JEWISH OVERNIGHT CAMPS IN NORTH AMERICA
2016

HIGHLIGHTS FROM

FOUNDATION FOR JEWISH CAMP

2016 CAMP CENSUS

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ABOUT THE 2016 CAMP CENSUS

The 2016 Camp Census portrays important characteristics of the nonprofit overnight Jewish camps across North America. The seventh annual census was conducted by the Foundation for Jewish Camp (FJC), in partnership with JCamp180, National Ramah Commission (Ramah), Union for Reform Judaism (URJ), Jewish Community Center Association (JCCA), and Association for Independent Jewish Camps (AIJC).

This report focuses on some key measures of overnight Jewish summer camping: the campers and enrollment patterns, professional staff, revenue, expenditures, and more. It differentiates among camps of varying size by numbers of campers and budget, as well as sponsorship and geographic location. The analysis introduces several composite measures that extend the raw information available in this and previous censuses. While the narrative with incorporated tables is selective, an appendix provides access to detailed responses to all questions in the Census, save those which might easily identify individual camps.

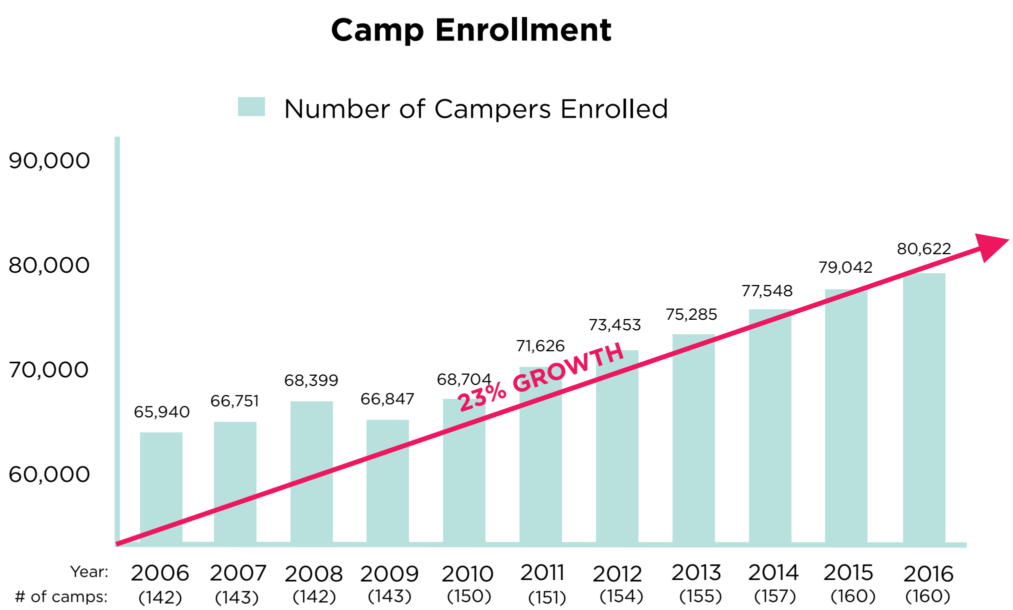
On occasion, the text below makes references to comparisons with previous censuses, implemented and reported on by JData. As a general rule, where we could reliably estimate change over time from previously published findings to the 2016 data set, the estimated changes were small and incremental. Out of concern for some challenges of comparison between the 2016 and earlier census reports, and recognizing the very small changes that are readily visible, this text focuses on the most notable findings from 2016, drawing only occasional comparisons with the prior census reports.

There are several references throughout this report to camping “Movements”. On the Census questionnaire, camps shared their affiliations with movements by responding to the following question: “With which camping movement or network is your camp affiliated? Check only if both the camp and umbrella organization agree that the camp is a constituent of the camp movement or network.” For the purposes of presenting the data throughout this report, we have combined a few of the responses to increase the sample size in a few categories. Please note that “Orthodox” includes Agudath Israel, Bnei Akiva, Nageela, and OU/NCSY, “Zionist” includes Habonim Dror and Hashomer Hatzair, and “Young Judaea” includes Young Judaea Global and Canadian Young Judaea.

The overnight FJC network of camps included 160 camps in 2016. This is the same number of camps as were included in 2015, although there was change within the actual camps in the network. The four camps that did not operate were: Adamah Adventures (South), Camp Kachol Lavan (Northeast), Yesh Shabbat (Northeast), and Camp Living Wonders (South). Camp Maor (Northeast), Camp Marom (Midwest), Camp Ramah North California (West), and URJ Six Points Sports California (West) have been added.

CAMPER ENROLLMENT

This year, Jewish camp experienced a 2% growth in camper enrollment. Since 2006, we have seen a steady rise in campers, camps, and the number of campers per camp; the number of campers has grown 23%, with the number of camps growing 13%.



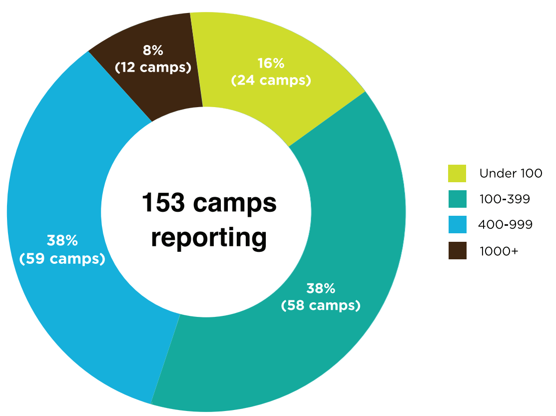
These signs of vitality are especially impressive in a time when most other indicators of Jewish engagement outside of Orthodoxy are stagnant or declining, and when the number of non-Orthodox Jewish children has declined. Additionally, this period encompasses the Great Recession which certainly curtailed discretionary spending. Despite all these challenges, the overnight Jewish camp sector has managed to chart steady growth.

In 2016, the nonprofit Jewish camps in the FJC network reported a total of 77,470 unique campers. By way of a verification process, FJC arrived at estimate of 80,622 campers for summer 2016, representing a 2% growth from 2015's verified camper total of 79,042. In short, the Census somewhat undercounts the total number of campers, but is still a very valuable source of information about a wide variety of measures.

