



**FOUNDED:** 1918

**CURRENT ORGANIZATION BUDGET:**

\$2,760,000

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## Investment Opportunity

Hale seeks \$1 million in seed funding to expand HOLA enrollment by 185%, from 70 students up to 200. In addition, the funding will be used to design comprehensive, revenue-generating residential facilities, develop residential camp programming and curriculum, and increase partnership enrollment by 300 students. A portion of the seed funding will also be used to launch a \$5 million capital campaign to open the residential program starting in 2019.

Hale provides educational and recreational opportunities for students that develop self-confidence, inspire learning, and encourage an appreciation for nature. Last summer, Hale served 4,400 youth from across the region on its 1,137-acre wilderness campus, just four miles from Boston.

One of Hale's flagship programs, Hale Outdoor Learning Adventures (HOLA), focuses on summer learning loss, which disproportionately affects low-income students. By sixth grade, without summer academic programs, low-income students fall a full academic year behind higher-income peers. In Boston, forty-nine percent of families are financially disadvantaged, and likely cannot afford summer enrichment opportunities. HOLA is a tuition-free solution.

HOLA also ensures that youth connect with nature. In America, youth spend just 10% of every day outdoors, but at HOLA, Boston fourth and fifth graders spend all day outside, moving from math under the gazebo, to swimming in Noanet Pond, to examining microbial life in a stream.

HOLA intervenes at a critical moment for these youth, and the program exceeds academic and social-emotional learning benchmarks in every category, as measured by the National Institute of Out-of-School Time.

## Two-Year Goals

- Increase HOLA day program enrollment by 185%, from 70 to 200 students
- Expand partnerships with other urban youth-serving organizations to enroll an additional 300 students
- Design and begin construction on residential camp infrastructure, which will eventually allow Hale to serve 600 additional students every summer
- Increase revenue by expanding year-round educational programs

## Ways to Invest

### FINANCIAL

- \$75,000 funds full-time residential director position
- \$25,000 endows a permanent scholarship for two weeks of overnight camp
- \$25,000 sponsors partial construction of a year-round residential bunk
- \$3,200 sponsors 2 students for four weeks at HOLA day camp

### IN-KIND

- Architectural plans
- Engineering plans for waste-treatment facility
- Facilities construction
- Summer enrichment volunteers

## Leadership & Governance

Eric Arnold became executive director of Hale in 2001. A University of Denver graduate, he earned his MA from Lesley University in Educational Leadership, and has been honored with Leadership, National Service, and Meritorious Service Awards from the American Camp Association. He is also an active facilitator, trainer, and public speaker.

Jennifer Antonucci, director of professional development for Teachers21, presides over Hale's Board of Directors, which is composed of 21 active members.

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**My daughter was very quiet and shy. Now she is outspoken and has done things I have never done! She says she loves math now. This is her second family. She has so many new friends. She is a different girl from when she started.**

**MARITZA M.**

**Parent of an HOLA student**

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## HALE'S MODEL



### LOOK DEEP. BE BOLD. THINK BIG.

Hale offers educational and recreational opportunities that develop self-confidence, inspire a passion for learning, and encourage an appreciation for the natural environment. Last summer, Hale served over 4,400 youth from across the greater Boston region, and over half the children who came received financial aid. Hale's vision is that every student from the city will one day have access to low-cost or tuition-free outdoor learning opportunities that propel them on a path to lifelong success and active, healthy living. At Hale, every student is challenged to look deep, be bold, and think big.

**Look Deep:** Hale campers are constantly learning. The HOLA program blends traditional academics with experiential learning projects, pushing students to ask questions, test out new ideas, and develop a deeper understanding of the natural world. Every day is rich with physical and mental activity.

**Be Bold:** Campers are challenged to push the boundaries of their comfort zone. Hale has a remarkable assortment of both natural and man-made challenges across its wilderness campus. Being at Hale also exposes students from Boston to a wide variety of plants, animals, and insects they have never seen before. From walking across a 30-foot high rope between trees, to holding a frog or taking out a canoe, Hale offers experiences that help students become more confident and adventurous.

**Think Big:** At the end of the summer, Hale campers leave with an expanded sense of the world and their place in it. Every day, through journaling, group reflections, and celebratory rituals, Hale offers opportunities for students to integrate what they learn, and challenges them to carry that learning into their everyday lives.



**Students are being challenged mentally. They're being challenged physically. They're being pushed to make new friends, and to get along with other kids they have never met before. This is an incredible program.**

**PATRICK SCIALOIA**

Teacher, Russell Elementary School



## DEPTH + IMMERSION = TRANSFORMATION

For young people who have never been outside Boston, or even outside a traditional classroom, Hale is life changing. The *National Institute of Out of School Time* at Wellesley College (NIOS) has conducted rigorous external evaluations at Hale, and HOLA exceeds national benchmarks for top-tier summer programs in all categories.

HOLA is already an antidote for summer learning loss. However, a dramatic research study demonstrates that the most powerful mental and physical benefits of being outdoors come through full immersion: spending four full days outside increases a person's creativity and problem solving abilities by up to fifty percent based on measurable assessments.

As Hale approaches its one hundred year anniversary, the organization is ready to make an even deeper impact by expanding its flagship HOLA program by 185%, and by building residential facilities that will allow for immersive programming for hundreds of additional students from across Boston. This strategic growth plan will enable Hale to significantly increase enrollment, serve students with more depth and an increased diversity of activities, and generate additional year-round revenue.

