

# Camp Harlam Summary Report

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URJ Camp Harlam fulfills its mission through its commitment to the following core values:

- Ahavat Yisrael - Love of Israel and Hebrew
- B'tzelem Elohim - Created in the Image of God
- G'milut Hasadim - Acts of Loving Kindness
- Hachnasat Orchim - Being a Welcoming and Accepting Community
- Kehillah Kedoshah - Sacred Community
- Ruach - Spirit
- Talmud Torah - Lifelong Jewish Learning
- Tikkun Middot - Character Development
- Tikkun Olam - Responsibility to Repair the World

***“Create a vibrant, fun and caring camp community  
which enriches and strengthens Reform Jewish identity  
and values while cultivating lifelong friendships.”  
-Mission of URJ Camp Harlam***



## Introduction

Founded in 1958 as a regional camp for the Reform Jewish Movement, Camp Harlam is known worldwide as an extraordinary co-ed Jewish resident summer camp in the Pocono Mountains of Pennsylvania. Steeped in history and storied rituals, generations of Jewish children and adults have joined the Camp Harlam family throughout the years to experience the unmatched power of the Camp Harlam community and program.

Camp Harlam has grown to its present size of over 300 acres with the current population of approximately 550 campers each session and a staff of over 200 throughout the season.

The Master Plan was created over a ten month period beginning in July 2011. A committee of the Camp Council has been responsible for guiding the planning process, along with the camp's Professional Staff. The research, design and planning has been led by Domokur Architects, a professional consulting firm of architects, landscape architects and planners. The planning documents evolved through a series of work sessions that reviewed the program requirements, existing conditions, project opportunities, master plan alternatives and opinions of probable construction costs.

What follows represents a brief description of the planning documents. This document serves as the executive summary of the Master Plan recommendations. The companion Resource Manual includes a comprehensive analysis of the site, associated support data and detailed planning considerations.



# Camp Program

## Camp Programs

The Camp Harlam family in the summer (on the site in Kunkletown, PA) consists of smaller communities within Junior Camp, Senior Camp and the Machon (Counselor in Training) program. Junior and Senior Camps are further broken down into co-ed units based on the campers rising school grades to create a more intimate and age-appropriate experience for our campers.

## Junior Camp

*Entering Grades 3 to 8*

The Junior Camp program offers a complete camping experience in a Reform Jewish setting. Participants in Junior Camp are divided into five units: Carmel, Sharon, Kineret, Arava and Galil (all named after regions in Israel). Educational, arts, aquatic, athletic, outdoors, and adventure activities are designed to guide children in an exciting summer of growth and opportunity.

The educational program challenges each child to discover and investigate important Jewish issues and themes. The Arts program offers each camper a chance to explore a myriad of activities: arts and crafts, ceramics, theater, dance, music, photography, radio, video, digital photography, and more. Athletics and swimming at camp are both recreational and instructional. Camp Harlam

campers enjoy outstanding facilities which include: 6 tennis courts, 2 lacrosse courts, 5 basketball courts, 3 soccer fields, 5 softball fields, 2 beach volleyball courts, high-challenge and expansive zip-lines, 50-foot alpine climbing tower, indoor and outdoor climbing walls, low ropes course, mountain biking, in-line skating path, hockey rink, 2 Gaga pits, a tree house, an indoor sports field house and other facilities. The aquatics and waterfront programs operate 3 swimming pools and a lakefront for swimming and boating in accordance with American Red Cross guidelines.

During each session, all of the units in Junior Camp take one-day trips to Beltzville State Park, Dorney Park Wildwater Kingdom amusement park, and various other off-site experiences.



## Intro Experience Sessions in Junior Camp

This Junior Camp option is only for first-time Harlam campers and is available for a limited number of children entering 3rd to 6th grades. Participants are fully integrated into the Junior Camp cabin program and are able to extend their stay to include the remaining days of the 3½-week session.

## Senior Camp - K'Far Noar

*Entering Grade 9*

K'far Noar is the entry into Senior Camp. Campers live in their own community village on the edge of main camp. In K'far Noar, 9th graders experience an intense and challenging summer featuring some of the elements of Junior Camp programming as well as facets of youth group programming that focus on team building, group decision-making and leadership training. In addition, the unit takes two-day trips each session to places like New York City and the Baltimore/Washington, DC areas.



## **Chavurah**

### *Entering Grade 10 or 11*

Located in a village ¼-mile down the road from main camp, Chavurah is a unique opportunity for our Camp Harlam teenagers to experience independence as well as group leadership. The Chavurah program teaches teenagers the basics of Jewish youth leadership and community programming. Counselors provide supervision, serving as advisors to the campers and helping coordinate and plan activities and programs together. The Chavurah Village is self-sufficient. However, Chavurah joins the rest of Camp for Shabbat, the majority of meals and some programming. Facilities in Chavurah include a recreation hall, softball and soccer fields, beach volleyball, tennis and basketball courts and a swimming pool. Each session, Chavurah takes an extended trip out of camp.

## **NFTY in Israel**

### *Entering Grade 11*

This affiliated program through NFTY and the URJ allows camp friends from Camp Harlam and across North America to travel together for an amazing summer adventure in Israel over approximately 5 weeks. Campers climb Masada at sunrise, float in the Dead Sea, snorkel in the Red Sea, walk on the walls of the Old City of Jerusalem, ride

a camel, camp in the desert, meet Israeli teens, wander through the alleyways of the mystical city of Safed, make their pilgrimage to Jerusalem and visit the Kotel. Along the way, they appreciate and understand intimately the importance of Israel in modern Jewish life. They experience this unforgettable summer of fun, friendship, personal discovery and exciting Jewish growth.



## **Machon (Counselor in Training)**

### *Entering Grade 12 - Eight Week Program*

Camp Harlam's Machon program is designed to bridge the gap from being a camper to being a staff member and leader at camp. The program combines leadership training, education on how to be a staff member and counselor, hands-on experience working with campers, and separate activities just for the young adults in the Machon

program. A select group of young men and women are accepted into this summer-long (8-week) program based on their applications, personal interviews, and recommendations.



This is an illustration of how “Rachel” (a Camp Harlam 11 year-old camper) spends her day, from early morning to bedtime.

#### **7:15 AM - Boker Tov (Good Morning!)**

Every morning Rachel wakes up at 7:15 (8:15 on Shabbat) to the sound of Modeh Ani on the Camp Harlam Radio Show WJBH 1610 AM. She gets out of bed and gets dressed for the morning.

#### **8:00 AM - Aruchat Boker (Breakfast)**

Rachel and the rest of her bunk walk down to the Chadar Ochel (Dining Hall) with her counselors. The whole camp joins in singing the Motzi. Rachel sits with her bunk and eats some delicious scrambled eggs and hash browns, and heads to the Breakfast Bar for some special options.