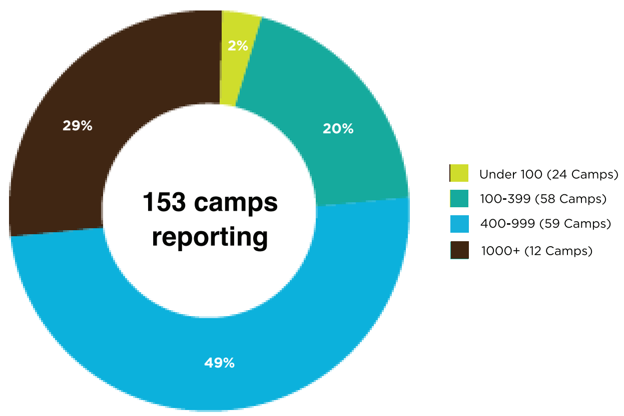
The findings reported below are derived strictly from the Census, offering a comprehensive portrait of overnight Jewish nonprofit summer camps in the United States and Canada.

CAMPS BY SIZE

Unique Camps by Camp Size



Percentage of Campers



Almost half the camps report 400 or more campers. The number of campers is concentrated in the larger camps. About 29% of the campers attend camps of 1,000 campers or more; another 49% attend camps serving 400-999 campers, closely resembling the situation in the 2015 JData analysis.

Wide variations in revenue size: Understandably, the wide variation in size of camp immediately suggests wide variation in revenue size. Nearly a third of the camps report total revenue (and expenditure) of under $800,000 annually, with as many reporting revenue of 2.5 million dollars or more, and 38% between $800,000 and $2.5 million.

Number of Camps by Total Revenue

	Camps	Percent
Under $800,000	40	29%
800,000 thru $2.5 million	53	39%
$2.5 million or more	44	32%
TOTAL	137	100

Well over a half billion dollars total: On average, camps spend about $4.3 million a year. For the 131 camps reporting revenue totals on the Census, the total camp expenditure amounts to about $600,000,000 annually, suggesting that the total for 160 camps reaches over $700,000,000.

Total Revenue	Tuition Revenue (Gross revenue)	Fundraising revenue to support opperations	Fundraising revenue for scholarship support	Funding from support organization(s)	Site rental or off season income	Programming income	Other revenue	Total revenue
Under $800,000	240,200	26,200	29,300	12,700	18,500	10,900	43,300	327,800
$800,000 thru $2.5 million	1,173,500	70,800	62,500	40,300	104,500	21,600	38,300	1,517,200
$2.5 million	10,277,600	16,3100	167,600	176,300	392,100	82,800	445,200	11,368,000
TOTAL	3,912,500	87,400	86,500	75,900	171,800	38,100	219,300	4,333,700

Pluralist, Reform and Orthodox the largest camp denominations: The Census questionnaire asked for the camps' denominational identity as follows, "Denominational identity refers to the camp's practices and not the religious backgrounds of its campers. How does your camp primarily define itself?"

In terms of both camps and campers, about a fifth are "Pluralist or Non-Denominational." Reform and Orthodox are the next largest groups, with Zionist and Conservative at the smaller end of the spectrum. In previous years, JData also suggested that camps offering a Pluralistic setting were most prevalent (27%), closely followed by camps that identified their denomination as Orthodox (24%). These figures can be examined next to the percent of campers attending camps associated with each denomination.

Camps and Campers by Denominational Identity

Denomination	# of Camps	Percentage of Camps	Percentage of Campers
Orthodox	28	18%	12%
Conservative	11	7%	9%
Reform	22	15%	18%
Zionist	11	7%	4%
Pluralist or Non-Denominational	33	22%	20%
Community	19	12%	14%
Other	29	19%	23%
TOTAL	153	100%	100%

**Other = Traditional, Secular, Sephardic & Reconstructionist*

The Census asked a related question on movement affiliation, as mentioned in the introduction of this report. The Zionist movement has a higher proportion of camps than of campers. But the reverse is true for the Conservative (Ramah) and Reform (URJ) movements, who generally operate larger camps. They have a smaller share in terms of camp numbers, but a large fraction of the campers.

Camps and Campers by Camping-Movement

	Camps	Percentage of Camps	Percentage of Campers
Orthodox	15	10%	9%
Ramah	10	6%	9%
URJ	16	10%	14%
Zionist	9	6%	2%
JCCA	27	18%	29%
Chabad	12	8%	3%
Young Judaea	10	7%	5%
AIJC	12	8%	10%
Other	42	27%	19%
TOTAL	42	100%	100%

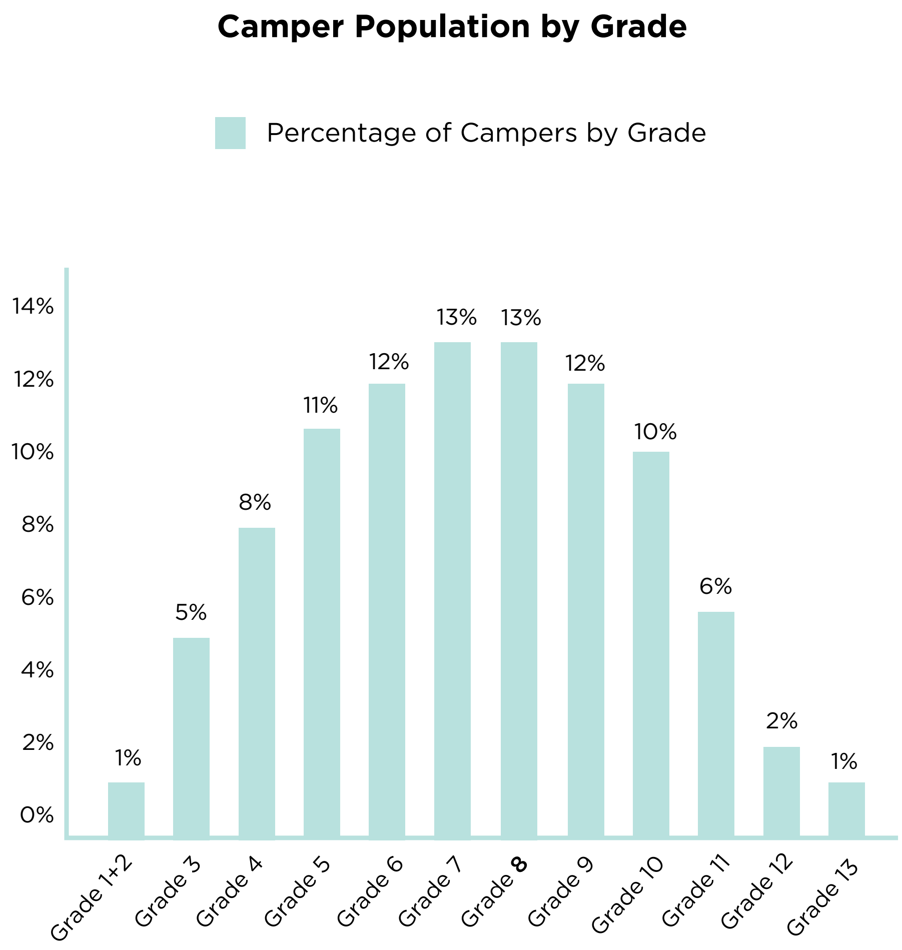
Concentration in the Northeast region holds steady: Just over 40% of the camps and campers are in the Northeast. About a sixth of the camps and campers are found in the Midwest and West. Canada and the South each have similar numbers of camps and campers. Despite changes in the numbers and locations of camps over time, the regional percentages of camps and campers have held steady since 2014.

