2018 IMPACT REPORT
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Compassion is innate and can be strengthened like a muscle. So says science and the Dalai Lama — and the lifeblood of ACA, dedicated camp staff and volunteers, are taking that to heart and making a positive difference in the lives of children and young adults across the US and beyond. The empathy and genuine concern modeled at camp and fostered in the campers are steps toward a brighter future for all. Campers are living proof that the acts of kindness and intentional learning camp staff and volunteers are offering through day and overnight camp experiences are having a lasting, positive impact within the camp environment, in surrounding communities, and especially in the lives of the children they serve.

Our camp professionals (camp directors, camp counselors, and other staff) and the camp experience itself change lives. We provide opportunities for campers to learn about themselves, develop character, make lifelong friends, gain crucial 21st-century skills — responsibility, communication, creativity, collaboration, initiative, leadership, the list goes on — and implement all of this into their daily lives. Parents often tell us that their child changes for the good after camp. They come home with a more positive attitude and self-confidence. They take initiative and show responsibility. They have appreciation for their families and understand the value of working well with others.

The positive ripple effect of camp can be measured in defining moments that become treasured memories and life lessons for campers as they mature into successful, contributing members of society. An email I received recently really drove this point home. It came from an individual who participated in one of my very early “adventures,” rafting down the Colorado River. All of the participants were high school juniors and seniors at the time, more than 40 years ago. The emailer recently spent an evening with others who had been part of the trip and wanted to share with me how much that experience had influenced their lives and their perspectives. Members of that group have gone on to become business leaders, doctors, educators, and valuable members of their communities. They wanted to thank me for providing them the opportunity. And I am not alone in receiving feedback like this. Many camp directors receive such notes — and it is gratifying to know that in some way we have been able to make a difference in their lives.

As board chair for ACA, I have learned so much from my conversations with other board members and the many camp professionals and volunteers I am honored to have met over the years. This strength in numbers, networking, and dedication is one of our greatest assets. With open minds, focus, determination, and a lot of heart, we will continue to strive on behalf of current and future campers. Many of our staff and volunteers started out as campers themselves. We all get it: Whether it’s sports, science, art, language, dramatic arts, or adventure in the wild — every child deserves and could greatly benefit from a camp experience.

A life-changing positive impact is just a camp experience away!

Ross Turner
Dear Friends:

Fiscal year 2018 (FY18) was a positive year of powerful advocacy, organizational strengthening, and capacity building for the American Camp Association. While significant investments were made in government relations, volunteer engagement, member services, accreditation, technology, and Research 360, total net assets improved 8.6 percent.

This year, more than 25,000 ACA stakeholders and supporters came together to vociferously support camp cultural exchange visas to President Trump and Congressional delegations, and our ongoing, collective, unwavering support of this cause continues to make an impact. With the help of ACA volunteer leaders and bipartisan champions in Congress, the Child Protection Improvements Act became law this year, paving the way for camps and other organizations serving vulnerable populations to conduct fast, accurate, and affordable FBI background checks on prospective volunteers and employees.

In 2018, ACA marked the 70th anniversary of the official adoption of the first set of ACA standards while preparing to introduce its new 2019 accreditation standards, including new technology and a revised accreditation process designed to be more inclusive and applicable to a wider variety of groups without sacrificing the intent, rigor, or integrity of the standards program.

Our Research 360 initiatives are thriving. Important emerging themes from the exploratory phase of ACA’s Youth Impact Study were published this year. While our Spencer Foundation Leadership Study entered its second phase, we kicked off a five-year Staff Impact Study generously funded by ACA, New York and New Jersey.

Volunteer Engagement initiatives continue to grow as we introduce tools and trainings to strengthen local office operations as well as volunteer recruitment, development, and recognition processes. This year, for example, we introduced ACA’s new online Volunteer Center, which makes it easy for volunteers to stay informed about opportunities to get more involved, sign up, and refer online opportunities to friends.

Finally, our National Conference enjoyed record attendance of approximately 1,600 registered attendees. In addition to the large conference crowd, ACA also hosted eight related youth-serving organizations that held co-located conferences or one-day events before or after the main conference. Throughout the wide variety of conferences and online professional development courses and webinars ACA offers, the number of learners continues to flourish.

Every person deserves access to the social and emotional learning advantages that camp experiences provide. Considering the implications of youth trends today and the approaching Fourth Industrial Revolution and its human-skills-centered economy, I believe camp experiences are more educationally relevant and essential than ever before. With that in mind, I’m excited for the year ahead for all of us at ACA. We will engage all of ACA’s stakeholders in a robust strategic planning process to sharpen our focus on vital priorities leading up to and beyond 2020. I would like to express deep gratitude to all of our generous donors and volunteers. Your generous investment of financial and human resources makes all of our collective success possible.

Ever onward together,

Tom Rosenberg

ACAcamps.org
THE POWER OF IMPACT

Those in the camp industry know that camp experiences benefit youth in crucial and lasting ways. Camp teaches social skills, promotes staying physically active, encourages respect of nature, fosters self-confidence, and much more. With the mission of enriching the lives of children, youth, and adults through the camp experience, the American Camp Association (ACA) is committed to collaborating with those who believe in the value of high-quality camp and outdoor experiences. Through the work of staff and thousands of volunteers, ACA focuses on three critical areas of impact that serve to support the overall mission:

**NUMBERS**

An increasing number of children, youth, and adults of all social, cultural, and economic groups will have a camp experience.

**VALUE**

There will be greater understanding of and support for the value of the camp experience.

**QUALITY**

The camp experience will be of high quality.

Through the pages of this report, ACA is pleased to share the impacts from the past fiscal year.
MEMBERSHIP

ACA’s members are the lifeblood of the organization. There is power in numbers. To reach our goal of enriching the lives of every child through camp, we must have the membership to support the quality programs that teach the resilience, communication skills, and belief in themselves that translate into brighter futures for today’s youth.

GOAL

To grow the association through retaining existing members and developing new members.

