	61%	7	7	\$ 914	55%	45%	5	5	\$ 913	55%	45%	14	14	\$ 1,017	49%	51%	7	9
200,001-300,000	\$ 1,970	31%	69%	11	12	\$ 1,628	38%	62%	7	7	\$ 1,117	55%	45%	10	14	\$ 1,116	55%	45%	11	24	\$ 1,249	49%	51%	0	0
300,001-400,000	\$ 2,063	31%	69%	12	13	\$ 1,705	38%	62%	3	4	\$ 1,169	55%	45%	4	4	\$ 1,169	55%	45%	8	12	\$ 1,307	49%	51%	5	8
400,001-500,000	\$ 2,181	32%	68%	10	11	\$ 1,851	38%	62%	6	7	\$ 1,270	55%	45%	4	4	\$ 1,269	55%	45%	5	7	\$ 1,418	49%	51%	2	5
500,001-600,000	\$ 2,438	36%	64%	17	20	\$ 2,365	38%	62%	3	3	\$ 1,623	55%	45%	2	2	\$ 1,621	55%	45%	2	2	\$ 1,815	49%	51%	1	1
600,001-700,000	\$ 2,559	37%	63%	4	6	\$ 2,516	38%	62%	2	2	\$ 1,726	55%	45%	4	4	\$ 1,725	55%	45%	4	5	\$ 1,961	48%	52%	0	0
700,001-800,000	\$ 2,678	37%	63%	4	4	\$ 2,665	38%	62%			\$ 1,828	55%	45%	4	4	\$ 1,827	55%	45%	3	5	\$ 2,044	49%	51%	2	3
800,001-900,000	\$ 2,826	38%	62%	8	8	\$ 2,889	38%	62%	1	1	\$ 1,982	55%	45%	3	3	\$ 1,980	55%	45%	1	1	\$ 2,215	49%	51%	1	1
900,001-1,000,000	\$ 2,972	39%	61%	8	11	\$ 3,107	38%	62%	1	10	\$ 2,132	55%	45%	2	2	\$ 2,129	55%	45%	2	2	\$ 2,384	49%	51%	0	0
1,000,001-1,500,000	\$ 3,191	41%	59%	33	39	\$ 3,479	38%	62%	8	10	\$ 2,387	55%	45%	4	11	\$ 2,384	55%	45%	7	16	\$ 2,668	49%	51%	3	3
1,500,001-2,000,000	\$ 3,353	41%	59%	10	20	\$ 3,697	38%	62%	6	10	\$ 2,538	55%	45%	2	2	\$ 2,534	55%	45%	5	23	\$ 2,836	49%	51%	2	3
2,000,001-3,000,000	\$ 3,518	42%	58%	27	30	\$ 3,926	38%	62%	3	4	\$ 2,693	55%	45%	4	14	\$ 2,691	55%	45%	5	16	\$ 2,938	50%	50%	0	0
3,000,001-4,000,000	\$ 3,680	42%	58%	15	21	\$ 4,144	38%	62%	2	10	\$ 2,843	55%	45%	1	2	\$ 2,840	55%	45%	0	0	\$ 3,102	50%	50%	0	0
4,000,001-6,000,000	\$ 4,082	40%	60%	13	17	\$ 4,368	38%	62%	1	11	\$ 2,997	55%	45%	1	4	\$ 2,993	55%	45%	1	2	\$ 3,267	50%	50%	0	0
6,000,001-8,000,000	\$ 6,180	28%	72%	2	3	\$ 4,586	38%	62%	0	0	\$ 3,147	55%	45%	1	6	\$ 3,143	55%	45%	0	0	\$ 3,433	50%	50%	0	0
8,000,001-10,000,000	\$ 7,353	25%	75%	2	3	\$ 4,884	38%	62%	0	0	\$ 3,351	55%	45%	0	0	\$ 3,347	55%	45%	0	0	\$ 3,658	50%	50%	0	0
10,000,001-12,000,000	\$ 8,526	23%	77%	1	5	\$ 5,182	38%	62%	0	0	\$ 3,555	55%	45%	1	1	\$ 3,551	55%	45%	0	0	\$ 3,877	50%	50%	0	0
12,000,001-14,000,000	\$ 9,697	21%	79%	2	7	\$ 5,477	38%	62%	0	0	\$ 3,757	55%	45%	0	0	\$ 3,754	55%	45%	0	0	\$ 4,098	50%	50%	0	0
14,000,001-16,000,000	\$ 10,869	20%	80%	0	0	\$ 5,772	38%	62%	0	0	\$ 3,960	55%	45%	0	0	\$ 3,956	55%	45%	0	0	\$ 4,319	50%	50%	0	0
16,000,001-18,000,000	\$ 12,042	19%	81%	0	0	\$ 6,070	38%	62%	0	0	\$ 4,164	55%	45%	0	0	\$ 4,160	55%	45%	0	0	\$ 4,542	50%	50%	0	0
18,000,001-20,000,000	\$ 13,214	18%	82%	0	0	\$ 6,365	38%	62%	0	0	\$ 4,367	55%	45%	0	0	\$ 4,362	55%	45%	0	0	\$ 4,763	50%	50%	0	0
20,000,001 +	\$ 14,425	17%	83%	1	10	\$ 6,554	38%	62%	0	0	\$ 2,504	100%	0%	0	0	\$ 2,504	100%	0%	0	0	\$ 2,504	100%	0%	0	0

Key

- In the column labeled **% Nat**
- The color becomes darker as national receives a greater percentage of the combined fee.
- The lighter colors indicate that a smaller portion of the fee goes to the national office.