Camps and Campers by Region

	# of Camps	Percentage of Camps	Percentage of Campers
Northeast	63	41%	42%
Midwest	26	17%	17%
West	26	17%	13%
South	15	10%	17%
Canada	23	15%	11%
TOTAL	153	100%	100%

Camper attendance peaks in grades 6-9: Camper attendance rises and falls in almost symmetrical fashion through the school years. It peaks at the point where campers are entering grades 6-9, exceeding 13% of all campers for those entering grades 7 and 8 (each). The very youngest campers (just a slim few hundred) are entering grades 1 and 2, rising to about 11% of all campers among those entering grade 5. This pattern is consistent with the 2015 and 2014 JData studies; furthermore, the 2014 study reported that the trend of enrollment peaking between grade 7 and 8 has held since 2012.

CAMPER CAPACITY



Higher utilization rates in larger camps: We calculated a capacity utilization measure that drew upon two figures. The first figure is the actual number of non-unique campers, that is the number of campers multiplied by the number of sessions attended. If a camp has two sessions, then a two-session camper counts twice. The second figure takes into account the capacity in any one session, as provided by answers to the question, “What number of campers constitute a ‘full’ camp? That is---how many campers could your camp accommodate at the same time (present at any one time), or how many unique camper beds do you have?” The total capacity, also takes into account the number of sessions the camp provides. Thus, a full camp of 400 beds operating for two sessions would have a capacity of 800. Using these figures, we obtain an approximate estimate of utilization-over-capacity which can offer us insight into comparisons across groups. Overall, we calculate that camps are operating at 80% capacity.

As we have seen in previous years, the utilization-capacity quotient is lowest among the smallest camps. Those with under 400 campers which, on average, report a utilization of about 75%, with the figure climbing to 86% for camps with 400-999 beds, and near saturation (94%) among the largest camps of 1,000 beds or more. Likewise, the utilization rate is lowest for camps with smaller budgets, of under $800,000. The rate climbs with revenue, reaching 86% for camps with revenue of at least $2.5 million. By denominational identity, the Reform camps modestly lead all the others, in part due to the larger size of Reform-affiliated camps.
In like fashion, in terms of camping movements, the URJ camps with 90% capacity utilization, lead all the rest. Among those with lower levels of utilization are the Zionist camps and those associated with AIJC and Chabad. Regionally, utilization is highest in the Midwest and lowest in the Northeast.

Camp Capacity

Size of Camp	% Capacity
Under 100	74%
100-399	75%
400-999	86%
1000+	94%
Overall	80%

Camp Capacity

Total Revenue	% Capacity
Under $800,000	76%
$800,000 thru $2.5 million	79%
$2.5 million or more	86%
Overall	80%

Denomination	% Capacity
Orthodox	80%
Conservative	83%
Reform	88%
Zionist	76%
Pluralist	79%
Community	79%
Other*	76%

**Other = Traditional, Secular, Sephardic & Reconstructionist*

Camping Movement	% Capacity
Orthodox	84%
Ramah	81%
URJ	90%
Zionist	74%
JCCA	80%
Chabad	75%
Young Judaea	84%
AIJC	74%
Other	78%
Overall	80%

Region	% Capacity
Northeast	77%
Midwest	86%
West	80%
South	84%
Canada	79%
Overall	80%

These comparisons across characteristics suggest where expansion of capacity is warranted and where expansion of recruitment efforts may be necessary for long-term financial success.

Bigger camps mean more opportunities for touchpoints: The Census asked about the number of days camp is open during the summer, as well as the number of sessions offered by the camp (this excludes 'Taste of...' type programs).

We find that both measures of time utilization uniformly increase with size of camp, whether measured in terms of number of campers or revenue size, the larger camps stay open longer.

As noted on the movement table below, the Orthodox and Chabad camps operate for fewer days with a smaller number of sessions. They contrast with those camps associated with the AIJC and Ramah who offer multiple, longer sessions..

In terms of number of days of use regionally, the South leads with the Midwest and West at the low end. On the other hand, California camps report the highest average number of sessions, in line with the tendency of camps in this area to offer several shorter sessions throughout the summer.

Camper Days and Sessions

Size of Camp	Open days in the summer for campers 2016	Sessions offered by camp 2016
Under 100	31	2
100-399	47	2
400-999	51	3
1000+	58	3
Overall Average	47	3

Total Revenue	Open days in the summer for campers 2016	Sessions offered by camp 2016
Under $800,000	40	2
$800,000 thru $2.5 million	48	3
$2.5 million or more	52	3
Overall Average	47	3

Denomination	Open days in the summer for campers 2016	Sessions offered by camp 2016
Orthodox	46	2
Conservative	53	4
Reform	52	4
Zionist	46	2
Pluralist or Non-Denominational	56	3
Community	50	3
Other*	51	2

**Other = Traditional, Secular, Sephardic & Reconstructionist*

Camping-Movement	Open days in the summer for campers 2016	Sessions offered by camp 2016
Orthodox	41	2
Ramah	52	3
URJ	50	4
Zionist	46	2
JCCA	50	3
Chabad	44	2
Young Judaea	48	2
AIJC	54	3
Other	44	2

By Region	Open days in the summer for campers 2016	Sessions offered by camp 2016
Northeast	47	3
Midwest	44	2
South	53	3
West	46	3
Canada	48	2

CAMPER IDENTITY

Uniformity in proportion of Jewish campers; variations in interfaith families: Respondents report that about 97% of their campers identify as Jewish (where Jewish is defined according to the camp). This number hardly varies by camp size, movement or region, as also noted in JData's 2015 study.