ACTION

• Began the process of improving communication with new members to engage people in a more relevant manner during their first year.
• Maintained regular communication with members and customers to help them navigate ACA’s hundreds of resources.

IMPACT

<table>
<thead>
<tr>
<th>Total camps:</th>
<th>Total accredited camps:</th>
<th>Total individual members:</th>
</tr>
</thead>
<tbody>
<tr>
<td>+ 3,000+</td>
<td>+ 2,400+</td>
<td>+ 12,000+</td>
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# CAMPS ON CAMPUS

The Camps on Campus community comprises a unique group of camps and professionals who run and operate youth programs on college and university campuses.

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<tr>
<th>GOAL</th>
<th>ACTION</th>
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| To support more college campuses in serving children, youth, and adults in higher quality camp experiences. | • Held a Camps on Campus pre-conference event at the 2018 National Conference.  
• Met with the chief medical officer of the NCAA.  
• Sent quarterly Camps on Campus newsletters. |

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<th>IMPACT</th>
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<td>Members with college, university, or K-12 affiliation:</td>
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<tr>
<td>354 individuals</td>
</tr>
<tr>
<td>101 camps</td>
</tr>
<tr>
<td>71 operators/universities</td>
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CAMP MOVES ME

Camp Moves Me is a fund-raising program that helps contribute to ACA’s overall mission by raising scholarship funds to send children to ACA-accredited camps. During Camp Moves Me, participants pledge to move — walk, run, bicycle, etc. — a certain number of miles and find supporters to pledge funds based on their participation. Participants can choose to raise money for ACA’s Send a Child to Camp Fund or for any ACA-accredited camp that has registered for Camp Moves Me. Registered, ACA-accredited camps receive 90 cents per every dollar raised for their camp.

GOAL
To raise scholarship funds to send more children to ACA-accredited camps.

ACTION
Held a Camp Moves Me fund-raiser during the month of October.

IMPACT
$67,209 raised
960 pledges
139 individuals who pledged to move
24 camps
5,118 miles

“This is a great thing. A lot of camps are in rural places and it’s really hard to do an on-site event in the off-season. This is something people are doing in their homes — or if they’re camp counselors and they’re in college, at school — and they’re doing it wherever they are and they’re posting about it.” — Paul Sheridan, executive director of Four Winds*Westward Ho, Washington
BUSINESS DEVELOPMENT

“Our sponsorship with ACA’s national scholarship — Send a Child to Camp — is something that we are proud to support and aspire to continue contributions.” — Todd Gordon, Chaco, vice president of sales

“American Camp Association creates and implements effective marketing packages to the corporate sponsor and the ACA membership supports them in return. Good association!” — David Erickson, Rocky Mountain Sunscreen in Arvada, Colorado

“FlagHouse, Inc. has been in the camping business for more than 60 years and we very proudly display our business affiliate logo in our catalog for our customers to see! ACA members clearly understand the meaning of the affiliation and show their support with purchase orders.” — John Ruggiero, national accounts manager

GOAL

To form corporate partnerships to strengthen ACA’s reach in the community and achieve progress in ACA initiatives and programs that are life-changing for children, youth, and families.

ACTION

Formed/maintained 18 corporate and strategic partnerships.

IMPACT

$6.5+ million saved by members through corporate partnerships this year

500+ kids sent to camp through partnership efforts with Send a Child to Camp

300+ business affiliates that work with ACA to supply camps with products, services, and special discounts

400+ vendors that support national and local ACA conferences and meetings through exhibiting and sponsorships
## PUBLIC REACH

### GOAL
To increase public awareness among the general public of the value of the camp experience for every child.

### ACTION
Increased awareness through social media, public relations, advertising, email, blogs, web presence, and publications.

### IMPACT

#### FIND A CAMP
ACA’s Find A Camp database received **over 1.25 million page views** from parents and families looking for the perfect camp experience for their child. Find A Camp allows families to search for camps based on session length, price range, location, programs offered, and more.

#### VIDEO
9 videos produced for our external audience. These videos covered the Benefits of Camp video, Phase 1 Research Findings, a holiday greeting, and more. **576,000** views on the Benefit of Camp Video.

#### PUBLICATIONS
*Camping Magazine*
- 8,000 — Approximate print circulation of each issue
- May/June Staff Training issue
- 10,300 — Copies sold in bulk
- 300 — Camps that ordered bulk copies

#### PODCAST
4,000+ — Total downloads of ACA’s *CampWire* podcast (more than half during fiscal year 2018)

#### SOCIAL MEDIA
Facebook: 10,547 followers – up 14% over 2017

#### WEB
ACA website | 853,586 web users — 45% increase over the past five years
Find a Camp | 156,387 users — 18% increase from the previous year
Views to the ACA website generated by:
- Blogs — 64,000+
- *Camping Magazine* — 315,000+
- *The CampLine* — 33,000+

#### PR/MEDIA
2,700+ media mentions
1 billion+ people reached through media mentions
Advertising value equivalency = $11 million

“We purchased the magazine and handed them out to our staff to read during our staff week. The magazine had excellent training material and we continued to use it as a resource all summer. We felt the articles were well written and very pertinent to what went on at our camp this summer.” — Jody H. Skelton, executive director at Carroll County YMCA/Camp Huckins
PROJECT REAL JOB

In 2018, ACA created a new volunteer initiative, “Project Real Job,” to address challenges in staff recruiting and retention. The Project Real Job committee worked to develop a variety of tools to make it easier for camp staffers to articulate the value of camp staff experiences to their university advisers and prospective employers, as well as earn credit for camp internships. The committee also developed tools to assist camps in communicating the career-enhancing benefits of working at camp to prospective employees and their parents with the help of camp alumni in various fields.

GOAL

To create tools that help demonstrate the value of a job at camp to prospective camp employees, universities, and prospective employers of former camp staff.

ACTION

Created downloadable handouts that discussed why camp is a real job, the skills cultivated by camp employment, and translating camp employment to a resume.