#### **8:45 AM - Nikayon (Cabin Clean-up)**

Every day after breakfast, Rachel and her bunkmates go back to their cabin to clean. Each morning each camper is assigned a different job. Today, Rachel is in charge of sweeping.

#### **9:20-10:15 AM - 1st Activity Period: Instructional Swim**

Today, Rachel and her unit start the day with Instructional Swim. She goes to the L-Pool with her group and learns how to do the butterfly.

#### **10:20-11:15 AM - 2nd Activity Period: Shiur (Jewish Learning)**

In shiur today, Rachel got to make and decorate her own prayer book to use during services with her unit.

#### **11:20 AM-12:15 PM - 3rd Activity Period: Adventure**

Rachel and her bunk get to climb the tower for the first time today. Rachel is pretty nervous about it, but her bunkmates cheer her on and she makes it to the top.

## A Day in the Life of a Camper

### **12:30 PM - Aruchat Tzohorayim (Lunch)**

Rachel sits with her bunk at lunch. After saying the Motzi, she has delicious tomato soup and grilled cheese, along with some fruit and special items at the salad bar. For dessert she gets a Chipwich.

### **1:30-2:25 PM - Menucha (Rest Period)**

Menucha is when Rachel goes back to relax. Today she is going to write a letter to her parents about how much fun she is having and how she got all the way to the top of the tower.

### **2:30-3:25 PM - 4th Activity Period - Chugim (Arts-Focused Activities)**

Chugim is really fun for Rachel because each week she gets to try something new. This week she is signed up for Digital Photography and she is working on her own comic book.

### **3:30 PM - Snack**

After Chugim is over, Rachel walks down to the Pine Trees with her counselor. She grabs some fruit and enjoys her midday snack with her friends.

### **3:50-4:45 PM - 5th Activity Period: Clinics (Sports-Focused Activities)**

Just like Chugim, Rachel loves clinics because she is learning how to play sports that she has never played before. Today Rachel learns how to do a cartwheel in gymnastics.

### **4:50-5:45 PM - 6th Activity Period: Free Swim**

Rachel goes to the Z-Pool with her whole unit. Free swim is time when Rachel can hang out and swim with her friends.

### **5:45 PM - Showers**

After swimming, Rachel heads back to her bunk. Everyone showers and puts on some clean clothes for dinner and the rest of the night.

### **6:45 PM - Aruchat Erev (Dinner) & Shira (Song Session)**

Dinner tonight is grilled chicken sandwiches and items from the salad bar that's loaded with goodies. A few of Rachel's bunkmates have special meals prepared because they're vegetarians and require gluten-free choices. Rachel enjoys her meal and her dessert, Jello. After everyone is done eating, Rachel and her friends join the song leaders and all of camp in energetic dancing and singing!

### **8:00 PM - Evening Program**

Rachel's counselors always have the best evening programs every night. Tonight Rachel and her unit are doing a video scavenger hunt

### **9:15 PM - Milk Squad**

Rachel gathers with her bunk and counselors for cookies and milk, the perfect way to end the day.

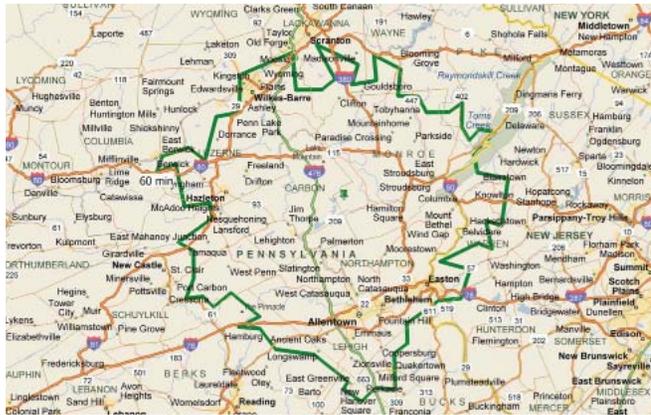
### **9:45 PM - Lilah Tov (Good Night!)**

Rachel goes back to her bunk with her bunkmates and counselors. Everyone brushes their teeth and gets ready for bed. Before they go to sleep, they do their nighttime ritual. First, they sing the Sh'ma and then everyone tells about their favorite part of the day.



Existing Conditions Plan

## Existing Conditions



*Drive Time Map*



*Developed Land vs. Undeveloped Land*

Camp Harlam is located in the southeastern area of the Pocono Mountains in Kunkletown, PA, about one hour from Allentown (37 miles) and almost two hours from Philadelphia (87 miles). It is located in the southwest corner of Monroe County, 20 miles west of the Delaware Water Gap.

The camp has approximately 300 acres divided primarily into two larger parcels (bisected by Smith Road). Main Camp is located on a 198-acre parcel and Chavurah is located on a 93-acre parcel. Camp Harlam has recently purchased a few other properties that border Main Camp along Smith Road.

There is a large amount of undeveloped land within the property limits. The camp property in total is about 71% undeveloped.

Main Camp is bound by private residences on the east, the Bethlehem Water Authority on the west and southwest and High Point Estates to the north. Smith Road borders the southern boundary of Main Camp. Chavurah is bound on the north side by Smith Road and the rest of the property is primarily adjacent to private residences on all sides with the exception of Dotters Corner Cemetery on part of its west boundary. There is a trail that connects the two camps along Smith Road.

The site is a study in contrasts. Main Camp and Chavurah are primarily gently rolling open lawn areas with scattered trees. The only parts of camp that are in wooded areas are the camper villages and the tree house. The remainder of the property is heavily wooded. The wooded areas north and west of Main Camp are used for hiking, biking and outpost camping.

There are several small water bodies on the camp property. Lake Joshua is a 2.6-acre man-made lake with a dam running along the southeast side along Smith Road. One of the recently purchased properties also has a small man made lake.

## The Site



### Camp Site Layout

The entrance to Main Camp is located adjacent to Smith Road which does not provide much of an arrival sequence for the camp. There is an electronic gate that provides security. One of the first things a visitor notices when arriving at camp is cars. Parking for camp is at the entrance to the right and then the cars wind their way towards the maintenance area. Staff cars are parked on the left by the administration Office. The main road goes past the Office and eventually dead-ends into the back of the Dining Hall. There are paved roads throughout camp. There is a secondary entrance that is almost a continuous loop that goes by the maintenance area, Girls Camp, Director's House, K'far Noar, sports fields, Boys Camp and then ends at the front of the Dining Hall. There is a dump for the camp that is located in the woods north of Eisendrath Chapel that has an access road that runs along the side the Director's House.