Membership Attachment A – Camp Fees by Section

*The colors do not represent a judgment of what is better; it is simply a visual of the different philosophies across the country.

Fee category Nat'l-Section	Rocky Mountain						Southeastern						Southern California/Hawaii						Southwest						St Louis					
	Total	% Nat	% Sec	# Op	# Cp	Total	% Nat	% Sec	# Op	# Cp	Total	% Nat	% Sec	# Op	# Cp	Total	% Nat	% Sec	# Op	# Cp	Total	% Nat	% Sec	# Op	# Cp					
0-25,000	\$ 451	68%	32%	4	9	\$ 456	67%	33%	14	14	\$ 546	56%	44%	17	19	\$ 536	57%	43%	4	4	\$ 562	54%	46%	3	3					
25,001-50,000	\$ 570	58%	42%	2	2	\$ 548	61%	39%	9	10	\$ 681	49%	51%	11	16	\$ 583	57%	43%	1	1	\$ 614	54%	46%	3	3					
50,001-100,000	\$ 811	51%	49%	0	0	\$ 765	55%	45%	21	22	\$ 960	43%	57%	17	22	\$ 730	57%	43%	3	3	\$ 770	54%	46%	1	1					
100,001-200,000	\$ 1,075	47%	53%	2	2	\$ 1,090	46%	54%	12	14	\$ 1,543	32%	68%	18	24	\$ 877	57%	43%	7	7	\$ 941	53%	47%	4	5					
200,001-300,000	\$ 1,454	42%	58%	3	5	\$ 1,437	43%	57%	16	18	\$ 2,045	30%	70%	14	16	\$ 1,071	57%	43%	6	7	\$ 1,151	53%	47%	3	4					
300,001-400,000	\$ 1,521	42%	58%	4	4	\$ 1,514	42%	58%	16	28	\$ 2,142	30%	70%	11	14	\$ 1,122	57%	43%	2	2	\$ 1,206	53%	47%	0	0					
400,001-500,000	\$ 1,653	42%	58%	3	3	\$ 1,638	42%	58%	6	10	\$ 2,328	30%	70%	8	8	\$ 1,218	57%	43%	5	7	\$ 1,309	53%	47%	3	10					
500,001-600,000	\$ 2,195	41%	59%	1	1	\$ 1,901	47%	53%	9	9	\$ 2,744	32%	68%	6	7	\$ 1,556	57%	43%	1	4	\$ 1,676	53%	47%	4	4					
600,001-700,000	\$ 2,333	41%	59%	1	1	\$ 2,044	46%	54%	0	0	\$ 2,917	32%	68%	3	6	\$ 1,656	57%	43%	0	0	\$ 1,782	53%	47%	2	2					
700,001-800,000	\$ 2,471	41%	59%	1	2	\$ 2,153	47%	53%	5	5	\$ 3,089	32%	68%	4	9	\$ 1,754	57%	43%	0	0	\$ 1,887	53%	47%	0	0					
800,001-900,000	\$ 2,678	41%	59%	2	2	\$ 2,264	48%	52%	7	9	\$ 3,349	32%	68%	5	7	\$ 1,901	57%	43%	1	1	\$ 2,044	53%	47%	1	1					
900,001-1,000,000	\$ 2,989	39%	61%	3	3	\$ 2,399	49%	51%	5	6	\$ 3,907	30%	70%	3	3	\$ 2,044	57%	43%	2	2	\$ 2,199	53%	47%	1	4					
1,000,001-1,500,000	\$ 3,346	39%	61%	6	11	\$ 2,593	50%	50%	19	21	\$ 4,375	30%	70%	5	5	\$ 2,289	57%	43%	4	7	\$ 2,442	54%	46%	5	6					
1,500,001-2,000,000	\$ 3,558	39%	61%	1	1	\$ 2,890	48%	52%	6	12	\$ 4,651	30%	70%	14	18	\$ 2,433	57%	43%	0	0	\$ 2,620	53%	47%	1	1					
2,000,001-3,000,000	\$ 3,774	39%	61%	0	0	\$ 3,083	48%	52%	18	28	\$ 4,933	30%	70%	10	22	\$ 2,583	57%	43%	1	2	\$ 2,779	53%	47%	1	2					
3,000,001-4,000,000	\$ 3,986	39%	61%	1	1	\$ 3,272	48%	52%	4	6	\$ 5,211	30%	70%	2	2	\$ 2,727	57%	43%	0	0	\$ 2,937	53%	47%	0	0					
4,000,001-6,000,000	\$ 4,201	39%	61%	0	0	\$ 3,426	48%	52%	5	8	\$ 5,919	28%	72%	4	6	\$ 2,874	57%	43%	0	0	\$ 3,081	53%	47%	0	0					
6,000,001-8,000,000	\$ 4,412	39%	61%	0	0	\$ 3,652	47%	53%	1	1	\$ 6,217	28%	72%	0	0	\$ 3,017	57%	43%	0	0	\$ 3,220	54%	46%	0	0					
8,000,001-10,000,000	\$ 4,697	39%	61%	0	0	\$ 4,193	44%	56%	1	3	\$ 6,618	28%	72%	0	0	\$ 3,213	57%	43%	0	0	\$ 3,411	54%	46%	0	0					
10,000,001-12,000,000	\$ 4,982	39%	61%	0	0	\$ 4,412	44%	56%	0	0	\$ 7,020	28%	72%	1	16	\$ 3,409	57%	43%	0	0	\$ 3,613	54%	46%	0	0					
12,000,001-14,000,000	\$ 5,266	39%	61%	0	0	\$ 4,737	43%	57%	0	0	\$ 7,420	28%	72%	1	2	\$ 3,603	57%	43%	0	0	\$ 3,791	54%	46%	0	0					
14,000,001-16,000,000	\$ 5,551	39%	61%	0	0	\$ 5,384	40%	60%	0	0	\$ 7,821	28%	72%	0	0	\$ 3,798	57%	43%	0	0	\$ 3,981	55%	45%	0	0					
16,000,001-18,000,000	\$ 5,837	39%	61%	0	0	\$ 5,924	39%	61%	0	0	\$ 8,223	28%	72%	0	0	\$ 3,994	57%	43%	0	0	\$ 4,093	56%	44%	0	0					
18,000,001-20,000,000	\$ 6,121	39%	61%	0	0	\$ 6,249	38%	62%	0	0	\$ 8,624	28%	72%	0	0	\$ 4,188	57%	43%	1	2	\$ 4,204	57%	43%	0	0					
20,000,001 +	\$ 6,304	40%	60%	0	0	\$ 2,504	100%	0%	0	0	\$ 2,504	100%	0%	0	0	\$ 2,504	100%	0%	0	0	\$ 2,504	100%	0%	0	0					