IMPACT

3,961 unique downloads of the handouts from ACA’s website from the time of creation (February 2018) till the end of fiscal year 2018.

457 downloads of the handouts from ACA Connect’s library.
## ADVOCACY

### GOAL
Advancing public policies to ensure that camps can better support the development, learning, and safety of children.

### ACTION

#### National Campaign in Support of Cultural Exchange Program Participants at Camps
- ACA launched a national Voter Voice campaign to directly highlight to Congress and the Trump Administration the quality experiences that the 30,000 cultural exchange program participants have annually at America’s camps.

#### Camp Capitol Hill Day
- ACA, in conjunction with YMCA camps and the Federation of Jewish Camps, helped to educate Members of Congress and their staff on topics including: culture exchange programs; new tax reform issues impacting camps, camp employees, and volunteers; safety and security issues for children and camps; access to public lands; and minimum wage issues.

#### Child Protection Improvements Act (CPIA) Advocacy
- ACA met with Congressional staff regarding the need for CPIA. We worked closely with national partners YMCA-USA and National MENTORING Partnership to support the advancement of CPIA. ACA members sent targeted emails and calls to Capitol Hill advocating for the final passage of CPIA.
- Awarded the first Champions of Camp awards to Speaker Paul Ryan and Senate Democratic Leader Chuck Schumer for their personal efforts to advance CPIA.

“The gifts of culture that our international visitors bring are critical because their presence teaches our children cultural empathy and understanding — an opportunity to see themselves in others, recognize the beauty in differences, and unite in the spirit that we share across the globe.” — Tom Rosenberg, ACA president/CEO
**ADVOCACY**

**IMPACT**

**CULTURAL EXCHANGE PROGRAM SUPPORT CAMPAIGN**

100,000+
Emails, letters, and calls to Congressional offices supporting cultural exchange program participants

25,000+
Emails, letters, and calls to the White House in direct support of the quality cultural exchange participants at camps

**CAMP CAPITOL HILL DAY**

50+
Meetings on Capitol Hill regarding public policy matters most important to camps

54
Engagement on Twitter posts about Hill Day

822
Reach on Facebook posts about Hill Day

**CPIA ADVOCACY**

Secured final passage of the Child Protection Improvements Act — which allows camps to conduct fast, accurate, and affordable background checks on prospective volunteers and employees — in March 2018 omnibus spending bill.
RESEARCH

GOAL

To expand the value and visibility of camp experiences through scholarly research and evaluation that results in continuous camp improvement among member camps.

ACTION

5-Year Impact Study
• Continued into Year 2 of ACA’s 5-Year Impact Study, which explores the ways in which camp experiences prepare campers and staff to thrive in college, in their careers, and throughout their lives.
  - Conducted a survey that was sent to first-year staff at nearly 50 ACA-accredited day and overnight camps and 500 young adults who attended camp as youth but are not currently working at camp.
  - Recruited campers, camp parents, and first-year staff to participate in a multi-year exploration of camp experiences by having ACA-accredited camps send recruitment emails to parents and staff.
  - Held a preconference session (supported by a grant from the Spencer Foundation) at the 2018 ACA National Conference with camp and CIT/LIT program directors who participated in data collection efforts.

Research 360
• Continued efforts with Research 360, an initiative aiming to deepen understanding of camp experiences and expand on member camps’ capacity to evaluate their programs and use that knowledge to improve programs and increase enrollment.

Research Convenings
• Participated in national and federal youth development research convenings, including: a USDA/NIDA roundtable; National Academies of Sciences, Engineering, and Medicine (with support from Health and Human Services); Positive Youth Development Summit; Ready by 21; and convening for Spencer Foundation grantees.

Research Funding
• Funded research projects with Outdoor Ministries Connection, SeriousFun Children’s Network, Western Association of Independent Camps, and Girl Scouts of the USA, among others.
Data collected from the Impact Study show just how positive an impact camp can have on the lives of those who attend; following is just a sample of what interviewees have confirmed.

**Teaches connection:** Campers meet new people, learn to work together, and participate in important, sometimes difficult, conversations, setting them up for success in communicating with others as adults.

“My business is a people business . . . building those strong relationships with my clients to help them reach their dream of purchasing a home. Camp helped me get to where I am today by allowing me to see how to create relationships, strive for things higher, and make the best of myself.”

**Broadens horizons:** Campers are exposed to different cultures, ethnicities, faiths, and ideas, so as adults, they appreciate, respect, and value the uniqueness in themselves and others.

“It was all my summers at camp as a camper and a counselor that motivated me to become a teacher one day. I can see all the different ways that camp influenced what happens right here. [In class] we talk about things like responsibility, teamwork, initiative, friendship, and loving one another well. So much of that goes right back to camp.”

**Celebrates living in the moment:** Campers experience spontaneity and relaxation at camp. Learning to seize the moment makes them less likely to impede their own success by dwelling on the past or worrying about the future.

“As an artist, being able to work independently with discipline and commitment is crucial. And painting murals in public, things change so quickly that I have to live in the moment, be creative, and sometimes impulsive. All of these things were encouraged at camp and are part of who I am today.”

**Promotes independence:** Camp inspires success by encouraging effort, perseverance, and learning by doing, enabling campers to become self-reliant, confident adults.

“I struggled with feeling confident in my own skin, and camp really gave me that ability to explore who I wanted to be and to feel comfortable being who I was.”
PROFESSIONAL DEVELOPMENT

GOAL
To help camp professionals provide a high-quality camp experience and to increase the value proposition of being an ACA member.

ACTION
Produced high-quality professional development programs.