The camp facility has over 80 structures. Since the camp opened in 1958, there has been a continuous building program through the early 2000s. The oldest buildings built in the 1950s included the Boys Camp and Girls Camp residential cabins and the Dining Hall. In the 1960s, the Office, Hilton and Beit HaTarboot/Moadon were constructed. Buildings built in the 1970s include the Hangar and CIT Lodge. In the 1980s, the Maon, Bayit and Arts & Crafts buildings were added. Buildings built in the 1990s included the Mercaz and the Ritz. The last major renovation was of the Boys Camp cabins completed over the course of six years (started in 2003). All of the buildings have been relatively well maintained. One area of concern for several buildings is water in the lower levels which is causing mold and mildew issues. Almost all of the buildings are composed of pitched single roofs, T-1-11 wood siding painted a rusty brown, double-hung or casement clad windows and concrete masonry unit foundations with a stucco finish.

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## Current Facilities

### **The State of Current Facilities**

Even though the facilities have been relatively well maintained, there are still issues that have developed over time.

### **Development Constraints**

Development constraints for camp are primarily related to upgrading sanitary and water systems. Stormwater management would also be impacted if additional buildings were constructed.

### **Camper Residential Areas**

One area that is currently being addressed is updating the cabins in the Girls Camp area. Renovation plans have been developed and Camp Harlam has received approvals to begin construction in August 2012. This renovation will update the entire cabin including sleeping area, porches, the bathrooms and showers. A new sanitary system for the entire area of camp was also completed prior to the 2012 camp season. Currently the youngest girls are housed in the Lodge near the camp entrance which is not close to the rest of the girls in the Girls Camp.



*Administration Building*



*Boys Camp Cabin*



*Health Center*



*Radio & Video*



### Staff Housing

A critical area that needs to be addressed is staff housing. Staff are scattered around camp and at times overcrowded. In the Moadon, four staff often share a small room better designed for two people. This is primarily the housekeeping, food service, office and security staff. Some of the Specialty Counselors are located in cabins in the Boys and Girls Camp areas. The Unit Supervisor (and other Supervisory staff) are located in the Maon, far away from the campers and counselors. The Faculty (visiting clergy and educators) are located in the Ritz which is quite a distance from the program buildings on camp. Kitchen and administrative staff. The International program staff are located in cabins in the boys and girls camper villages.



### Dining Hall

The Dining Hall can no longer support all of camp eating together at the same time. There also isn't enough cold or dry storage to support the camp for a full week at a time. The campers receive their snacks at the back end of the dining hall near the dumpsters and loading dock, which isn't preferable. And there is no outside seating in or around the Dining Hall facility to take advantage of being outdoors.



### Arts Center

The Arts and Crafts building is crowded and hot. There is no shaded outdoor space for the programs to utilize. This is also the case for the Dance building and Cinema which are nearby.

### Sports Facilities

The Sports Palace ceiling leaks when it rains and the facility has fallen into some disrepair since being constructed in 1989.

### Tennis Courts

The tennis courts are terribly outdated and hard to use. They are covered with old Astroturf and some have been converted to other uses.





Overall Camp Harlam is a successful camp with a strong financial performance, the reputation of the camp is predominantly positive, and the facility that is utilized for both the summer camp program and off-season rental operations appears expansive and impressive.

The camp has flourished by providing a transformative Jewish experience to young people, maintained successful partnerships, grown intense pride and spirit in the camp's program and traditions, achieved an identifiable impact in the development of Jewish identity and established meaningful relationships among the members of its community.

What has become apparent through observation and study is that the camp facility is in real danger of being outflanked by other camps, and is a facility that has not yet reached its full potential.

The once "state-of-the-art" facility has fallen victim to age and, though well-maintained, there are many needs in order to stay current and allow the camp's vision for its program and services to be met for the future. While the array of activities and traditional programs at Camp Harlam are robust, there has been a lack of "Wow!" when the camp is measured against many of its competitors.

# Master Plan

Prior to the Master Planning process, the leaders of Camp Harlam held a workshop and some of the common recurring themes that they felt needed to be addressed were:

- Lack of Shade
- Lack of Covered Outdoor Space
- Lack of Parking
- Poor Entry & Arrival
- Monochromatic Style
- Shortage of Staff Housing
- Outdated Program Spaces (sports, arts)
- Lack of “Wow”
- Lack of Community Space
- Undersized Dining Hall & Kitchen Areas
- Substandard Camper Accommodations
- Poor Traffic Flow & Space Planning

## Development Objectives

The master planning recommendations have been based on the development objectives defined by the Committee. There were also opportunities during the process to talk to campers, counselors and staff to hear their thoughts on what improvements they felt would positively impact camp. Those objectives included:

- *Maintaining the current camper capacity*

Camp Harlam’s current summer program has a capacity for 550 campers and 250 staff. In the off-season they accommodate 300 people. The

leaders felt these numbers worked for the camp and wanted them to remain.

- *Addressing the lack of covered outdoor space*

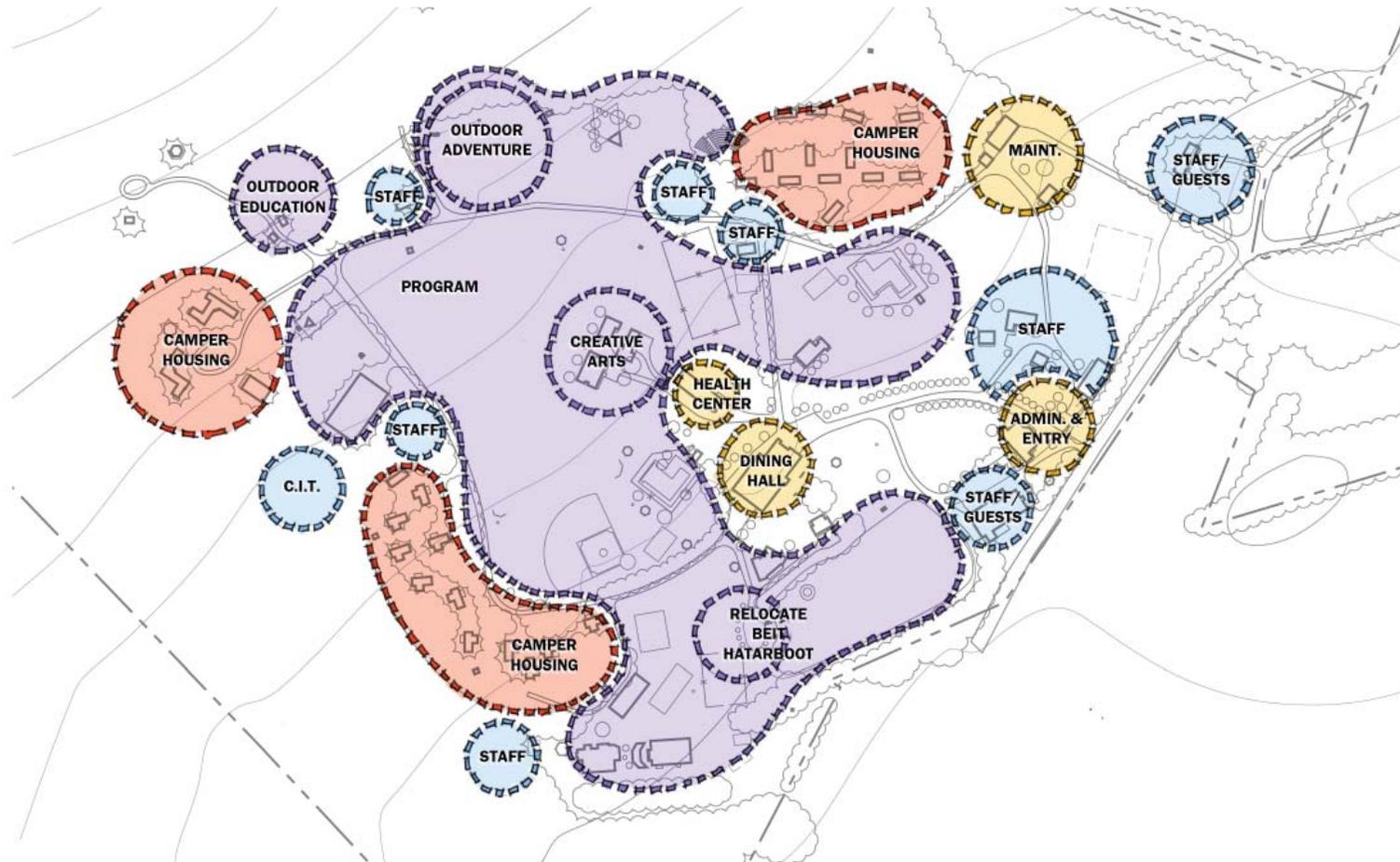
There is little or no larger outdoor covered space for medium to large groups to provide shade or for rainy days. There are small pagodas scattered around camp, but they can only accommodate smaller groups.