On a related question, respondents were asked, "About what percentage of your campers are from interfaith families (or from families where only one parent identifies as Jewish)?" On average, about 14% of campers come from interfaith families (as estimated by the responding camp professionals). This average increases to 16% when the camps' responses are weighted by number of campers closely corresponding to the 17% of campers identified through the 2016 Camper Satisfaction Insights (CSI)*. By extrapolation, about 13,000+ campers who attended Jewish summer camp in 2016 came from interfaith homes.

**CSI is a study of camper satisfaction within a sample of 67 FJC camps commissioned by Summation Research, in partnership with FJC.*

Campers that identify as Jewish and Interfaith

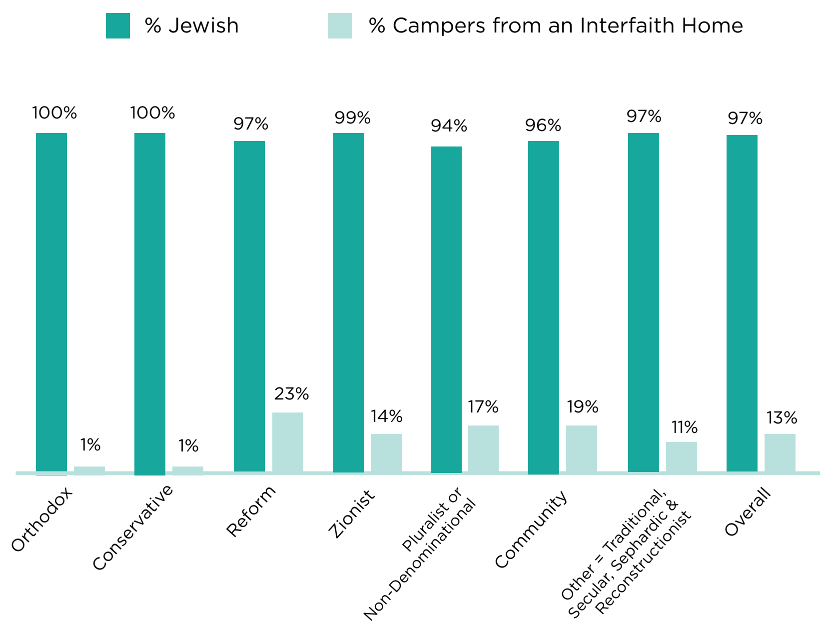
Size of Camp	% Jewish	% Interfaith
Under 100	98%	16%
100-399	97%	16%
400-999	96%	13%
1000+	97%	11%
TOTAL	97%	14%

While this is a considerable number, the results nevertheless point to wide disparities in camp attendance between the relatively high rates for children from inmarried families and the relatively low rates for Jewish children of interfaith parents. The recent 2013 Pew Study: A Portrait of Jewish Life reports that at least 60% of all Jews ages 18-29 come from a household where one parent is Jewish, and the remainder, 40%, have two Jewish parents. Using these figures, we see that the chances that a child of two Jewish parents attends camp is about 4-5 times as great as the chances that a child of interfaith couples does so. The ratio is consistent with the finding that of couples with children at home, the synagogue affiliation rate is 80% for in-married and just 16% for interfaith. Again we find a 5-to-1 ratio, comparable with the estimates here for camp attendance.

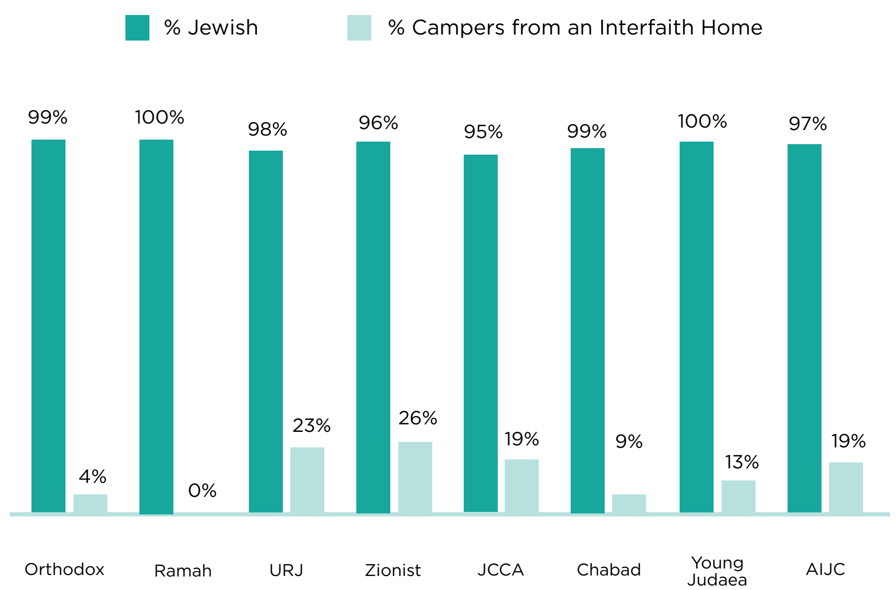
Note from Steven M. Cohen: Interfaith families are those including Jews and others. Some may be more properly identified as intercultural.

While the (high) percentage of campers who identify as Jewish is relatively constant across several features of Jewish camps, the percentage of campers from interfaith homes is lower among the larger camps and, paradoxically, the camps with smaller revenue. But the real driver of variation in the numbers is movement. The interfaith numbers are near zero for the Orthodox and Ramah camps, and relatively low for the Chabad camps, consistent with the larger population characteristics of the adults associated with these movements. In contrast, about a quarter of the campers in Reform and in Zionist camps come from interfaith homes.