IMPACT

53,720 🏆 Continuing Education Credits (CECs) awarded
8,290 📈 Learners earning CECs — 24% increase over last year
1,978 ⚽️ Individuals who attended one of 42 regional education events
1,985 🌐 Individuals who participated in an ACA online course

Online ACA Day Camp Director Certificate of Added Qualification Course
“In general, I found the experience of working through the modules and doing the exercises and activities to be a huge boost to my knowledge about being a day camp director. Having the opportunity to do this learning and connect with so many truly valuable resources has not only helped my confidence but has broadened my thinking about day camp by an order of magnitude! They say that you don’t know what you don’t know, and it has never proven to be truer for me than in this learning experience. I didn’t realize all that I did not know about day camp. Now that I have gained this knowledge, I feel confident that I will do a MUCH better job as a day camp director than I could have ever done before.” — Kay Bower, Many Rivers Learning Center

ACA, Southeastern Conference
“Attending the ACA, Southeastern conference was an invaluable experience for me. In addition to the networking, I learned so much from the amazing presenters, including a new technology (Makey Makey) that I could quickly and easily incorporate into my camp’s STEM programming.” — Amy Monsky, Camp 42

ACA, Oregon Train Fall Education Event
“Taking over a new camp in a new state was exciting, but not having contacts or mentors was tough. Attending the Oregon Trail professional development get-togethers with fellow Idahoan camp directors helped create the network I was able to lean on while getting our camp accredited and also providing lifelong friends, new contacts, and mentors. Attending the fall conference has helped continue those friendships and create new ones as well. Being able to learn from other camp professionals and apply those things learned to my Camp the following summer to make it a more safe and prepared organization speaks wonders of the ACA professional development and conference events!” — Courtney Russell, Camp Alice Pittenger
NATIONAL CONFERENCE

“This is my favorite conference in the calendar year. The ACA National Conference walks the talk — it’s experiential, hands-on, inclusive, informative, and energizing. What more can I ask for?” — Anonymous from Conference Survey

“Such an amazing wealth of cumulative knowledge. Anyone in the camp or outdoor education field would benefit from this conference. It provides so many different development opportunities.” — Anonymous from Conference Survey

GOAL
To offer an event with a national educational platform designed to address just-in-time learning needs, time-honored traditions, and best practices. We also aim to provide ample opportunity for attendees, exhibitors, presenters, and guests to engage in social networking, community building, and commerce.

ACTION
Held an event filled with keynote lectures, educational breakouts, and informal discussion groups that addressed emerging issues, societal concerns, and best practices. Keynote lectures came from important industry names like Florence Williams, Dan Heath, and Hakeem Oluseyi.

IMPACT
160+ Potential Continuing Education Credit Hours
1,600+ Registered attendees
213 Exhibitor booths sold
66 New exhibitors
ACCREDITATION

GOAL

To develop a program that makes ACA accreditation more accessible to a variety of camps — resident, day, travel, and camps on campus.

ACTION

• Improved organization of standards.
  - Eliminated redundancy by reducing scorable standards.
  - Maintained emphasis on health, safety, and risk management for campers and staff.
• Updated the annual accreditation process to include considerations for camps on non-owned or non-accredited sites and operators with multiple camps.
• Revised training curricula.

IMPACT

573
camps visited in 2018

1,199
visitors who conducted annual accreditation report reviews and accreditation visits

2,460
approximate number of ACA-accredited camps (as of the end of fiscal year 2018)

ACA’s standards are the only national standards that ensure minimum health and safety practices are met at camp.

“Each time I go through the ACA accreditation process I learn something new. Although I have been in the industry for 25+ years, there is always a better way of doing something and the accreditation process helps me learn things I wouldn’t likely learn any other way.” — Todd Foster, Camp MasterChef

“I choose and value ACA accreditation because it allows my camp to make sure we are providing the best all-around camp experience for our campers and staff. The standards assure that our policies and procedures are at the highest level for an educational learning experience for campers, staff, and parents.” — Diane DiCerbo, ACA Instructor/Visitor; Pine Tree Camp, Lynn University, Boca Raton, FL
ACA, Illinois continued the successful DFI Title XX Camping Services Program in fiscal year 2018. This program sent more than 4,500 children and adults to summer camps. Campers sent to camp are referred or receiving services from the Illinois Department of Human Services. The DFI Title XX Camping Services Program has sent more than 188,000 children and adults to camp since its inception in 1971.
ACA, New England worked with ACA and ACA, New York and New Jersey in a comprehensive study of business operations of ACA-accredited day and resident camps. From the New England respondents, we learned that:

- About 74 percent of New England day camps and 83 percent of overnight camps offered at least one other service/program in addition to camp in 2017. CIT/LIT/teen leadership programs were the most common.

- About 72 percent of New England day camps and 75 percent of overnight camps outsource some type of service, most commonly transportation.

- Scholarships are common among New England day and overnight camps. Virtually all awarded them to at least some campers/guests in 2017; only 6 percent of day camps and 2 percent of overnight camps did not.

ACA, New England adjusted its staff structure and brought in new staff to better meet the needs of the community and to achieve set strategic goals.

The ACA, New England Camp Champions Fund makes it possible to provide children in need the opportunity to thrive at summer camp. More than 1,200 campers have now been able to benefit from life-changing camp experiences. Many of our camps run swimathons or other events to raise money for camperships. It is inspiring to see campers raising money for children in need to attend camp.

Here are a few snippets directly from campers:

- Nine-year-old girl: “Everything makes me happy at camp.”

- Thirteen-year-old boy: “Thank you for having an important role in my life.”

- Eight-year-old girl: “There are so many things I loved. I don’t know where to start. Camp made this the best summer ever!”