- *Improving overall aesthetics of camp including architecture and site*

Almost all of the buildings are the same rusty brown color.

- *Evaluating staff housing and reorganizing to better meet the needs of the campers*

Improve existing facilities and make recommendations for new.



Concept Plan

### Concepts

Part of the process in developing concepts is to identify areas that are working and ones that should be considered.

By reviewing the existing site and facilities in concept form, it was determined that the overall layout of camp worked well. The camper housing is located on the perimeter of the camp and campers are grouped in villages based on age. The program offerings meander through camp which allows campers to move fluidly throughout their day. The Dining Hall and Health Center are in the center of camp. The Office and Welcome Center are at the camp entrance. The Maintenance area is located off to the side of the property with its own access road.

Improvements that were suggested in the concepts included:

- Creating a better entrance and arrival
- Enhancing the Creative Arts Complex
- Renovating the Dining Hall
- Staff Housing Locations

Improvements that were suggested to solve Staff Housing issues were solved by:

- Moving the Unit Supervisors (and other Supervisors) into the camper units/villages.
- Relocating the Specialty Counselors and international staff from the camper units.
- Adding a similar living unit near Hilton to provide more of that housing type for the professional staff.
- Adding faculty housing at the Education Center.
- Renovating the Ritz for guest housing.
- Removing the two “Green Houses” (staff housing) and replacing with a new duplex to improve the entrance/arrival at camp and maximize staff housing and off-season use.



Master Plan

The Master Plan is an illustrative guideline for the physical layout of the site. The plan is organizational in context. It diagrams the relationship between the existing facilities and the site improvements with proposed development of new operational and program facilities. This graphic plan illustrates the ultimate development of the property. The following defines recommendations for Camp Harlam.

The Master Plan capitalizes on the good basic layout of the camp that has evolved over generations. The focus shall be on the reorganization of staff housing, the enhancement of summer resident camp and to expand the group rental opportunities and revenue.

The following sections will lead you through each development area of the Master Plan.

### Entry/Arrival

The entry and arrival area has been redesigned to create a positive welcoming experience when people arrive at camp. A planted boulevard with designated drop off locations will greet visitors, busses and campers. New pathways, signage and lighting will be implemented to complement the arrival experience and will assist in separating vehicles, the visitors and the campers.

Permanent and temporary parking has been designated and relocated to minimize vehicles as the first view one sees when arriving at camp.

The Welcome Center and Office will remain at the beginning of camp.

The Luggage drop-off will be located off of the main entry drive so that the campers and parents can walk to their cabins while the luggage will be delivered.



### Staff Housing near Entrance

Adjacent to the arrival area is a new staff housing cluster. The existing Hilton will remain and a similar staff housing building will be added adjacent to it. This will better accommodate the

professional staff. This area will also become housing available for off-season retreats.

The existing Lodge will be converted back to staff housing and a new Lodge will be added nearby to provide separate housing for men and women.

The two existing "Green Houses" (staff) that are located near the entrance will be removed and new residences will be located behind the Office near the Moadon.



## Main Camp

### Dining Hall

A proposed patio/porch addition will allow the entire camp to again eat at the same time. There are also plans to create additional cold and dry storage to minimize deliveries during the week. A new snack area is also proposed to eliminate campers gathering at the loading dock area.



### Health Center

This building will be maintained but the drive and paved area will be reduced for emergency vehicles only.

### Proposed Beit HaTarboot

A new New Beit HaTarboot is being proposed at the location of the existing amphitheater. The existing Beit HaTarboot would be renovated to be only staff housing (and off-season use).



### Lake Joshua

The lake is currently used for kayaking, canoeing and paddleboarding, with the addition of “Lake Toys” for recreation in the summer of 2012 (and some additional shade and other assets on the shore). Due to its size and shape, we are proposing enlarging it and reshaping it. It also needs aeration to minimize algae and improve the water quality.

A larger boat house would be added for additional storage.

### All-Camp Amphitheater

This is located adjacent to the Dining Hall overlooking Lake Joshua. It will be shaded to provide sun protection and will be built into the hill with a stage.

## Program

### Education Center

We are proposing that the Education Center be developed further to accommodate the staff adjacent to the education buildings. The Mercaz and New Beit HaTarboot will be maintained and faculty housing will be added nearby. The day camp program is run from this location, so an ADA-compliant playground will be added for the day camp and the staff’s younger children. This facility will also be used as outdoor retreat space in the off-season.



### Creative Arts Center

Creative arts is an important component to Camp Harlam. The facilities that currently accommodate these programs are outdated, hot in the summer, and need expansion. We are proposing that the arts and crafts building, cinema, and dance

areas be renovated, updated, and expanded. One important piece is to add outdoor spaces to these programs. This will be met by adding outdoor decks with shade sail covers.

**Radio & Video**

The existing Radio and Video building is currently located outside of this area and is proposed to be phased out and a new building added to the Creative Arts Center. An additional option is for the relocation of this existing building into the Creative Arts Center complex.



**Adventure Center**

This center currently has a number of adventure elements. At the time of this writing, the ladder has been relocated and Canopy Course and zip lines have been added. In total there is an alpine tower, large climbing wall, swing, zip lines and a team challenge/low ropes course.