Percentage of Campers Identified as Jewish and Interfaith by Denomination

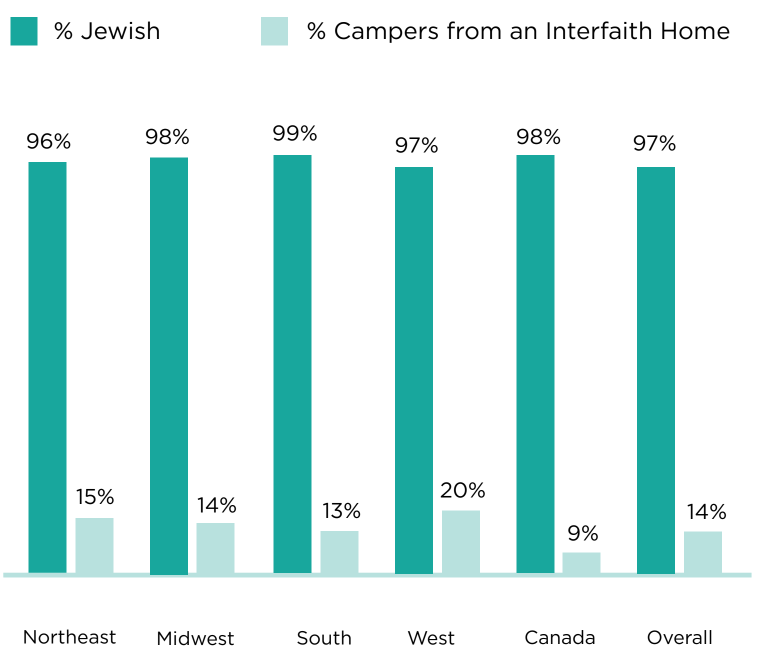


Percentage of Campers Identified as Jewish and Interfaith by Movement



Campers from interfaith homes are relatively less numerous in the Midwest and South regions, and least prevalent in Canada, largely consistent with their geographic distribution across North America.

Percentage of Campers Identified as Jewish and Interfaith by Region



CHILDREN WITH DISABILITES

Serving children with disabilities: A large majority of camps (91 out of the 153 responding) report serving over 3,100 children with disabilities, or about 4% of the reporting camps total population. Through verification, we can extrapolate to say this is about 4% of the total camper population - with growth keeping inline with campers growth overall. According to the 2010 US Census report of 2010, about 12.2% of the school/camper age population (6-14 year olds) likely has a disability. The landscape is definitely changing when it comes to inclusion of children with disabilities at Jewish camp. Some camps are exploring the topic, some are just getting started and others are expanding or are fully engrained in this work. It is clear that camps across the country are on board about the need to and importance of serving children with disabilities. In 2015, 68 camps reported that they were working with campers with disabilities. An additional 23 camps have started to work with campers with disabilities, and are doing so at varying degrees. We believe that the number of campers with disabilities engaged in camp has increased by 1000 campers since 2013.

In terms of size, the camps serving children with disabilities are found at all levels of camper totals and size of revenue with two camps exclusively serving children with disabilities. The vast majority report providing for full inclusion of campers with disabilities. Geographically, the full inclusion camps are located heavily in the Northeast, with others spread around the continent. The Reform and JCCA affiliated camps offer a relatively large number of fully inclusive environments, as do the Orthodox camps. Most Ramah camps have opted for separate programs within the camps, with others offering full inclusion for a finite number of campers.

Type of Inclusion of Campers with Disabilities

Size of Camp	No answer	Separate	Partial	Full	Only Disability Campers	TOTAL COUNT
Under 100	-	-	-	10	-	10
100-399	-	1	3	25	1	30
400-999	4	5	2	27	1	39
1000+	-	4	2	6	-	12
TOTAL	4	10	7	68	2	91

Total Revenue	No answer	Separate	Partial	Full	Only Disability Campers	TOTAL COUNT
Under $800,000	-	-	2	17	-	19
$800,000 thru $2.5 million	2	3	1	23	-	29
$2.5 million or more	1	6	3	22	2	34
TOTAL	3	9	6	62	2	82

Camping-Movement	No answer	Separate	Partial	Full	Only Disability Campers	TOTAL COUNT
Orthodox	2	-	-	5	-	7
Ramah	-	5	2	2	1	10
URJ	-	1	-	10	-	11
Zionist	-	-	-	3	-	3
JCCA	-	4	3	12	-	19
Chabad	-	-	-	9	-	9
Young Judaea	-	-	-	6	-	6
AIJC	-	-	-	9	-	9
Other	2	-	2	12	1	17
TOTAL	4	10	7	68	2	91

Region	No answer	Separate	Partial	Full	Only Disability Campers	TOTAL COUNT
Northeast	2	4	2	25	2	35
Midwest	1	2	3	11	-	17
South	-	-	1	10	-	11
West	-	2	1	14	-	3
Canada	1	2	-	8	-	11
TOTAL	4	10	7	68	2	91

CAMP STAFF AND COMPENSATION

A wide variety of staff roles, more staff in larger camps: Camps employ a wide variety of professional staff. ”Camp Director” is, of course, universal. The job titles found among the majority of camps include Associate/Assistant Director, Registrar, and Program Director.

Some positions are especially tied to size of camp or size of revenue. Associate Director, Business Manager, Disability Director, and Alumni Relations staff are more prevalent in larger camps.

Employee Type

	Size of Camp				
	Under 100	100-399	400-999	1000+	TOTAL
Executive Director/CEO	67%	49%	36%	67%	48%
Camp Director	79%	75%	91%	75%	82%
Associate Director	17%	26%	38%	75%	33%
Assistant Director	8%	54%	74%	67%	56%
Business Manager	10%	20%	39%	42%	27%
Marketing, Recruitment, Communications/Social Media Manager	21%	25%	36%	55%	31%
Development Director	8%	24%	40%	64%	31%
Program Director	33%	54%	62%	55%	54%
Disabilities Program Director/Coordinator	4%	15%	31%	45%	22%
Registrar	23%	49%	80%	82%	60%
Alumni Relations staff person	4%	11%	23%	36%	16%
Parent Liaison	4%	16%	19%	20%	16%

	Total Revenue			
	Under 800,000	800,000 thru 2.5 million	2.5 million or more	TOTAL
Executive Director/CEO	53%	45%	45%	47%
Camp Director	83%	77%	89%	82%
Associate Director	23%	28%	52%	34%
Assistant Director	15%	72%	82%	58%
Business Manager	8%	31%	43%	29%
Marketing, Recruitment, Communications/Social Media Manager	13%	36%	37%	29%
Development Director	10%	29%	60%	33%
Program Director	38%	60%	66%	55%
Disabilities Program Director/Coordinator	10%	17%	43%	24%
Registrar	33%	62%	79%	59%
Alumni Relations Staff Person	5%	10%	36%	17%
Parent Liaison	3%	20%	18%	14%

Thousands of staff members throughout North America: The 153 responding camps employ over 1,000 year-round full-time staff, over 500 year-round part-time staff, and more than 16,000 summer only paid staff (including more than 11,000 college-age counselors), in addition to about 2,700 volunteers during the summer. This total of more than 20,200 staff members is consistent with the number of staff reported in 2015 (20,175) and constitutes a 10% increase (2000 people) over the 2014 figure.

As expected, the average number of staff in all categories rises with the size of camp, measured by campers or by revenue.