ACAacamps.org
ACA, New York and New Jersey had a number of accomplishments this past year. We continue to focus on the needs of our members and how to best inform the public about the importance of choosing an accredited camp and the value of working at camp. Here are some of the highlights from ACA, NY and NJ:

- ACA, NY and NJ offered $10,000 worth of professional development scholarships to our nonprofit members last year.
- ACA, NY and NJ’s membership grew to 1,200 individual members from more than 500 camp programs.
- More than 7,500 people attended ACA, NY and NJ conferences, training, and events over the past year.
- Ten new camps became accredited and more than 30 members became ACA standards visitors.
- ACA, NY and NJ garnered more than 65 earned media placements in various media outlets.
- More than 100 amazing volunteers made the ACA, NY and NJ professional development and networking opportunities possible.
- ACA, NY and NJ created a new outreach director position to promote the work of ACA, NY and NJ to a variety of audiences, including camps considering ACA membership, young people considering summer jobs, parents considering camp, and to the public at large.
- In June, Whoopi Goldberg appeared at Camp Kinder Ring in New York to discuss how her experience as a camper and counselor at Camp Madison Felicia outside of New York City changed her life. Marc Rauch, director of Camp Kinder Ring, announced the creation of the Whoopi Goldberg Scholarship and Susie Lupert presented Goldberg with a plaque honoring her for her dedication to spreading the word about the importance of camp for a child.
Changing the lives of millions of children, youth, and families requires the concerted effort of many. ACA could not be effective in safeguarding futures without the help of our partners, sponsors, and strategic relationships.
CAMP SUPPORTERS

GIFTS OF $100 OR MORE

The Academic Zone
Julia Alexander
Margaret Alic
Alumidock, Division of Metallic Ladder
American Military Academy
Eric Arnold
Louisa Ashford
Allyson Ashmore
Annette Azbill
Danita Ballantyne
Alexander Barge
Tori Barnes
Barrie School
Karen Bartos
Bendinger
Joseph Bertino
Deb Bialeschki
Robyn & Jerry Bien-Willner
Birch Rock Camp
Mickey Black
Marvin Black
Shirley Bloomquist
Michael Blumberg
Terry Bolton
Arlene Boonnark
Amy & Steve Borsand
Brett Botens
Alexander Bowman
Kara Boyer
Michele & David Branconier
Margaret Braun
David Brinkley
Pe-Jae Brooks
Kim Bruno
David Burton
Eleanor Burton
Todd Burton
Bette Bussel
Camp Agawak for Girls
Camp Alleghany
Camp Conocons
Camp Frontier
Camp Kenwood & Evergreen
Camp Lee Mar
Camp Mokuleia, Inc.
Camp Nicolet, Inc.
Camp Orchard Hill, Inc.
Camp Rosmarin, Inc.
Camp Woodbrooke, Inc.
Terrie Campbell
CampSite
The Carrick Family
Jana Carter
Missy & Monte Casner
Kirstin Cauraugh-Youmans
Robin Chadwick
Daniel Clark
Kathy Clowe
Elizabeth & Cameron Cochran
Nathan Coco
Leslie & Michael Cohen
Dr. Theresa Collins
Ben Connor
Ellen Cooch
Taylor Costas
Connie Coutellier
Cameron Crebs
Eleanor Crebs
Yvonne Crehan

Deaton’s Waterfront Services/ EZ Dock of Mid-America
Deer Crossing Camp, Inc.
Anne Derber
Ed Doody
Kelly Espinosa
ESS Universal
ExpertVoice
Falling Creek Camp, Inc.
The Fessenden School
Sarah Horner Fish & Guy Fish
Herve Fortin
Rich Garbinsky
Ian Garner
Roberto Gil, Jr.
Vance Gilmore
Google, Inc.
Letitia Green
Green River Preserve
Dr. Karla Henderson
Henderson/Norwester Camp
Hibbs Hallmark & Co.
Hidden Pond Day Camp
High Meadow Day Camp, LLC
Maria & Tom Horner
John Howe
IENA
ImpressArt
Influitive Corporation
— Advocamp
Erica Jameson
Carol Johnson
Greg Jutkiewicz
Kaleidoscope, Inc.
David Katz
Amy Katzenberger
Königsberg Properties
Todd Koons
Deanna Kripke
Peter Kronschnabel
The Kubala Washatko Architects, Inc.
Sara Kuljis
Paul Kupferman
Lori Latta
Liberty Clothing Company
Diane Lilly
Mary Lilly
Isabel Lindberg Campbell
Jacqueline Little
Maplewood Country Day Camp
Jill Marzursky
Daniel Mathews
Tracy McCormick
Jamestowne
Rhino Merrick
Carl Metzger
Rhonda Mickelson
Mondelez International - North America Foodservice
Moshava
Richard Moss
NASDAQ
National Metal Industries
New Camps, Inc.
OUTFIT YOUR LOGO
Pacific NW United Methodist Conference
David Peterson
Pinewood Operations, LLC
Jess Quam
Andrea & Scott Ralls
Red Pine Camp Foundation, Inc.
Regpack
Joyce Richards
Jonathan Rockman
Stacey Rockman
Caroline Rockman
Mary Rogers
Rolling Hills Country Day Camp
Pam Sugarman & Tom Rosenberg
Sarah Rutledge-Crump
Mike Saleme
Samba USA
Sanborn Western Camps
Stephen Schmid
Mary Schulman
Linda & Paul Sheridan
Martha Sheridan
Sherry Brown
David Silverstein
Veronica Slajer
Anne-Elizabeth Sobieski
SPJST Camps, LLC
Katherine Spurlock
Sugar Pine Christian Camps
John Swanwick
Taconic
Posie Taylor
Elayne Techtchin
David Thoenesen
Tom Sawyer Camps
Bill Tubbs
Catherine Turnbull
TVRC Education Foundation
Two Rivers Soccer Camp
USA Triathlon
Judith Vanc
Buena Washburn
Lisa Waugh
Westmark School’s Camp
Funtime
Wheeleez, Inc.
Woodmont Day Camp
Susan & John Yoder
Amanda & Bryan Zoellner