**Outdoor Chapels**

There are two outdoor chapels at camp. Eisendrath Chapel (“Chapel on the Hill”) is a more formal space and is used for Friday evening services (and some special events). It is proposed to relocate the Chapel in the Woods that is used for Saturday services to provide separation from the Girls Camp area.

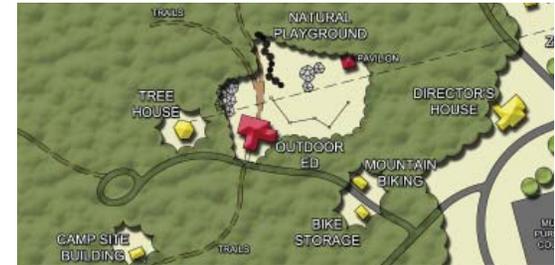
Bathrooms and storage are being proposed in this location.



**Outdoor Education Center**

An Outdoor Education Center is an important piece to add to the overall camp program. It would be utilized during summer resident camp and would also provide opportunities for off-season use for school and other retreat groups.

Located within the Outdoor Education Center area would be a natural playground, mountain bike storage, and the tree house.



**Trails**

There are great opportunities for hiking and mountain biking on this site. Since so much of the property is undeveloped, the possibilities are endless.

**Swimming Pools**

The existing pools will be upgraded. Shower houses and pavilions will be added to the Z-Pool and L-Pool. The fencing will be relocated to allow more room inside the pool area and additional planting will be added to provide shade and screening.





### Activity Fields and Courts

The existing activity field will be renovated and will become a regulation soccer and lacrosse field. The Softball Field will be improved and new site furnishings and field furnishings will be added. Additional open field space will be maintained in this area between the soccer/lacrosse field and the softball field.

Two sets of multi-purpose courts will be constructed. One will be placed in the upper corner of the athletic fields and will accommodate multiple court games including tennis. The other will be located near Girls Camp and will replace the existing Astroturf courts. Consideration will also be given to the addition of an additional set of multi-purpose courts in another area or expanded in one of the proposed areas.

The existing basketball courts will be maintained, the one sand volleyball courts near the softball field will remain and the other one by the Z pool will be relocated.

The boys' Gaga pit will remain and the girls' will be relocated.



### Camper Housing

#### Girls Camp

Currently the youngest girls are housed in the Lodge near the camp entrance. It was decided that it was important to relocate them back to the Girls Camp.

A Young Girls Lodge is proposed and will house 30 girls and 6 staff.

The existing Girls Cabins are slated for renovation over the next several years. They will be completely redone including new bathrooms and showers. The 12 cabins can house up to 16 girls and 4 staff. These cabins will either be connected by decks in groups of two to three to provide common gathering space for the units, or some will be maintained as stand-alone cabins. Selected cabins will be constructed to be ADA-compliant, and additional elements will be added to construction in the unit to allow for more accessibility.

A new Leadership (Supervisors) Cabin will be located here. This will accommodate 5 staff and will have separate bedrooms with shared bathrooms and showers and a common room.

A Pavilion is proposed to accommodate the entire village. It can also be used for programs during rainy days.



There are also Fire Circles for each of the units located throughout the area.

The existing road will be shifted south to make room for the younger girls Lodge, Supervisor's Cabin and Pavilion.

**Boys Camp**

The Boys Camp cabins have undergone renovations in the last eight years. This area is comprised of 12 cabins that can house up to 16 boys and 4 staff.

A Supervisor Cabin is proposed here and will accommodate 5 staff. There will be shared bathrooms and showers with a common room.

A Pavilion is proposed that will accommodate the entire area.

There will also be designated Fire Circles located in the area for the units.

**K'Far Noar**

The housing in this village will be maintained for the girls and boys. The girl's cabin accommodates up to 32 campers and 6 staff and the boy's cabin also houses up to 32 campers and 6 staff. This village is winterized and is used for retreats during the off-season.

The Ulam is the program building located in the village. It will need to be renovated to fix water

issues in the lower level. There is a small kitchen in the lower level used to serve breakfast during the summer.

The Pavilion and Camp Fire areas will be updated and improved.

**Machon (CIT)**

New Machon housing is proposed between the Boys Camp and K'Far Noar (behind the Sports Palace). The Bayit (existing housing for Machon) has many mold and mildew issues and it has been determined that replacing it would be a better choice. The new location gives a level of privacy while still being near the campers.





### Chavurah Village

Chavurah Village is a more self-contained camp with the exception of dining. The girls and boys cabins will each be maintained with 26 campers and 4 staff. This housing is seasonal.

Also located in this village is the Staff Cabin which sleeps 2.

The Beit Noar is program space for the village. It also has water issues in lower level that need to be addressed. A Barn is also located here and is used for program space.

Activities located at this village include volleyball, tennis, basketball, and swimming. We are proposing a Pavilion be added at this location to give the camp some rainy day space and also a break from the sun.

### Additional Staff Housing

The Director's House will be maintained. The two "Green Houses" (staff housing) are being proposed to be duplex construction located in the staff housing area near the Administration Office. The Moadon (the lower level of Beit HaTarboot) will be renovated to accommodate staff housing only. The rooms will go from housing 4 staff to 2 and could be designated for the kitchen, security, housekeeping, and administration staff.

The Ritz will be renovated and designated for visitor housing.

### Maintenance Center

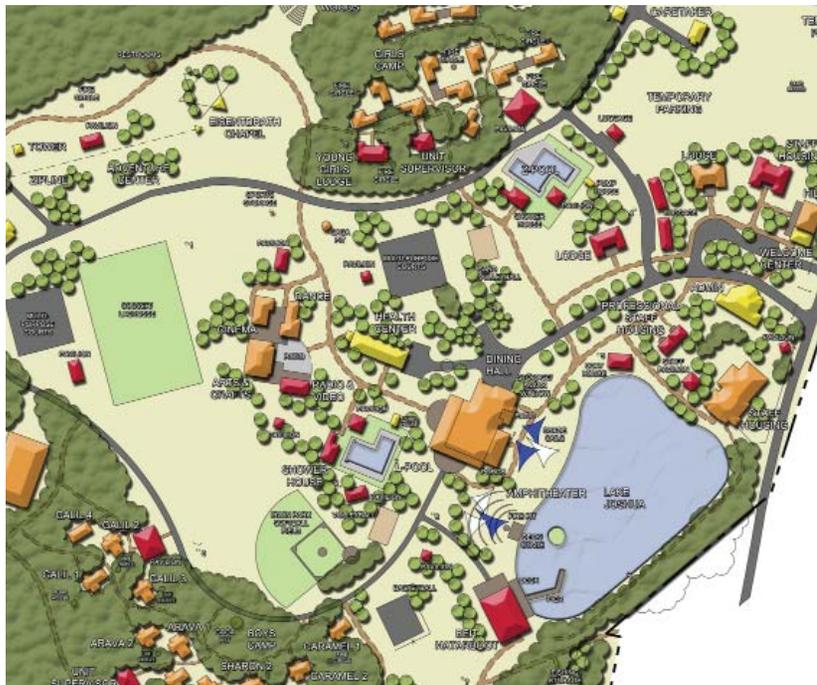
The Maintenance building, garage, and Caretaker's House will be maintained. Additional plant screening is proposed to provide visual separation between the Girls Camp, pool, and Maintenance area.