Key
 In the column labeled **% Nat**

- The color becomes darker as national receives a greater percentage of the combined fee.
- The lighter colors indicate that a smaller portion of the fee goes to the national office.



Membership Attachment A – Camp Fees by Section

*The colors do not represent a judgment of what is better; it is simply a visual of the different philosophies across the country.

Fee category Nat'l-Section	Texoma					Upstate New York					Virginias					Wisconsin				
	Total	% Nat	% Sec	# Op	# Cp	Total	% Nat	% Sec	# Op	# Cp	Total	% Nat	% Sec	# Op	# Cp	Total	% Nat	% Sec	# Op	# Cp
0-25,000	\$ 590	52%	48%	5	8	\$ 544	56%	44%	5	5	\$ 532	58%	42%	4	4	\$ 578	53%	47%	4	9
25,001-50,000	\$ 645	52%	48%	3	4	\$ 592	56%	44%	1	1	\$ 609	55%	45%	2	2	\$ 629	53%	47%	0	0
50,001-100,000	\$ 826	50%	50%	3	6	\$ 741	56%	44%	10	11	\$ 761	55%	45%	5	7	\$ 788	53%	47%	3	6
100,001-200,000	\$ 993	50%	50%	8	9	\$ 890	56%	44%	6	6	\$ 986	51%	49%	7	7	\$ 947	53%	47%	6	6
200,001-300,000	\$ 1,242	49%	51%	6	6	\$ 1,087	56%	44%	3	3	\$ 1,202	51%	49%	4	4	\$ 1,157	53%	47%	3	4
300,001-400,000	\$ 1,332	48%	52%	6	9	\$ 1,139	56%	44%	5	6	\$ 1,261	51%	49%	3	3	\$ 1,211	53%	47%	4	4
400,001-500,000	\$ 1,480	47%	53%	6	9	\$ 1,237	56%	44%	1	1	\$ 1,360	51%	49%	5	5	\$ 1,315	53%	47%	6	6
500,001-600,000	\$ 1,936	46%	54%	2	2	\$ 1,580	56%	44%	2	3	\$ 1,867	48%	52%	4	4	\$ 1,680	53%	47%	2	2
600,001-700,000	\$ 2,106	45%	55%	4	6	\$ 1,680	56%	44%	2	2	\$ 1,985	48%	52%	5	7	\$ 1,788	53%	47%	4	7
700,001-800,000	\$ 2,278	44%	56%	1	1	\$ 1,780	56%	44%	1	2	\$ 2,121	47%	53%	3	3	\$ 1,894	53%	47%	6	7
800,001-900,000	\$ 2,469	44%	56%	2	2	\$ 1,929	56%	44%	0	0	\$ 2,275	48%	52%	2	2	\$ 2,053	53%	47%	3	3
900,001-1,000,000	\$ 2,657	44%	56%	3	6	\$ 2,075	56%	44%	0	0	\$ 2,449	48%	52%	1	1	\$ 2,208	53%	47%	6	6
1,000,001-1,500,000	\$ 3,039	43%	57%	6	6	\$ 2,324	56%	44%	3	4	\$ 2,826	46%	54%	6	7	\$ 2,472	53%	47%	7	8
1,500,001-2,000,000	\$ 3,232	43%	57%	5	9	\$ 2,470	56%	44%	1	2	\$ 2,920	48%	52%	1	1	\$ 2,627	53%	47%	1	1
2,000,001-3,000,000	\$ 3,428	43%	57%	12	14	\$ 2,622	56%	44%	1	1	\$ 3,191	46%	54%	1	1	\$ 2,790	53%	47%	2	6
3,000,001-4,000,000	\$ 3,620	43%	57%	0	0	\$ 2,765	56%	44%	1	10	\$ 3,477	45%	55%	1	1	\$ 2,945	53%	47%	3	4
4,000,001-6,000,000	\$ 3,895	42%	58%	0	0	\$ 2,917	56%	44%	0	0	\$ 3,659	45%	55%	0	0	\$ 3,103	53%	47%	0	0
6,000,001-8,000,000	\$ 4,091	42%	58%	0	0	\$ 3,063	56%	44%	0	0	\$ 4,079	42%	58%	1	6	\$ 3,258	53%	47%	0	0
8,000,001-10,000,000	\$ 4,355	42%	58%	0	0	\$ 3,261	56%	44%	0	0	\$ 4,338	42%	58%	0	0	\$ 3,470	53%	47%	0	0