Staff and Salary

Size of Camp	Total full-time staff 2016	Total part-time staff 2016	Total summer paid staff 2016	Min Counselor Salary ($)	Max Counselor Salary($)
Under 100	2	2	18	1,100	1,800
100-399	3	2	82	900	2,600
400-999	11	6	162	1,000	2,700
1000+	19	4	309	1,100	2,400
TOTAL	7	4	120	1,000	2,500

Salaries for counselors exhibit an overall mean of about $1,000 for a counselor's minimum salary and about $2,500 for the maximum salary.

Total Reveue	Total full-time staff 2016	Total part-time staff 2016	Total summer paid staff 2016	Min Counselor Salary ($)	Max Counselor Salary ($)
Under 800,000	2	1	50	800	1,600
800,000 thru 2.5 million	4	6	87	1,100	3,100
2.5 million or more	15	3	227	1,000	2,600
TOTAL	7	4	121	1,000	2,500

Both Orthodox and Chabad camps pay relatively lower salaries.

Camping Movement	Total full-time staff 2016	Total part-time staff 2016	Total summer paid staff 2016	Min Counselor Salary ($)	Max Counselor Salary ($)
Orthodox	3	2	174	700	1,400
Ramah	10	4	299	1,100	3,100
URJ	10	5	141	900	2,600
Zionist	2	2	43	1,100	2,400
JCCA	6	10	120	1,100	3,000
Chabad	1	2	47	400	1,100
Young Judaea	3	1	95	1,000	2,600
AIJC	10	1	144	1,500	2,800
Other	4	2	86	1,000	2,400
TOTAL	7	4	120	1,000	2,500

Denomination	Total full-time staff 2016	Total part-time staff 2016	Total summer paid staff 2016	Min Counselor Salary ($)	Max Counselor Salary ($)
Orthodox	4	2	230	500	1,000
Conservative	10	3	294	1,000	3,300
Reform	31	5	151	900	2,700
Zionist	2	1	63	1,100	2,100
Pluralist or Non-Denominational	14	3	143	1,300	3,000
Community	6	2	169	1,200	2,400
Other*	4	7	165	1,000	2,900
TOTAL	12	4	175	1,000	2,600

**Other = Traditional, Secular, Sephardic & Reconstructionist*

Geographically, higher summer salaries seem somewhat more prevalent in the West, while somewhat lower salaries appear in the Northeast, specifically in New York, Pennsylvania, and New Jersey.

Region	Total full-time staff 2016	Total part-time staff 2016	Total summer paid staff 2016	Min Counselor Salary ($)	Max Counselor Salary ($)
Northeast	8	2	132	900	2,400
Midwest	6	3	131	1,400	2,300
South	11	2	144	1,300	2,200
West	7	3	90	1,300	3,000
Canada	2	10	94	1,000	2,000
TOTAL	7	4	120	1,100	11,900

Higher salaries for top staff at larger camps: Not surprisingly, and consistent with 2015 data, the salaries of camp directors, and to a lesser extent associate or assistant directors as well as development directors, are tied to both size of camp and size of budget. 124 camps reported on the salaries of their top professionals. On average director salaries are $92,000, (or over $150,000 for directors of the largest camps), and $50,000 for associate or assistant directors (or $85,000 for those at the largest camps).

Staff Salary (in U.S. Dollars)

Size of Camp	Executive	Associate/ Assistant	Development	Educator
Under 100	56,600	40,000	36,300	33,800
100-399	89,600	42,100	56,000	30,000
400-999	106,500	54,500	66,100	37,800
400-999	153,600	84,600	100,000	30,000
TOTAL	92,300	49,500	62,900	34,300

Total Revenue	Salary Executive	Salary Associate	Salary Development	Salary Educator
Under $800,000	51,800	35,500	32,100	32,000
$800,000 thru $2.5 million	100,900	44,800	64,600	30,000
$2.5 million or more	133,600	69,900	83,800	44,400
TOTAL	94,400	50,200	63,600	34,500

CAMP REVENUE AND TUITION

Revenue components behave as expected: Average amounts for various components of camp revenue are strongly tied to the number of campers and overall revenue size, as might be expected.

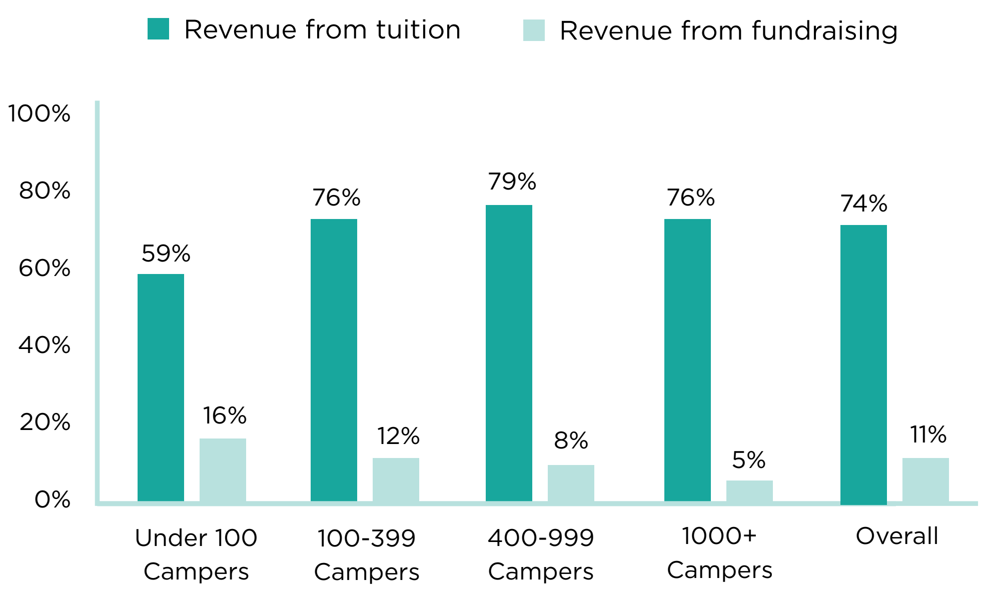
Camp Revenue (in U.S. Dollars)

Size of Camp	Tuition Revenue (Gross revenue)	Fundraising revenue to support opperations	Fundraising revenue for scholarship support	Funding from support organization(s)	Site rental or off season income	Programming income	Other revenue	Total revenue
Under 100	139,500	34,900	15,200	32,700	16,800	37,700	55,700	302,800
100-399	942,700	54,000	51,600	36,700	82,000	10,900	114,900	1,209,000
400-999	8,171,300	110,400	113,600	110,700	229,200	61,000	65,100	8,465,800
1000+	5,081,800	150,400	174,100	104,100	451,000	22,200	1,249,500	7,347,100
TOTAL	3,912,500	80,400	79,600	69,800	158,000	35,100	219,300	4,333,700