### Parking and Circulation

During the master planning process, parking was studied to determine improved locations. Permanent parking for staff is being proposed at the new property location south of Joshua Lake.



A few permanent parking spaces for visitors will be located near the welcome center. Temporary parking will be in the field adjacent to the Maintenance Center.



### Site Utilities

Camp Harlam is currently upgrading its site utilities that are serving building and program areas. Major improvements have been made to the water and sanitary systems in the camper villages since 2006. The center of camp which includes the dining hall, office, health center, support staff housing

and the major program facilities is the next area that will require an upgrade. The schematic utility plan also identifies additional water and sanitary improvements that will be required as new buildings come on line. Electrical improvements are also being accomplished as buildings are being renovated.

Another significant impact to the infrastructure will be the need to fire suppress (sprinkle) all new construction per the building code. This requirement has been waived by the township for renovation of the existing seasonal cabins, but will be required for all future new construction and major renovations of the existing permanent facilities. This will require permanent water storage for fire suppression in addition to new lines to the buildings.

Storm water detention has also been considered in the Master Plan. In most cases this can be dealt with on a building by building basis and will not require significant detention structures or storm ponding areas in camp.

### Overall Aesthetic Improvements

As part of the planning process, design guidelines were outlined to assist in improving the overall aesthetics of the camp. This includes the following:

- Update the paint colors for the buildings.
- The buildings will not be all the same color, but a collection of complimentary earth tones that will remain fresh and current
- Institute a tree and landscape planting program. Areas can be identified each year and volunteers can begin to add plantings throughout camp.
- Begin a replacement schedule for the pagodas with the pavilions of several sizes to accommodate a variety of groups. These will also be complementary but not all the same.
- Add pathway systems to help direct campers to their next destination and keep planted areas from being worn down.
- Add lighting to help direct campers at night.
- Update and improve signage.



## Implementation Plan

The implementation plan outlines the basic criteria required to achieve the goals defined for Camp Harlam. This plan represents the major steps that need to be taken to accomplish the Master Plan including the approval of the final design solutions, establishment of development priorities, fundraising, appropriation of funds and construction of the proposed development, how the plans become a reality.

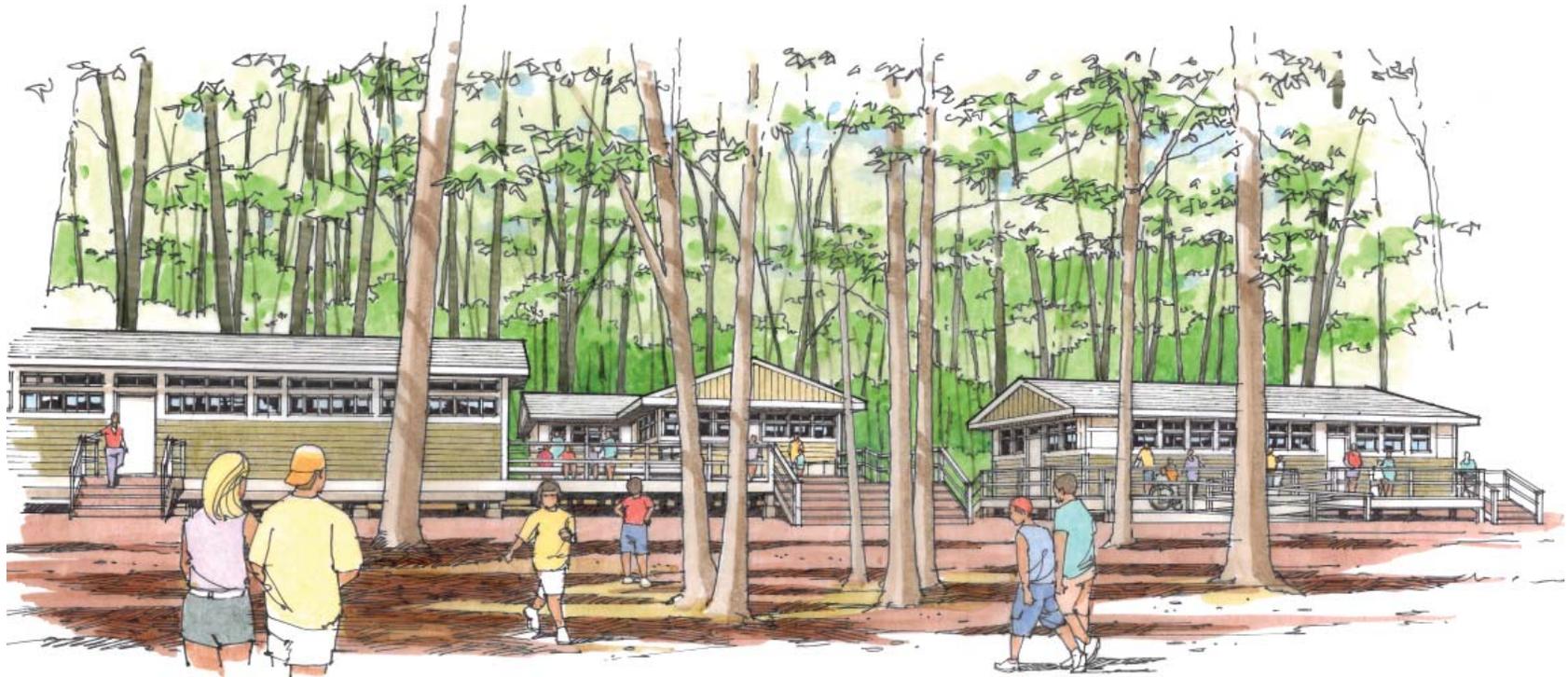
### **Opinion of Probable Construction Costs**

The associated Opinion of Probable Construction Cost is based on an evaluation of the construction costs for each facility and site improvement. These estimates have been determined as general contract construction costs on a square-foot or lineal-foot basis, through the consultant's experience with camp construction over the past few years. In addition to unit construction costs, each building includes a cost allowance for site improvements (circulation, site utilities and landscaping), equipment and furnishings. A design and construction contingency of 20% is also calculated into the building costs. The project costs include budget allowances for permits, testing, insurance, professional fees for architects, legal expenses and direct expenses associated with travel, reproduction and supplies.