ACA 2018 Impact Report
ACA SUPPORTERS
Continued

Trev Dalton
Pamela Davidson
Joseph Deeney
Dan Denov
John DesCamp
Harper Dill
Dale Dohner
Ele Dootson
Alessia Doss
John Dovic
Kevin Dowling
Jennifer Drobac
Seth Dudley
Denice Dunn
James Dunn
Deb Edwards
Brad Elkins
Chicka Elloy
Katie Enney
Brian Ensman
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Vicki & Norm Ettinger
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The Family Schools, Inc.
All & Tom Feldman
Amy Fields
Five Points Mission
Ralph Forsht
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Kathy Fragola
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Alison Fraser
Kelley Freridge
The Fresh Air Fund
Friendly Pines Camp
Laura Frye
FunFangle
Cheryl Gans
D.D. Gass
Emily Glass
Jesse Goodwin
Pauline Goolkasian
Glenn Gordon
Marcia Gordon
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Ryan Griffith
Traci Haglund
David Halperin
Karen & Keith Halperin
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Britnee Harbaugh
Barbara Harder Michaels
Bradley Harding
Shannon Harney
Kathy & Mike Harrington
Maren Hayes
Heart of a Child, LLC
Nicole Heath
Deborah & Pete Helsell
Suzan Henson
Edward Henthorn
Adam Hibbeler
Jessica Hickok
Hidden Valley Camp
Eoin Hobden
Lauri Hoffman
Lyn Hogan
Holiday Hill Day Camp
& Recreation Center, Inc.
Abby Hollander
Marion & Jon Hookstratten
Dave Horan
Drew Hornbeck
Michael Horner
John Horvath
Colette Howarth
Huston Camp & Conference
Center
Devon Irete
Marjorie Jacobs
Nick Jacoby
Debara Jameson
Bonnie Jares
Jeanne Johnson
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Kamp Kohut
Madeline Kasper
Laurie Katz
Daniel Kaylor
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Traci Kipnes
Sharon Kosch
Suzie & Chris Kraft
Doron Krakow
Matthew Kriezelman
Scott Lambeck
Sophie Lappas
John Latta
Allison Latta
Caitlin Latta
Megan Latta
Paul Latta
Julie & Jim Lebo
Daniel Leidal
Sterling Leija
Adam LeVasseur
Helene Levy
Tracey Lewin
Liberty Lake Day Camp
Kendra Liddicoat
Irene Lilly
Dennis Lira
Cliff Lissner
David Long
Tricia & Rick Long
Virginia & Armin Luehrs
Lynn Rotary Club
Scott Mailen
Cecily Majerus
Christopher Malott
The Malvern School
Julia Mannes
Shawn Marler
Carol Martin
VI Martin
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Daria Matza
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Katherine McMillan
Meadowbrook School of
Weston
Sherry Mernick
Merrie-Woode, Inc.
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Darrow Milgrim
Matthew Miller
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Gabrielle Friedman
Ilana Friedman
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Lindsey Jo Gardner
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Dr. Tracy Gaslin
Jennifer Geary
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Sophia Genovese
Amanda Gerold
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Tracy Gibbs
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Paula Glosserman
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Sophie Gomez
Luke Gonyea
Brandon Gonzalez
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Karen Goodin
Lynne Goodstein
Glenn Goodwin
Nicole Goodwin
Patricia Goodwin
Debbie Goodwin
Zachary Graham
Shaota Grane
Ross Gray
Laura Green
Michelle Greenawald
Shaeba Greenfield
Nic Greer
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Tracey Jayes
Gregory Jelin
Jo Jelin
Tyler Jenkins
Tom Jenkins
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Grace, Max, Emily,
& Andrew Johnson
James Johnson
Katie Johnson
Jane Johnston
Darci Jones
Runita Jones
Taylor Jordan
John Jorgenson
Christopher Juelich
Hanna Kadesch
Isabel Kaan
Madison Kaplan
Ashley Karatsonyi
Sylvia Karl
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Ken Katz
Gabe Katz
Jamie Katz
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Amy Keenan
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Wendy Kelley
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Jennifer Klein
Lauren Kliksa
Alexa Knorr
Christie Ko
Bryan Kodish
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Lynn Kornmann
Emilia Kronshnabel
Jim Kruse
Elise LaHorgue
Daniele Lahoud
Heather Laidman
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Tylynn Lamb
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Anat Lansky
Nancy Lau
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Nick Long
Joe Long
Emily Lopez
Adrienne Love
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Molly Manweiler
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Thea Stutsman
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Rozanne Sutherland
Emily Swain
Karen Swanwick
Steve Swenson
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Christopher Sych
Tabor Academy
Summer Program
Lindsey Tanaka
Gloria Tannenbaum
Pamela Tannenbaum
Franny Taran Freund
Ross Taylor
Brooke Taylor
Rebecca Taylor
Robert Telleen
Andrew Tellez
Monica Thai
Alyce Thompson
Tracey Tomlinson
Herb Toplan
Jeremy Toscher
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Adam Treitel
Judy Trentini
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Sarah Trigg
Phyllis Truppi
Owen Turner
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Jennifer Vollen-Katz
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Ali Walker
Laura Wallace
Christie Walsh
Kelly Walters
Jue Wang
Olivia Wangeman
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Kristin Warnik
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Claire Williams
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Elizabeth Wingerter
Deborah Winick
Sandra & Rick Witt
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Ewa Wojakowska
Veronika Wojakowska
Matthew Wolff
William Wood
Morgan Woodhouse
Charles Woods
Carole Wright
Mollie Wulff
Julie Yalowitz
YMCA Camp Belknap
YMCA Greensboro
Daniel Yogi Letfus
Jenna Yost
Deanna Young
Sidney Young
Salina Yun
Saed Yusuf
Camille Zapata
Jeff Zbornik
Keith Zeller
Kaitlin Zenner
Jenny Zidow
Max Zimmerman
Kelly & Seth Zimmerman
Lynne Zone
ACORN SOCIETY

We are grateful to each member who believes in the purposes of organized camp and those who want to ensure that camp continues as a growing, educational opportunity for all who follow. The Acorn Society is a program recognizing those who have included the American Camp Association and/or the American Camping Foundation in their estate planning, or have made outright gifts to the Endowment Fund. To qualify for the Acorn Society by way of cash contributions requires a minimum contribution of $25,000 payable over a period of not more than five years. *

Alina & Charles Ackenbom  
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Denver, Colorado