10,000,001-12,000,000	\$ 4,622	42%	58%	0	0	\$ 3,461	56%	44%	0	0	\$ 5,193	38%	62%	0	0	\$ 3,682	53%	47%	0	0
12,000,001-14,000,000	\$ 4,885	42%	58%	1	3	\$ 3,658	56%	44%	0	0	\$ 5,841	35%	65%	0	0	\$ 3,892	53%	47%	0	0
14,000,001-16,000,000	\$ 5,148	42%	58%	0	0	\$ 3,855	56%	44%	0	0	\$ 6,490	33%	67%	0	0	\$ 4,101	53%	47%	0	0
16,000,001-18,000,000	\$ 5,403	42%	58%	0	0	\$ 4,054	56%	44%	0	0	\$ 7,239	32%	68%	0	0	\$ 4,313	53%	47%	0	0
18,000,001-20,000,000	\$ 5,676	42%	58%	0	0	\$ 4,246	56%	44%	0	0	\$ 7,788	31%	69%	0	0	\$ 4,523	53%	47%	0	0
20,000,001 +	\$ 2,504	100%	0%	0	0	\$ 2,504	100%	0%	0	0	\$ 7,504	33%	67%	0	0	\$ 2,504	100%	0%	0	0



Membership Attachment B – Potential Market

This document considers three views of the universe of camps.

1. A view of the potential camp universe – Version 1

Camp universe 12,000. ACA has, for years, estimated the number of camps in the United States at 12K. Others in the business of listing camps claim 15K – 17K camps across the country. There is evidence that these 15K – 17K figures include duplicate entries. Therefore, for one model of the potential universe of camps, we'll begin with 12K. Comparing that 12K figure with current ACA affiliated camps, we see that ACA is currently serving 21% of camps in the United States. If we assume gains of 1%, 3%, and 5% of 12,000 over three years, first year gain of 1% = 120, second year 3% = 360, third year 5% = 600.

2. A view of the potential camp universe – Version 2 (See Potential Market by State, page 26.)

Camp universe 17,438. This number is extrapolated from state totals on the pages in this attachment called Potential Market by State. From this we might estimate first year gain at 1% = 173; second year 3% = 524; 5% = 872.

3. A view of the potential camp universe – Version 3

This version does not look from the top down as in the first two versions, but looks at some individual camp markets, including traditional camps, afterschool programs, franchise programs, international programs.

Traditional camps: Approximately 2,600 camps are affiliated or accredited by ACA. Assume that the universe of traditional camps remains in the neighborhood of the previously estimated **12,000** (version 1). This includes camps run by agencies, religiously affiliated organizations, private individuals or groups, and municipalities. Using this number, ACA affiliated/accredited camps represent 21% of the existing traditional camp market.