In providing opinions of probable construction costs, the client understands that Domokur Architects and our consultants have no control over the actual costs or the price of labor, equipment or materials, or over the Contractor's method of pricing and the opinions of probable construction costs provided herein are made on the basis of our qualifications and experience. Domokur Architects and our consultants make no warranty, expressed or implied, as to the accuracy of such opinions as compared to bid or actual costs.

### **Phasing**

The phasing schedule represents the preliminary guidelines for implementation. The plan is designed to provide a logical order of events that will give clear goals for fundraising and construction to facilitate a smooth development process. It must be implemented in accordance with established development priorities and the practical considerations of operation, utilization and coordination. The phasing plan would allow the site to remain open for program throughout construction. We are showing a Phase I Plan and Future Development.



*Rendering of the proposed Girls Camp Cabin Renovations*

## Phase I - Camper Residential Accommodations

<b>BUILDING IMPROVEMENTS: GIRLS CAMP</b>	<b>Cost</b>
<b>RENOVATE</b>	
Cabin 1	\$ 103,300
Cabin 2	\$ 103,300
Cabin 3	\$ 103,300
Cabin 4	\$ 103,300
Cabin 5	\$ 103,300
Cabin 6	\$ 103,300
Cabin 7	\$ 103,300
Cabin 8	\$ 103,300
Cabin 9	\$ 103,300
Cabin 10	\$ 103,300
Cabin 11	\$ 103,300
Cabin 12	\$ 103,300
Cabin 13	\$ 103,300
Decks	\$ 121,700
<b>NEW CONSTRUCTION</b>	
Young Girls Lodge - Carmel 1 and 2	\$ 368,400
<b>SITE IMPROVEMENTS</b>	
<b>CIRCULATION</b>	
Road at Girls Camp	\$ 87,500

<b>SITE UTILITIES</b>	
New Sand Mound System #1	\$ 287,700
Site Improvements & Site Utility Allowance	\$ 202,600
<b>PROJECT COSTS</b>	
Furnishings & Equipment	\$ 114,300
Professional Services	\$ 187,900
Contingency 20%	\$ 483,400
<b>Total Phase 1 Development Costs</b>	<b>\$ 3,196,400</b>

## Future Projects - Staff Residential Accommodations

<b>BUILDING IMPROVEMENTS</b>	<b>Cost</b>
<b>RENOVATE</b>	
The Ritz	\$ 136,800
Hilton	\$ 291,600
<b>PHASE OUT</b>	
Staff House A (Green House)	\$ 14,000
Staff House B (Green House)	\$ 11,400
<b>NEW CONSTRUCTION</b>	
Professional Staff Housing	\$ 289,100
Staff Housing near Hilton	\$ 540,300
Leadership Cabin - Girls Camp	\$ 215,300
Leadership Cabin - Boys Camp	\$ 215,300
International Staff (Lodge 2)	\$ 272,100
Faculty Housing - Education Center	\$ 645,200
Faculty Housing - Education Center Unit 2	\$ 645,200
CIT Village (replacing Lodge/Bayit)	\$651,200
<b>SITE IMPROVEMENTS</b>	
<b>CIRCULATION</b>	
Entry and Arrival Vehicle Loop	\$ 550,900
Education Path System	\$ 77,200
CIT Path System	\$ 145,800

Road at Boys Camp	\$ 91,600
<b>SITE UTILITIES</b>	
New Sand Mound System #2	\$ 79,200
New Sand Mound System #3	\$ 60,000
New Sand Mound System #4	\$ 180,000
New Sand Mound System #5	\$ 115,500
New Sand Mound System #7	\$ 63,000
New Sand Mound System #8	\$ 45,000
Site Improvements & Site Utility Allowance	\$ 1,063,600
<b>PROJECT COSTS</b>	
Furnishings & Equipment	\$ 378,900
Professional Services	\$ 725,900
Contingency 20%	\$ 1,292,000
<b>Total Development Cost</b>	<b>\$ 8,796,100</b>

## Future Projects - Dining Hall, Lake Joshua & Waterfront Area

<b>BUILDING IMPROVEMENTS</b>	<b>Cost</b>
<b>RENOVATE</b>	
Chadar Ochel (Dining Hall)	\$ 1,160,000
<b>PHASE OUT</b>	
Bayit	\$ 75,600
Maon	\$ 28,800
<b>NEW CONSTRUCTION</b>	
Boat House	\$ 112,500
Amphitheater	\$ 194,000
<b>SITE IMPROVEMENTS</b>	
Lake	\$ 100,000
<b>SITE UTILITIES</b>	
Main Camp Water System Improvements	\$ 307,500
Site Improvements & Site Utility Allowance	\$ 498,000
<b>PROJECT COSTS</b>	
Furnishings & Equipment	\$ 117,900
Professional Services	\$ 348,600
Contingency 20%	\$ 497,300
<b>Total Development Cost</b>	<b>\$ 3,440,200</b>