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Daylesford VIC, Australia

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Denver, Colorado

Jeff Cheley  
Denver, Colorado

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Dedham, Massachusetts

Leslie & Michael Cohen  
Tucson, Arizona

Susan & David Cohn  
Tucson, Arizona

Marla & George Coleman  
Merrick, New York

Jessica & Jordan Coleman  
Santa Clarita, California

Ross Coleman  
Merrick, New York

Noel Corpuel  
Lido Beach, New York

Sam Cote  
Eden Prairie, Pennsylvania

Linda Courtiss Ragsdale  
Boston, Massachusetts
<table>
<thead>
<tr>
<th>Name</th>
<th>City, State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Connie Coutellier</td>
<td>Monrovia, Indiana</td>
</tr>
<tr>
<td>Anna Crew</td>
<td>Southbury, Connecticut</td>
</tr>
<tr>
<td>Dean Davis</td>
<td>New York, New York</td>
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<tr>
<td>Elaine &amp; William Deutsch</td>
<td>Millersburg, Kentucky</td>
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<tr>
<td>Olivia &amp; Jack Dowell</td>
<td>Drasco, Arkansas</td>
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<tr>
<td>Bari Dworken</td>
<td>Pomfret Center, Connecticut</td>
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<tr>
<td>Marilyn &amp; Clark Ewing</td>
<td>Ann Arbor, Michigan</td>
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<tr>
<td>Joan Farrow</td>
<td>Monticello, New York</td>
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<tr>
<td>Michaela Fogerty</td>
<td>Sedona, Arizona</td>
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<tr>
<td>Herve Fortin</td>
<td>Burnet, Texas</td>
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<tr>
<td>Nancy Frankel</td>
<td>Bedford, New Hampshire</td>
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<tr>
<td>Marianne &amp; Peter Fritts</td>
<td>Isle of Palms, South Carolina</td>
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<tr>
<td>Ian Garner</td>
<td>Glen Allen, Virginia</td>
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<tr>
<td>Barry Garst</td>
<td>Salem, Virginia</td>
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<td>Ruth Gerson</td>
<td>Agoura, California</td>
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<td>Richard Gersten</td>
<td>Brant Lake, New York</td>
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<td>William John Hall</td>
<td>Harrisonburg, Virginia</td>
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<td>Wendy &amp; Dudley Hamlin</td>
<td>Mansfield Center, Connecticut</td>
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<tr>
<td>Pat Hammond</td>
<td>Estes Park, Colorado</td>
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<tr>
<td>Robert Hanson</td>
<td>Walnut Creek, California</td>
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<tr>
<td>Dayna Hardin</td>
<td>Glencoe, Illinois</td>
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<tr>
<td>Karla Henderson</td>
<td>Raleigh, North Carolina</td>
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<tr>
<td>John Hicks</td>
<td>Lithia, Florida</td>
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<tr>
<td>Ingrid Hilton</td>
<td>Mesa, Arizona</td>
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<tr>
<td>Sarah Horner Fish</td>
<td>Altadena, California</td>
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<td>Maria &amp; Thomas Horner</td>
<td>Altadena, California</td>
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<tr>
<td>Mike Horner</td>
<td>La Canada, California</td>
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<tr>
<td>Sue &amp; John Howe</td>
<td>Bellingham, Washington</td>
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<tr>
<td>Eileen &amp; Larry Joseph</td>
<td>United States of America</td>
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<tr>
<td>Gordon Josey</td>
<td>Elmsford, New York</td>
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<tr>
<td>Jeffrey Konigsberg</td>
<td>Armonk, New York</td>
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<tr>
<td>Carol &amp; John Kornitzer</td>
<td>Fairway, Kansas</td>
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<tr>
<td>Patricia Kortkamp</td>
<td>Kansas City, Missouri</td>
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<tr>
<td>Valery Kostin</td>
<td>Scarborough, Maine</td>
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<tr>
<td>Paul Krouner</td>
<td>Needham, Massachusetts</td>
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<tr>
<td>Zanna &amp; Scott Lantzman</td>
<td>Livingston, New Jersey</td>
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<tr>
<td>Sue &amp; Robert Lebby</td>
<td>Tucson, Arizona</td>
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<tr>
<td>Ronald Leiser</td>
<td>Manalapan, New Jersey</td>
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<tr>
<td>Jane Lichtman</td>
<td>Maplewood, New Jersey</td>
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<tr>
<td>Andy Lilenthal</td>
<td>South Portland, Maine</td>
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<tr>
<td>Phil Lilenthal</td>
<td>Reston, Virginia</td>
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<tr>
<td>Thompson Lincoln</td>
<td>Brewster, Massachusetts</td>
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<tr>
<td>Harriet &amp; Richard Lowe</td>
<td>Lilburn, Georgia</td>
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<tr>
<td>Armin Luehrs</td>
<td>Eden Prairie, Minnesota</td>
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<tr>
<td>Mike MacDonald</td>
<td>Florissant, Colorado</td>
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<tr>
<td>T. Grace Macdonald</td>
<td>Mayfield, Michigan</td>
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<tr>
<td>VI Martin</td>
<td>Spokane, Washington</td>
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<tr>
<td>Charles McGrady</td>
<td>Tuxedo, North Carolina</td>
</tr>
<tr>
<td>Nan McKinlay</td>
<td>Redmond, Washington</td>
</tr>
<tr>
<td>Jean &amp; Andrew McMullan</td>
<td>Vero Beach, Florida</td>
</tr>
<tr>
<td>Sue McMullan</td>
<td>Cape Elizabeth, Maine</td>
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<tr>
<td>Jill &amp; Henry Meares</td>
<td>Mills River, North Carolina</td>
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<tr>
<td>Rhonda Mickelson</td>
<td>Estes Park, Colorado</td>
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<tr>
<td>Darrow Milgrim</td>
<td>Sherman Oaks, California</td>
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<tr>
<td>Frederick Miller</td>
<td>Chatham, Massachusetts</td>
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<tr>
<td>J.I. Montgomery</td>
<td>Miami Beach, Florida</td>
</tr>
<tr>
<td>Diane Pick</td>
<td>Waterford, Michigan</td>
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<tr>
<td>Nell Poolos</td>
<td>Gainesville, Georgia</td>
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<tr>
<td>Candy &amp; Rodger Popkin</td>
<td>Hollywood, Florida</td>
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<tr>
<td>Gwynn Powell</td>
<td>Athens, Georgia</td>
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<tr>
<td>Linda Pulliam</td>
<td>Bullock, North Carolina</td>
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<tr>
<td>Kathy Ragsdale</td>
<td>Hunt, Texas</td>
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<td>Columbus, Ohio</td>
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<tr>
<td>Dennis Regan</td>
<td>Stafford, Connecticut</td>
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<tr>
<td>Mary Rogers</td>
<td>Saint Louis, Missouri</td>
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<tr>
<td>Tom Rosenberg</td>
<td>Atlanta, Georgia</td>
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<tr>
<td>Mary Ellen Ross</td>
<td>Kane, Pennsylvania</td>
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<tr>
<td>William Rubenstein</td>
<td>Yarmouth Port, Massachusetts</td>
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<tr>
<td>Marge Scanlin</td>
<td>Manheim, Pennsylvania</td>
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<tr>
<td>Barbara Schainman</td>
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<tr>
<td>Cathleen &amp; Ed Schirick</td>
<td>Monticello, New York</td>
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<tr>
<td>Jean Schmidt Smith</td>
<td>Black Mountain, North Carolina</td>
</tr>
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Deer Harbor, Washington