- Municipal programs represent one of the largest and potentially easily identifiable sets of programs. Figures suggest **10K+ parks and recreation programs**, many with multiple day camps/programs (NRPA, professional list companies). Assume: Programs represent camps that will be paying on the low end of the fee range. Assume: First-year gain of 1 municipal operator per section in first year with each operator running an average of 5 programs = 24 operators (with 5 programs each) and 120 camps/programs. Second-year, additional gain of same amount = 200 operators and 120 camps/programs. Third-year, additional gain of same amount = 200 operators and 120 camps/programs.
- ACA's current market penetration into day camp programs run by YMCAs (283 of 1,100 branches) and JCCs (84 of 200 locations) is only 367 of **1,383** or 27%. Assume: High percentage of these are programs we assume will be paying on the low end of the fee range. Assume first-year gain of 1% = 14 programs. Second-year gain an additional 3% = 42 programs. Third-year gain an additional 5% = 70 programs.
- Religiously affiliated camps (CCCA, RAC). Assume: First-year gain 10 programs. Second-year additional gain of **same** amount = 10 programs. Third-year additional gain of same amount = 10 programs.
- Private camps. Assume first year gain of 1 per section = 24. Second-year, additional gain of same amount = 24. Third-year, additional gain of same amount = 24.
- **Traditional Camp Subtotals – potential gain over three years: 168, 196, 224.**

Membership Attachment B – Potential Market, Continued

Afterschool Programs: The National Afterschool Association has 9,000 individual members. We do not currently have data estimates for the number of afterschool programs. This includes afterschool and out-of-school time programs and day camps and youth programs run by schools and clubs. This is all new territory. Assume: First-year gain of afterschool or school-run programs in half of the states = 25. Second-year, additional gain of same amount = 25. Third-year, additional gain of same amount = 25.

Afterschool Program Subtotals = potential gain over three years: 25, 25, 25.

Franchise Programs: We do not have data in this area currently. This is all new territory for ACA. Assume: First-year gain of 2 franchise programs with 20 camps each = 2 (40). Second-year, same gain = 2 (40). Third-year, same gain, = 2 (40). **Franchise Program Subtotals – potential gain over three years [franchise organizations (camps)]: 2 (40), 2 (40), 2 (40).**

International Programs: International Camping Federation has identified 61,088 camp programs in 16 countries, all with contact points. Assume: first-year gain .25% = 153 programs; second –year, additional .5% = 305; third-year, additional 1% = 611. **International Program Subtotals – potential gain over three years: 153, 305, 611.**

Potential New Camps – Three Possibilities			
	Year 1 gain	Year 2 gain	Year 3 gain
1. Version 1 – begin with 12,000	120	360	600
2. Version 2 – begin with 17,438 extrapolated from states chart	173	524	872
3. Version 3 – examine individual market segments	386	566	901
Average growth per year, from three separate looks at the market	226	313	791

Membership Attachment B – Potential Market, Continued

Potential Market by State

State	*Number of Camps the State Reported	Number of ACA Camps	ACA % of Current Market	First Year Potential Growth 1% of Total Market	Second Year Potential Growth 3% of Total Market Share	Third Year Potential Growth 5% of Total Market Share
California	2200	307	14%	22	66	110
Connecticut	457	68	15%	5	14	23
Illinois	150	117	78%	2	5	8
Indiana	205	63	31%	2	6	10
Maine	188	51	27%	2	6	9
Michigan	507	73	14%	5	15	25
New Jersey	775	128	17%	8	23	39
New York	2861	287	10%	29	86	143
North Carolina	150	77	51%	2	5	8
Texas	525	83	16%	5	16	26
TOTAL	8018	1254	16%	80	241	401

* = most states track only camps that are required to have a license (i.e., residential camps). Some states have exemptions for some programs. For example, Texas exempts from licensing all programs run on a university campus and municipally run programs. New Jersey also exempts from licensing all municipally run programs.

Membership Attachment B – Potential Market, Continued

Potential Market by State (*continued*)

- Note: We have counts for 10 of 50 states. The number of ACA fee paying camps in those same 10 states equals 1,254, or 46% of total ACA fee paying camps.
- Therefore, in year one, a growth of 80 camps in these 10 states represents only 46% of the potential growth for all states. Growth for all states = 173 camps.
- And in year two, a growth of 241 camps in these 10 states represents 46% of the potential growth for all states in that year. Growth for all states = 524 camps.
- And in year three, a growth of 401 in these 10 states represents 46% of the potential growth for all states in that year. Growth for all states = 872 camps.
- International potential 610 in first 3 years (see International document for further information).

Membership Attachment B – Potential Market, Continued

Market Potential — International*

*The information in these pages related to international is taken from a September 2007 report given by Linda Pulliam and the International Camping Federation. It is used here by permission.

Total Camps in these countries 61,088 camps

We could potentially have 1% join in 3 years – 610 camps

Potential Global Resource Partners – 61,088 camps identified here

In this electronic world, there is *no reason to not connect* with these camps and people. We need an international camp model which should focus on electronic benefits, ACA Web site info, e-Institute courses, Webinars, HL digitizing books, *Camping Magazine* and *CampLine*, downloadable research, publications, forms (would they be appropriate in their environments?), tips, *ACA Now*, Camp Director's Discussion Board (listservs), and message board (forums). These things touch education, tools/resources, and networking.

