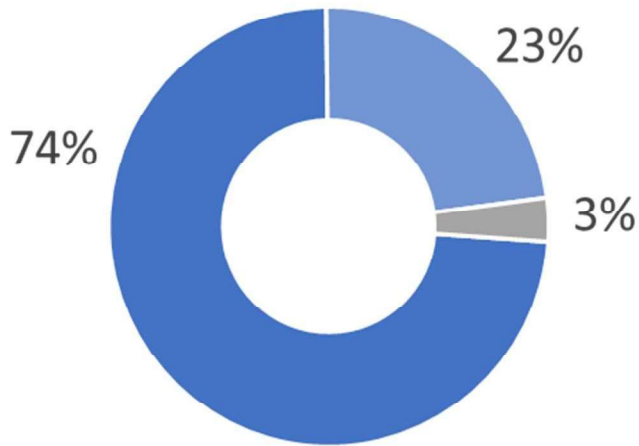




FY2020 ANTICIPATED FINANCIALS, pre-COVID-19

October 1, 2019 – September 30, 2020



REVENUE A few campers—or a few cash refunds—make a big change in the picture.

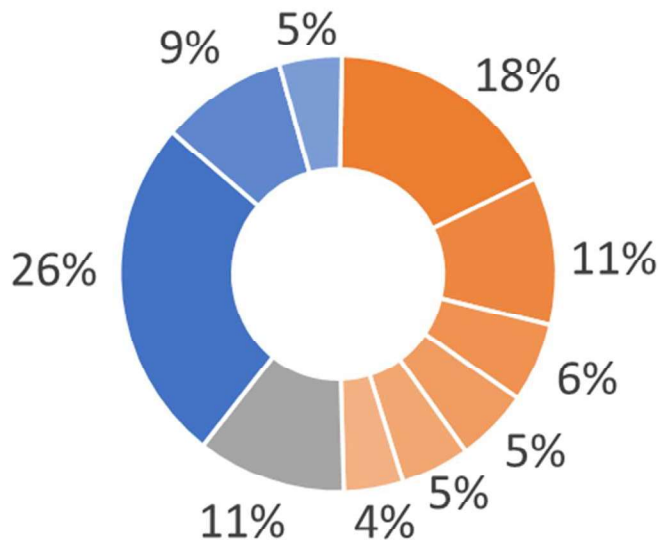
- Tuition & Fees already paid
- Accounts Receivable (tuition balances)
- Donations

The Cohen Camps are nonprofits with:

- NO Endowment
- NO Federation Grants
- NO other sources of support

A shared “rainy day” investment fund, which took nearly two decades to build, could fill part of a budget hole—once.

Annual costs are 4x that amount: ~\$8 million.



EXPENSES Closing camp for 2020 leaves a \$3 MILLION budget hole.

- Seasonal Staff
- Food/Kitchen & Laundry
- Capital Investments & Renovations
- Program Supplies
- Seasonal Operations
- Scholarship Aid to Camp Families
- Dor L'Dor in Israel
- Year-round Staff/Benefits
- Year-round Operations
- Facility Maintenance & Repair

48% are SEASONAL

A few costs (~6%) remain even with camp closed in 2020.

11% are for Dor L'Dor in Israel

Almost all of these can be cancelled for 2020.

41% are FIXED ALL YEAR

Preparing for the summer is a year-round effort. **100% of these costs exist each season**, regardless of whether camp can open or not.