### Key Investors

- YAWKEY FOUNDATIONS
- PATRICK & CATHY ROCHE
- BROMLEY CHARITABLE TRUST
- AMELIA PEABODY FOUNDATION
- HAROLD WHITWORTH PIERCE CHARITABLE TRUST

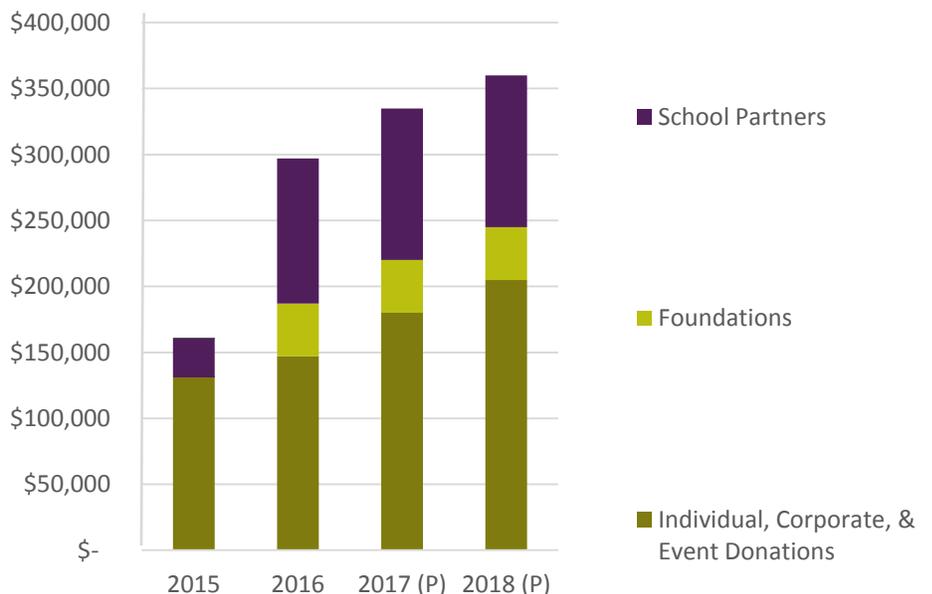
### Partners

- BOSTON PUBLIC SCHOOLS
- MATCH CHARTER SCHOOLS
- BOSTON AFTERSCHOOL AND BEYOND
- BOYS AND GIRLS CLUB OF WATERTOWN
- YMCA OF GREATER BOSTON
- MASS GENERAL HOSPITAL ASPIRE PROGRAM

## FINANCIAL SUSTAINABILITY

Hale's portfolio of programs generate 75% of its \$2,760,000 annual operating expenses through fee-for-service. The chart below highlights current and projected funding sources for HOLA's 185% expansion by the summer of 2018. Further expansion to a resident camp will require a capital investment of \$5,000,000 after the initial \$1,000,000 in seed funding. Long-term, the resident camp facilities will generate year-round revenue for Hale through rental opportunities.

### HOLA Support By Source



### Success Story: Robertson

As a first-year student at HOLA, Robertson was asked to illustrate a book on the ecosystem. Right away, the HOLA counselors noticed that Robertson had a gift for illustrating and they gave him a sketchpad and pencils to encourage him.

After that, Robertson brought his art supplies everywhere. With the acres of beautiful land as his outdoor classroom, he had more than enough inspiration and began to draw the wonderful things he was seeing in nature.

When he returned to school in the fall, his teacher, Adam Gamerman, immediately recognized Robertson's new confidence. "He is a brilliant kid, but he was shy. He had the opportunity to learn and explore in social settings that were not available to him in a traditional classroom, and it shows."



## PROGRAM PERFORMANCE AND HEALTH

Hale has a strategic growth plan to expand HOLA to serve 200 students, accommodate an additional 300 urban youth from partner organizations, and ultimately construct residential facilities that will provide deeper learning experiences for everyone at Hale. Below is a summary of key measures that will be used to demonstrate progress, capture lessons, and make course corrections.

	FY 2016	FY 2017 (P)	FY 2018 (P)
<b>HOLA PROGRAM PERFORMANCE</b>			
Number of youth enrolled in HOLA day camp	150	175	200
Percentage of HOLA youth demonstrating significant growth (+1 point) in math and ELA, as measured by teachers (4 point scale)	>75%	>80%	>85%
Percentage of HOLA youth achieving satisfactory or exemplary proficiency in math & ELA, as measured by teachers (4 point scale)	>60%	>70%	>75%
<b>HOLA PROGRAM HEALTH</b>			
Number of full-time staff	.5 FTE	2 FTE	2.5 FTE
Number of HOLA summer camp seasonal staff	25	30	35
Implement residential facilities fundraising campaign	Launch \$1M seed campaign	Complete \$1M seed campaign	\$2M total raised; (\$6M by 2019)
Residential facilities construction (infrastructure, cabins, dining hall)	Feasibility & Planning	Construction Begins	Phase 1 Complete; Finished by 2019
Total HOLA Support and Revenue:	\$297,000	\$335,000	\$360,000

## SOCIAL IMPACT

As a member of the *Boston Afterschool and Beyond Summer Learning Community*, Hale is part of a cohort of 60+ summer programs that use common national impact metrics, defined by the *National Institute of Out of School Time* at Wellesley College (NIOST). Based on the NIOST Survey of Academic and Youth Outcomes (SAYO), HOLA exceeds impact benchmarks in every category.

INDICATOR	SUMMER 2015
Quality of Program Organization, Logistics, and Management (Independent NIOST external observer)	3.7/4
Safe, Supportive, Social Environment (Independent NIOST external observer)	3.4/4
Improve math and ELA scores by at least 1 level (SAYO Teacher Assessment – 4 point scale)	ELA = 2.97 average Math = 3.1 average
Student Engagement and Satisfaction (SAYO Youth Assessment – 4 point scale)	3.5/4
Serving high-need students, including low-income, students with disabilities, and English language learners (ELL)	54% low-income 15.2% disabilities 27.7% ELL