Plan

- Involve Linda and Richard Pulliam and ICF
- Electronic world changes everything – Healthy Learning; *Camping Magazine*; and e-Institute
- Suggest minimal flat annual fee for camp affiliation not based on operating budget; includes two individual memberships
- Sign that they meet standards in their country
- No accreditation available internationally
- Discounts in Bookstore and e-Institute, electronic magazine, and international event at conference

Camp Associations or Connections in Other Countries

Australia

Brazil

Canada

Colombia

Greece

Hong Kong

India

Japan

Malaysia

Mexico

Mongolia

Romania

Russia

Turkey

Ukraine

Venezuela

Australia

Victoria Camping Association founded in 1983

Australian Camping Association founded in 2006

Tent camping began in 1907

Few summer camps – primarily outdoor education in the schools, 10 months

Camping with Confidence – accreditation program

Cooperation with State Department of Education

Brazil

Brazilian Camping Association – developing standards

Two factions; may end up with two associations

15–20 camps

Canada

Canadian Camping Association – 600 camp members, 8 provincial associations

Association des Camps du Quebec – 96 summer camps, 79 day camps, 64 nature camps, 85,000 children

Ontario Camping Association – 296 camps

Accreditation by provincial associations

Membership Attachment B – Potential Market, Continued

Greece

Greek Camping Association – **40** camps
Greek Private Camps Association – **65** camps
Camps began in early 1900s
10 million people – 100,000 children attend camp
Many operated by companies and governmental departments

Hong Kong

Camping Association of Hong Kong – Founded in 2002
56 camps and 68 water sports centers
Provide training and enhance image of camping
Major concern – risk management
Camps began in 1960s

Japan

National Camping Association of Japan – Began 1966
3,500 camps – 30 million campers
Recognized by the Ministry of Education – 1990
Membership – 25,000 individuals and member federations
20,000 accredited leaders
Creating a unique Japanese model

Malaysia

National Camp Association of Malaysia
40 camps
Nongovernmental Organization
Emphasis on human rights, environmental preservation, and international understanding
Camping began in 1960s
2000 – Sudden growth in camp industry

Mexico

Asociacion Mexicana de Campamentos – 1996
Hosted ICC 2005
168 organized camps
Working with Ministries of Health, Education and Tourism for recognition
Working to establish camp standards

Mongolia

Population of 2.7 million
1 Nairamdal International Youth Center – largest – 3,000 people
Mongolian Camping Association
Hosts international sessions each summer
2006 – “Standard of Mongolia Client Services”

Russia

Russian Camping Association
55,000 camps – 6 million children (before the fall of the Wall 110K, plummeted to 35K, now back up)
600 camping organizations
Annual Camp Directors’ Conference
Government regulation and monitoring by RCA

Membership Attachment B – Potential Market, Continued

Ukraine

1,500 camps serve 2 million children – half resident camp
Private camps are growing
Ukrainian Camp Association – “Leleka” founded in 1999
Government financial support for socially disadvantaged children
Camps face financial and economical challenges

Venezuela

An emerging industry
Asociacion Venezolana de Campamentos – 1989
40 resident camps – 12,000 children
50 day camps – 20,000 children
Accreditation program
Published program guide – 2005
National staff training
English Camp

Hole in the Wall Camps – Europe

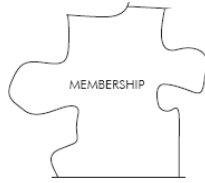
Barretstown – Ireland
First U.S. camp founded by Paul Newman in 1994, Connecticut
15,000 children with serious medical conditions each year
Free to qualifying children
13 camps existing or shortly to open
New camps – England, France, Ireland, Italy, Hungary, Israel, and more
In Italy – Hole in the Wall is wonderful – group of 20 kids from Iraq with serious health issues – integrated into program with Italian and German kids – American Foreign Consulate came in