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Saint Louis, Missouri

Frank Smith
Black Mountain, North Carolina

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Cherry Hill, New Jersey

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Westport, Connecticut

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Denmark, Maine

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Scott Whipple
San Francisco, California

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Upper Holland, Pennsylvania

Bobbi Wittenberg
White Plains, New York

*MEMBERS AS OF AUGUST 16, 2018
LIVING ENDOWMENT
Generous individuals who became Acorn Society members and are now deceased.

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Althea Ballentine
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Ralston Bauer
Allen Beavers, Jr.
Annette Black
Helen Bradbrun
Barbara Braxdale
Jani Brokaw
Max Caldwell
Reynold Carlson
Ruth Carlson
Ann Chamberlain
Elizabeth “Betty” Cobb
Arnold Cohen
Betty Cote
Judy Cote
R. F. “Brownie” Cote
Dorothy Curtin
Tom Curtin
Elizabeth Danforth
Louise Davis
S. Cooper Dawson
Karl Dowd
Jack Ellena
Jacqueline Ellena
Jesse Farrow
Abbott Fenn
Helen Fondren-Lingle
Paul Frisbie
Betty Frisbie
Grant Gerson
Howard Gibbs
Len Gordon
June Gray
Libby Halpern
Ted Halpern
Catherine “Kit” Hammett
Helen Haskell
Marie Karen Hawkins
Thomson Heinrichs
Dan Hemphill
Hermine Hemphill
John L. Holdren
James “Pop” Hollandsworth
Marjorie Hollandsworth
Sally Horner
Ruth T. Howe
Ruth Isserman
Dorothy Jean Kerr
Edie Klein
Millie Kriebel
Wilbur Kriebel
Frances Kruger
Joseph Kruger
Charles Kujawa
James LeMonn
Virginia Luehrs
John MacBean
Roderick MacRae
Robin Manison
Tom Manison
Robert McKinlay
Edith Middleton
Beverly Miller
Judy Miller
Stanford Miller
Judith Myers
Edna Newman
Irving Newman
Howard Patton
Jack Pearse
Charles Poolos
Herman Popkin
Rosalie Popkin
Glenn Poulter
Rusty Poulter
Barbara Rankin
Joy Rick
Robert Rick
Fred Rogers
Marlys Rogers
Stephen Schainman
Martha Lou Schove
Allen Sigoloff
Sonya Staff
Jay Stager
Karen Stager
Morry Stein
George Sudduth
Betty van der Smissen
Frank “Scotty” Washburn
Robert Watkins
Jack Weiner
Nelson Wieters
Velta Wieters
Barbara Winslow
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Tony Oyenarte, Vice Chair
Chicka Elloy, Treasurer
Tom Rosenberg, ACA President/CEO (Non-Voting Member)

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Scott Brody
Brodrick Clarke
Erin Reed Cooper, D Ed Min
Brian Crater
Anne Derber
Ed Doody
Dr. Lizabeth Fogel
Kelley Freridge
Roberto Gil, Jr., Esq
Sterling Nell Leija
Carl E. Metzger, Esq
Mary Kay Park, PhD
Scott Ralls
Raymond Sanborn
Mike Stringer
Lisa Westrich
Richard Smikle - ACA Counsel

EX OFFICIO Voting Member:
Don Whipple
ACA, INC. 2018 EXPENSES, REVENUES, AND FINANCIAL POSITION ANALYSIS

EXPENSES
- 85%: Program Services
- 14%: General & Administration
- 1%: Fund-raising

REVENUE
- 53%: Dues & Fees
- 21%: Contributions & Grants
- 26%: Program Services & Invest Income

FINANCIAL POSITION ANALYSIS
Assets
$12,465,329

Liabilities
$2,914,411

Net Assets
$9,550,921

NET ASSET ANALYSIS
Unrestricted
$4,184,280

Temporarily Restricted
$2,511,837

Permanently Restricted
$2,854,804

ACA, INC. 2017 EXPENSES, REVENUES, AND FINANCIAL POSITION ANALYSIS

EXPENSES
- 85%: Program Services
- 14%: General & Administration
- 1%: Fund-raising

REVENUE
- 58%: Dues & Fees
- 21%: Contributions & Grants
- 21%: Program Services & Invest Income

FINANCIAL POSITION ANALYSIS
Assets
$11,843,242

Liabilities
$2,900,968

Net Assets
$8,942,274

NET ASSET ANALYSIS
Unrestricted
$3,731,441

Temporarily Restricted
$2,413,302

Permanently Restricted
$2,797,531
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