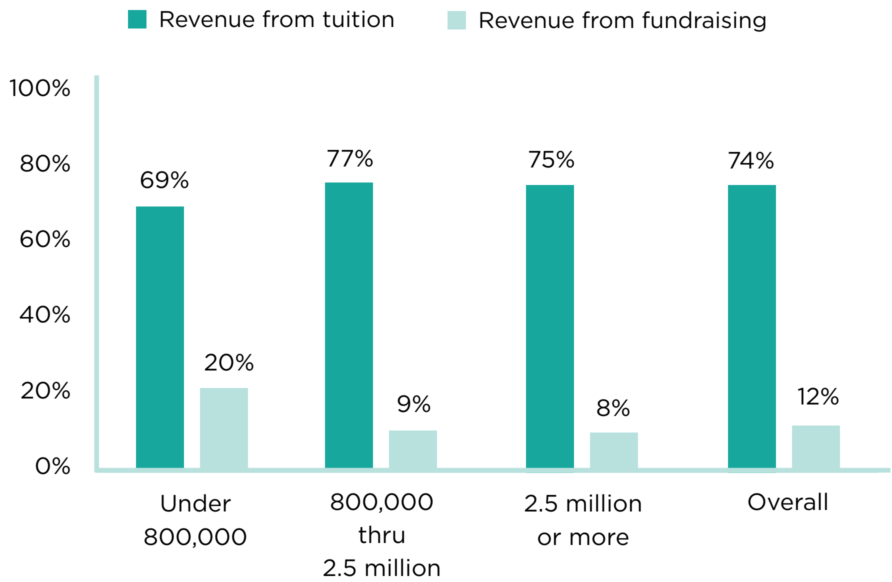
Size of Camp	Tuition Revenue (Gross revenue)	Fundraising revenue to support opperations	Fundraising revenue for scholarship support	Funding from support organization(s)	Site rental or off season income	Programming income	Other revenue	Total revenue
Under 800,000	240,200	26,200	29,300	12,700	18,500	10,900	43,300	327,800
800,000 thru 2.5 million	1,173,500	70,800	62,500	40,300	104,500	21,600	38,300	1,517,200
2.5 million or more	10,277,600	163,100	167,600	176,300	392,100	82,800	445,200	11,368,000
TOTAL	3,912,500	87,400	86,500	75,900	171,800	38,100	219,300	4,333,700

Tuition + fundraising: How is camp revenue created? Tuition is the largest component (74%) of revenue, followed by fundraising (11%). In comparing the different types of camps, we find that the two components largely complement or offset one another. In fact, the correlation between percent of revenue from tuition and percent of revenue from fundraising amounts to -.58. In other words, more tuition revenue is associated with less fundraising, while proportionately lower tuition income means more fundraising makes up the shortfall.

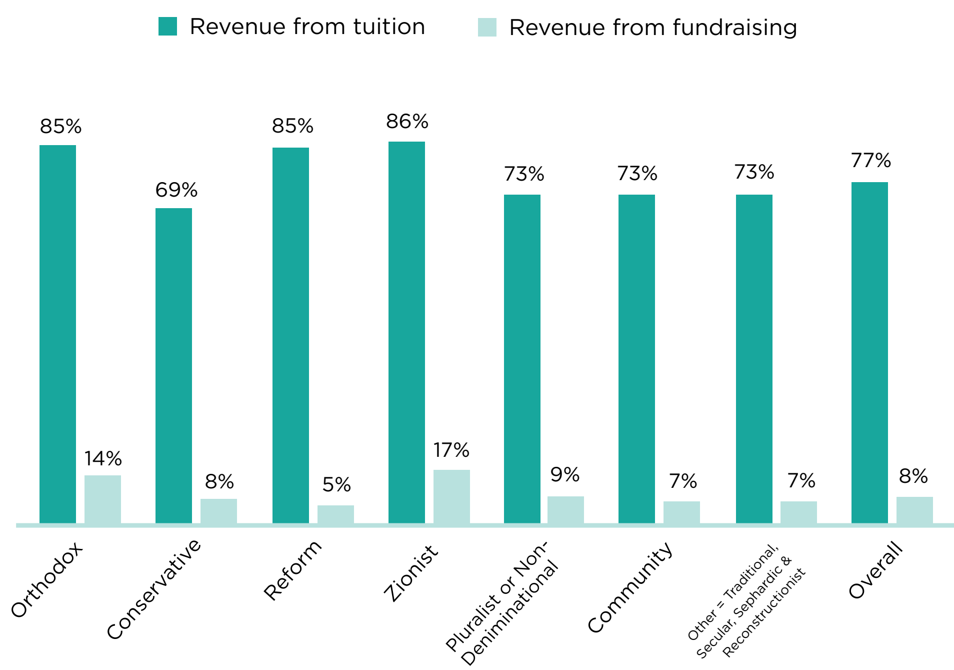
Revenue Make-Up by Camp Size



Revenue Make-Up by Budget Size



Revenue Make Up By Denomination



Weekly tuition – from Chabad to JCCA: The Census asked each camp for its "maximum weekly tuition for its summer 2016 core program … [excluding] charges for optional trips, programs, or other special services." The average maximum weekly tuition works out to about $1,460 (whether the data represent each of the 144 responding camps individually, or weighted for the number of campers). The 2015 JData study cited that average maximum weekly tuition increased from $1,067 to $1,120 (7%) from 2013 to 2015, with only a 2% change from 2014 to 2015.

Size of Camp	Summer 2016 core program maximum weekly tuition ($)
Under 100	1,500
100-399	1,300
400-999	1,600
1000+	1,300
Average	1,500

Total Revenue	Summer 2016 core program maximum weekly tuition ($)
Under $800,000	1,500
$800,000 thru $2.5 million	1,300
$2.5 million or more	1,600
Average	1,500

Perhaps surprisingly, average weekly tuition does not uniformly fluctuate with camper size or revenue size. Among the movements, Chabad reports the lowest average ($800) and the JCCA camps the highest ($2,000). Geographically, costs are lowest in Canada and in the Northeast (just over $1,300) and highest in the Midwest ($1,700).