Challenges

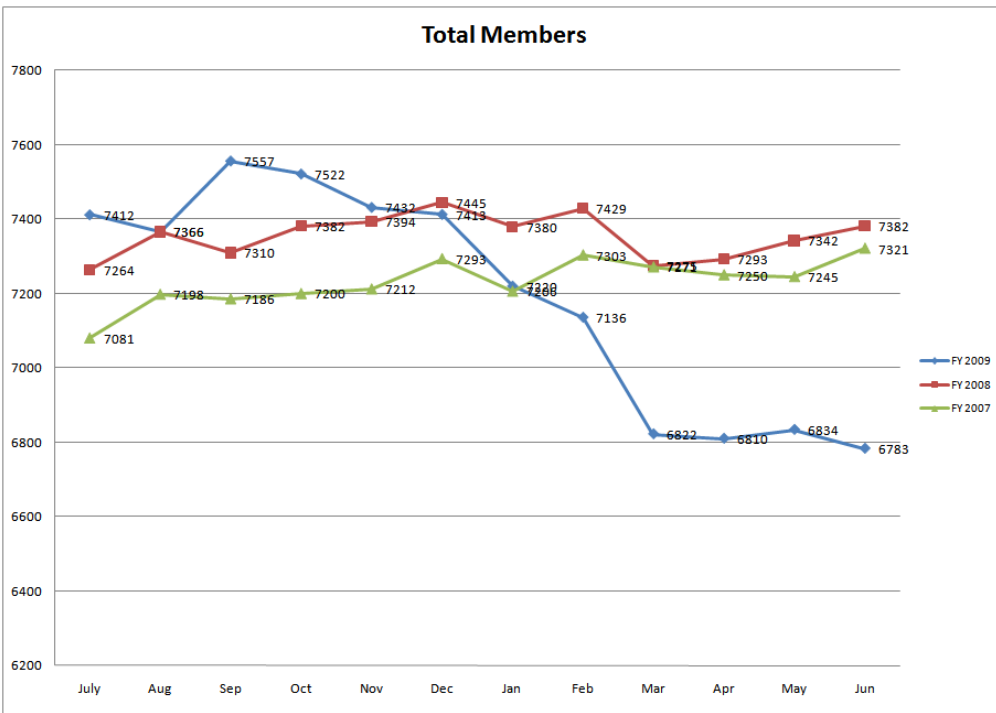
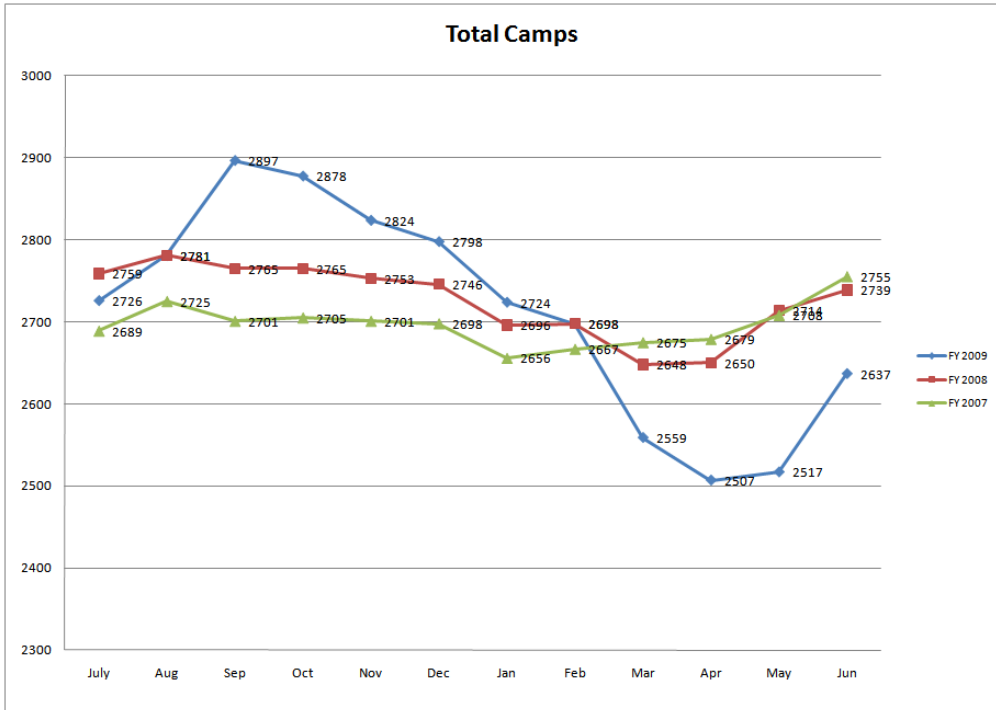
Finances
Governmental regulations
Public awareness
Competition
Insurance
Staff

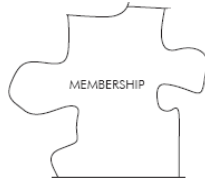
Best Practices

Accreditation – U.S., Canada, Venezuela, Australia
Certification – Quebec
Government oversight – Russia, Greece, European Union, Mongolia, Ukraine, Hong Kong, Malaysia
Director/staff certification – Japan
Best practices – ALL



Membership Attachment C – ACA Camp and Membership Growth FY2007 – FY2009





Membership Attachment D – Repurposed Membership Groupings and Value Statements

The American Camp Association is a community of camp professionals who, for more than 100 years, have joined together to share our knowledge and experience and to ensure the quality of camp programs. Because of our diverse 7,000 plus membership and our exceptional programs, children and adults have the opportunity to learn powerful lessons in community, character building, skill development, healthy living, and environmental stewardship — lessons that can be learned nowhere else. As a leading authority in youth development, ACA works to preserve, promote, and improve the camp experience.

