

# HOW does Herzl's BUDGET work?

## THE ROAD BACK TO CAMP

2020

1946-2019

Most years, tuition comes in the fall. We prepare for summer and welcome campers in June...

Closing camp in 2020 means Herzl will have no income for a full year

We are a year-round business focused on summer services. Without camp, creative thinking and generous donations are needed... asap!

## WHAT WAS CAMP'S CASH FLOW DETAILS

### IN

### VS

### OUT

Where does Herzl's revenue come from?  
Mostly from camp tuition, donations for services provided at camp, and a little bit from other gatherings at camp

75% Camper tuition  
15% Donations for camper services  
10% Unrestricted donations  
>1% Retreats/Rentals at camp

### Fixed Expenses (50%)

- Professional year-round staff
- Insurance
- Utilities
- Building maintenance

### Variable Expenses (50%)

- Summer staff
- Food and supplies
- Transportation and security



## WHAT'S NEXT

### MAKING OUR WAY BACK TO CAMP

#### REDUCE EXPENSES

&

#### INCREASE DONATIONS

Herzl has had a balanced budget since 2010 and eliminated all debt in 2019. We've always managed expenses tightly. That said, we will tighten our belts further with salary cuts, temporary and permanent staff reductions, and other cost cutting measures.

We are launching a broad campaign to raise \$2 million by 2021. To get us started, some friends of camp and the JCamp180 Foundation have come together and put \$1 million in dollar-for-dollar matching fund. Will you make a gift to keep the dream alive?