## Future Projects - Creative Arts & Athletic Areas

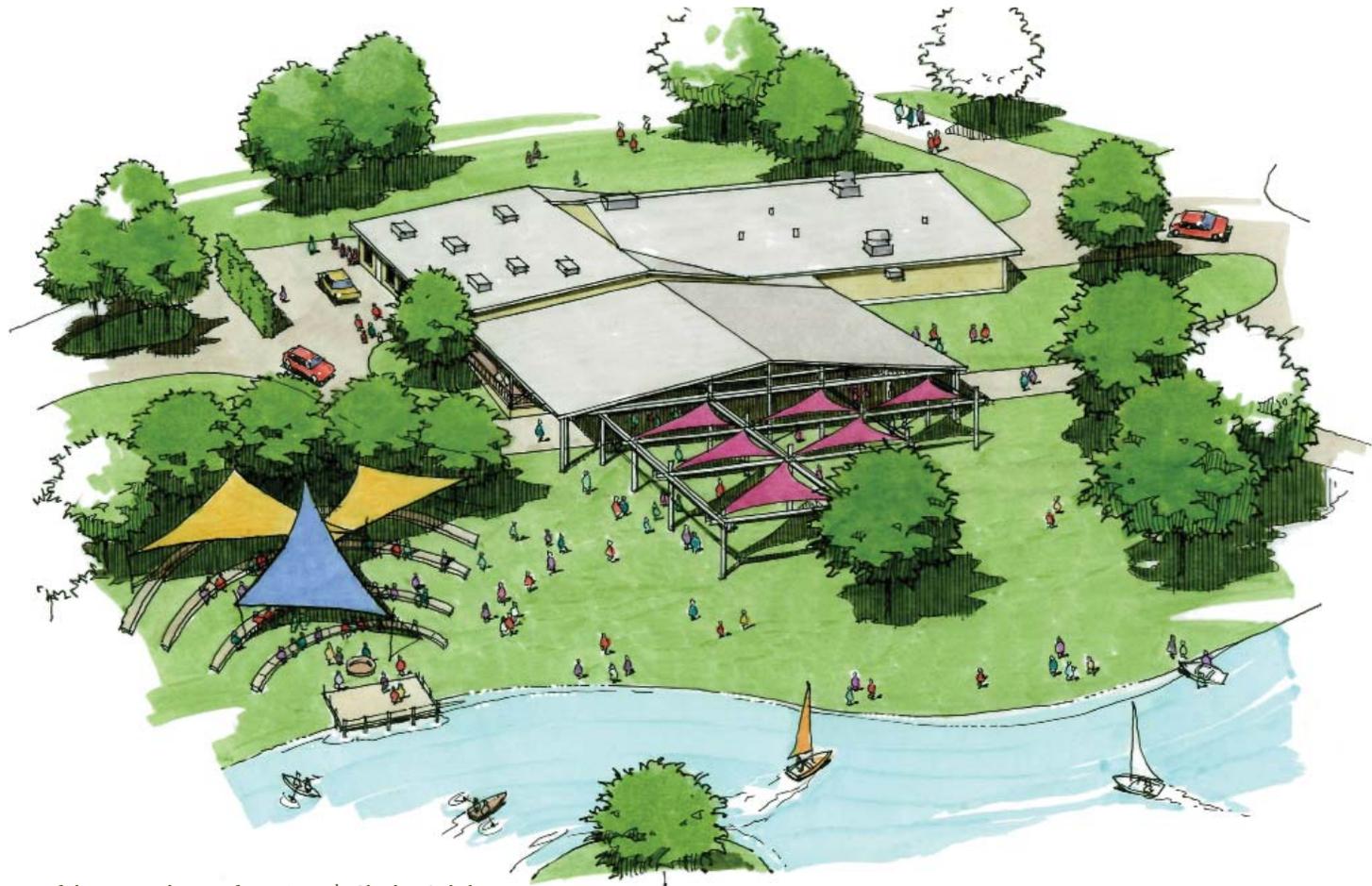
<b>BUILDING IMPROVEMENTS</b>	<b>Cost</b>
<b>RENOVATE</b>	
The Sports Palace	\$ 627,200
K'Far Noar Ulam	\$ 135,000
Arts & Crafts	\$ 112,500
Cinema	\$43,200
Dance	\$ 22,800
<b>PHASE OUT</b>	
Radio & Video	\$ 30,000
Tennis Court	\$ 8,100
Tennis Court	\$ 5,700
Tennis Court	\$ 5,900
<b>NEW CONSTRUCTION</b>	
Radio & Video	\$ 455,000
Arts Center Decks & Patios	\$ 310,500
Gaga Pit Girls	\$ 2,000
Sand Volleyball by Z-Pool	\$ 17,500
Multi-Purpose Courts	\$ 100,800
Multi-Purpose Courts	\$ 100,800
Pavilion at L-Pool	\$ 90,000
Pavilion at Z-Pool	\$ 90,000
Pavilion by Soccer Field	\$ 112,500

Pavilion by Adventure Center	\$ 112,500
Pavilion by Multi-Purpose Court & Health Center	\$ 40,000
Pavilion by Basketball & Amphitheater	\$ 40,000
Shower House at L-Pool	\$ 306,000
Shower House at Z-Pool	\$ 306,000
Soccer Field	\$ 240,000
Mercaz & New Beit Shade Sails	\$ 10,000
Garden	\$ 4,000
Zipline	\$ 30,000
<b>SITE IMPROVEMENTS</b>	
<b>CIRCULATION</b>	
Main Camp Path	\$ 112,500
Adventure Path	\$ 37,300
Arts Path System	\$ 42,600
<b>SITE UTILITIES</b>	
New Sand Mound System #6	\$ 205,400
Site Improvements & Site Utility Allowance	\$ 600,000
<b>PROJECT COSTS</b>	
Furnishings & Equipment	\$ 235,000
Professional Services	\$ 430,000
Contingency 20%	\$ 873,900
<b>Total Development Cost</b>	<b>\$ 5,894,700</b>

## Future Projects - All Remaining Projects

<b>BUILDING IMPROVEMENTS</b>	<b>Cost</b>
<b>RENOVATE</b>	
Chavurah Barn - Lower Level	\$ 49,000
<b>PHASE OUT</b>	
Lacrosse Court	\$ 2,600
The Hangar	\$ 48,600
Basketball Court by Girls Camp	\$ 4,100
Pavilion by Girls Camp	\$ 5,400
<b>NEW CONSTRUCTION</b>	
Restroom/Storage Building at Eisendrath Chapel	\$ 60,400
Luggage Drop Off	\$ 233,300
Beit Hatarboot	\$ 1,569,800
Environmental Education Center	\$ 399,200
Pavilion (replaces the Hangar)	\$ 240,000
Staff Pavilion	\$ 90,000
Pavilion by L-Pool & Sand Volleyball	\$ 112,500
Pavilion by Cinema	\$ 112,500
Pavilion near Entrance	\$ 40,000
Pavilion by Faculty Housing	\$ 40,000
Pavilion by Outdoor Education	\$ 40,000
Pavilion (Boys Camp)	\$ 300,000

Pavilion (Girls Camp)	\$ 300,000
Playground	\$ 30,000
Natural Playground	\$ 60,000
<b>SITE IMPROVEMENTS</b>	
<b>SITE UTILITIES</b>	
Chavurah Water System Improvements	\$ 57,500
Site Improvements & Site Utility Allowance	\$ 924,100
<b>PROJECT COSTS</b>	
Furnishings & Equipment	\$ 288,200
Professional Services	\$ 500,400
Contingency 20%	\$ 943,800
<b>Total Development Cost</b>	<b>\$ 6,451,400</b>



*Rendering of the proposed Waterfront Area & Chadar Ochel Renovations*

## Total Development Costs

<b>PROJECTS</b>	
Phase I - Camper Residential Accommodations	\$ 3,196,400
Future Projects - Staff Residential Accommodations	\$ 8,796,100
Future Projects - Dining Hall, Lake Joshua & Waterfront Area	\$ 3,440,200
Future Projects - Creative Arts & Athletic Areas	\$ 5,894,700
Future Projects - All Remaining Projects	\$ 6,451,400
<b>Total Development Cost</b>	<b>\$ 27,778,800</b>



*Rendering of the proposed Creative Arts Center incorporating Radio and Video Building*

# Acknowledgments

## **Camp Harlam Staff**

Aaron Selkow, Director  
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Brett Goldenhorn, Assistant Director  
Howard Nutinsky, Business Manager  
Vicki Tuckman, Director of Jewish Life  
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Brian Goren, Program Associate & Retreat Coordinator  
Larry Knappenberger, Caretaker

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Dan Pliskin, Development Co-Chair  
Alan Prushan, Development Co-Chair  
Marc Landis  
Ben Wachstein

## **Grinspoon Institute for Jewish Philanthropy**

Dan Kirsch

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