The American Camp Association Camp Affiliation/Camp Accreditation

Camps affiliated with ACA enjoy the benefits of membership in the only national association of its kind, devoted to enriching the lives of children, youth, and families through the camp experience. Benefits to member camps include:

- A higher quality in the member camp's program
- The ability to achieve a higher level of professionalism among the camp's staff and to remain current in areas of expertise
- Access to professional networks (greater access for accredited camps, e.g., access to PROTECTScreen background checks via FBI)
- Access to resources relevant to the camp experience, camp business, and the world impacting the camp industry
- An improved ability to articulate the value of the camp experience to parents, campers, media, funders, legislators, and other stakeholders
- Access to discounts and savings on services offered by ACA and by camp-related businesses (greater access for accredited camps, e.g., ASCAP discount available only to accredited camps)

Member camps have access to the following features and services:

- Accreditation services
- Online communication toolkit
- Tools and research for program evaluation and improvement
- Current research related to youth development, health, business operations, enrollments, and staffing issues in camp
- Leadership institutes, educational workshops, online courses, and Webinars for staff
- Professional development process for staff members
- *Camping Magazine* for all camp staff members included in the camp's membership
- Camp-related DVDs, books, and other publications
- Staff recruitment network
- Listing in Find-a-Camp (affiliated camp listing shows enhancements not available to other camps; accredited camp listings have greatest visual and informational enhancements)

A camp membership fee is paid annually. *As a prerequisite to camp membership, a camp must agree to a set of minimum practices. Only affiliated camps may seek and earn The ACA Accreditation Seal.* Member camps may display the member camp logo. Accredited camps may display the member camp and the accredited-camp logo. When a membership lapses, the camp may no longer display the logo. Camp members include private camps, agency camps, religiously affiliated camps, clubs programs, afterschool and out-of-school time programs, and more, from across the United States.

Membership Attachment D – Repurposed Membership Groupings and Value Statements, Continued

The American Camp Association Individual Membership

Camp and Youth Development Professionals who attain membership in the American Camp Association belong to the only national association of its kind, devoted to enriching the lives of children, youth, and families through the camp experience. Members of the ACA professional community enjoy a myriad of benefits, including:

- The ability to achieve a higher level of professionalism and to remain current in areas of expertise
- The ability to earn Camp Certificates of Added Qualifications (CCAQs) as recognition for a higher level of professional development
- Being part of a learning community that is committed to professional development
- Access to resources relevant to youth development, the camp experience, camp business, and the world impacting the camp industry
- An improved ability to articulate the value of the camp experience to parents, campers, media, funders, legislators, and other stakeholders
- Discounts and savings on services, education, and events offered by ACA and by camp-related businesses

Individual members have access to the following features and services:

- ACA's Professional Development Program
- Networking opportunities via online discussion groups, an employment center, and attendance at professional development events
- Online communication toolkit
- Tools and research for program evaluation and improvement
- Current research related to health, business operations, enrollments, and staffing issues in camp
- Leadership institutes, educational workshops, online courses, and Webinars
- Professional development process
- *Camping Magazine*
- Camp-related DVDs, books, and other publications
- Staff recruitment network

An individual membership fee is paid annually. *Only individual members may seek and earn ACA's Certificates of Added Qualification (CCAQs) and access to ACA's online professional development center.* When an individual membership lapses, the member may no longer access discounts or earn CCAQs. Individual members include youth development professionals and educators who work in private camps, agency camps, religiously affiliated camps, clubs programs, afterschool and out-of-school time programs, and more. ACA currently has individual members across the United States and around the world.

The American Camp Association Business Affiliation

Businesses, associations, and organizations that desire connections with camp and youth development professionals, camps, and the Network may affiliate with the American Camp Association, the only national association of its kind, devoted to enriching the lives of children, youth and families through the camp experience. Business members of the ACA professional community enjoy a myriad of benefits, including:

- The inside track to the camp market via ACA's direct mail or email lists
- Discount advertising opportunities in various ACA publications (print and electronic)
- A listing in ACA's online *Buyer's Guide*
- Discounts on exhibiting at ACA national events
- Use of the ACA Business Affiliate Logo
- Access to research about camp programs

Membership Attachment D – Repurposed Membership Groupings and Value Statements, Continued

Business members have access to the following features and services:

- Networking opportunities via online discussion groups and attendance at professional development events
- Current research related to health, business operations, enrollments, and staffing issues in camp
- *Camping Magazine*
- Camp-related DVDs, books, and other publications

A business membership fee is paid annually. *Only business members may display the ACA Business Affiliate logo.* When a Business Affiliate's membership lapses, the member may no longer access discounts or display the logo. Business members include those who want to build relationships with and provide products or services to camps and youth development professionals and educators and to the families of those attending camp.

The American Camp Association Friends Network (suggested for 2011)

Parents, caregivers, campers, and former campers connect with one another through a community known as The American Camp Association Friends Network. Network members enjoy special news features, inspirational stories about camp experiences, and access to “all things camp.”

Membership Attachment D – Repurposed Membership Groupings and Value Statements, Continued

Expanded Market Philosophy

This illustrates the expanded market philosophy used when considering repurposed categories of membership. The terms below do not indicate types of membership but types of involvement in the association. They cross member types.

Casual, Connected, Committed...

Casual-Short-term, sporadic, needs-based, Web-based
Connected-Relationship-based, frequent, Web and in-person
Committed-Longer term, loyalty-based