Camping-Movement	Summer 2016 core program maximum weekly tuition ($)
Orthodox	1,400
Ramah	1,100
URJ	1,700
Zionist	1,500
JCCA	2,000
Chabad	800
Young Judaea	1,500
AIJC	1,300
Other	1,300

Region	Summer 2016 core program maximum weekly tuition ($)
Northeast	1,300
Midwest	1,700
South	1,600
West	1,500
Canada	1,300

Per Camper-Week Cost – Wide variations by movement: We calculated an index we entitled, "Camper-Week Cost." The denominator is the sum of all the campers multiplied by the number of weeks they attended camp. The numerator is the sum of tuition payments and all fundraising.

Total Revenue	Approx ave cost of a camper-week ($)
Under $800,000	700
$800,000 thru $2.5 million	1,100
$2.5 million or more	1,200
TOTAL	1,100

Size of Camp	Approx ave cost of a camper-week ($)
Under 100	1,100
100-399	1,000
400-999	1,100
1,000+	1,200

The overall average amounts to $1,100. While costs do not vary by size, they are lower for camps with smaller revenues. Within the movements, Chabad, the Orthodox, and Zionist camps report the lowest average costs per camper-week. Ramah camps are at the high end.

Camping Movement	Approx ave costof a camper-week ($)
Orthodox	900
Ramah	1,400
URJ	1,200
Zionist	900
JCCA	1,200
Chabad	400
Young Judaea	1,000
AIJC	1,200
Other*	1,000
Average	1,100

**Other = Traditional, Secular, Sephardic & Reconstructionist*

Regionally, lower costs appear in Canada and the Midwest; the average cost in the West is higher because California is home to the camps with the highest average costs per camper-week.

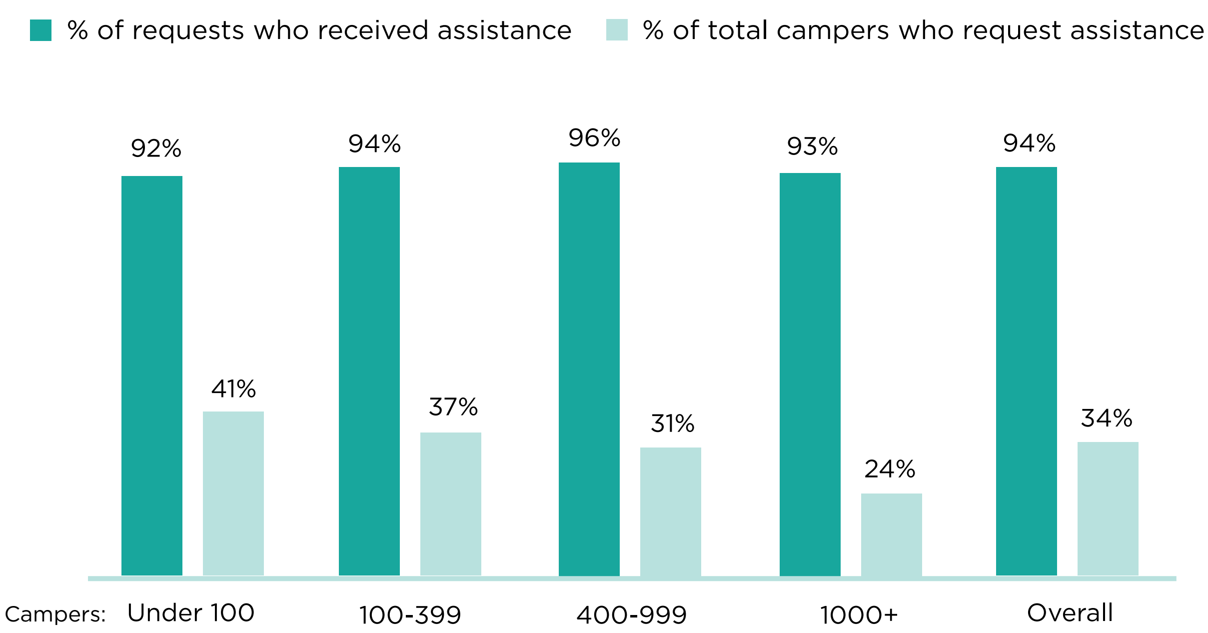
Region	Approx ave cost of a camper-week ($)
Northeast	1,000
Midwest	1,000
West	1,300
South	1,200
Canada	1,000

FINANCIAL AID

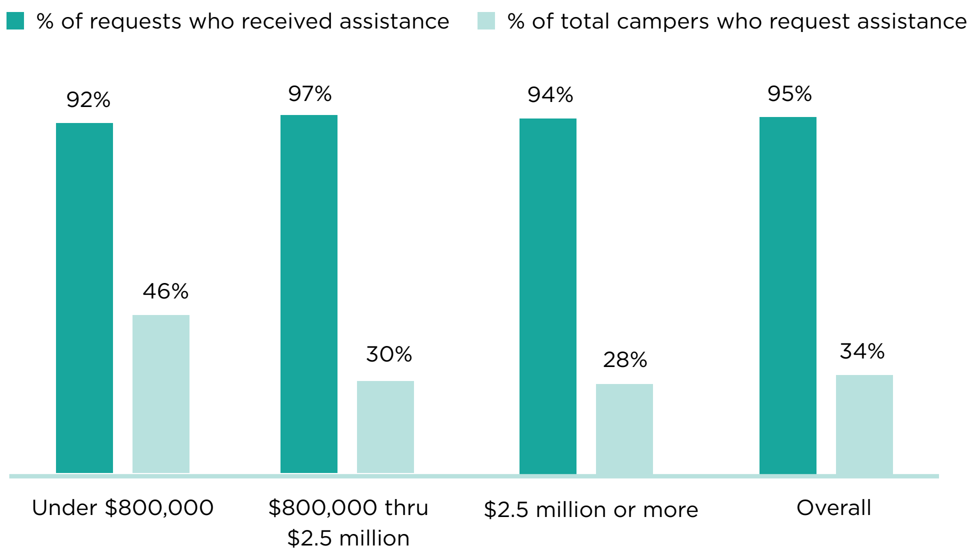
Financial aid – More need in smaller camps: The Census asked respondents to report on the number of campers who requested financial aid and the number who received it, independently from the One Happy Camper® program. Nearly all (94%) campers requesting aid received it (restricting the calculation to the 133 camps reporting both figures).

Throughout the network, about 34% of total campers requested assistance.

Percentage of Campers Who Requested and Received Financial Assistance by Size of Camp

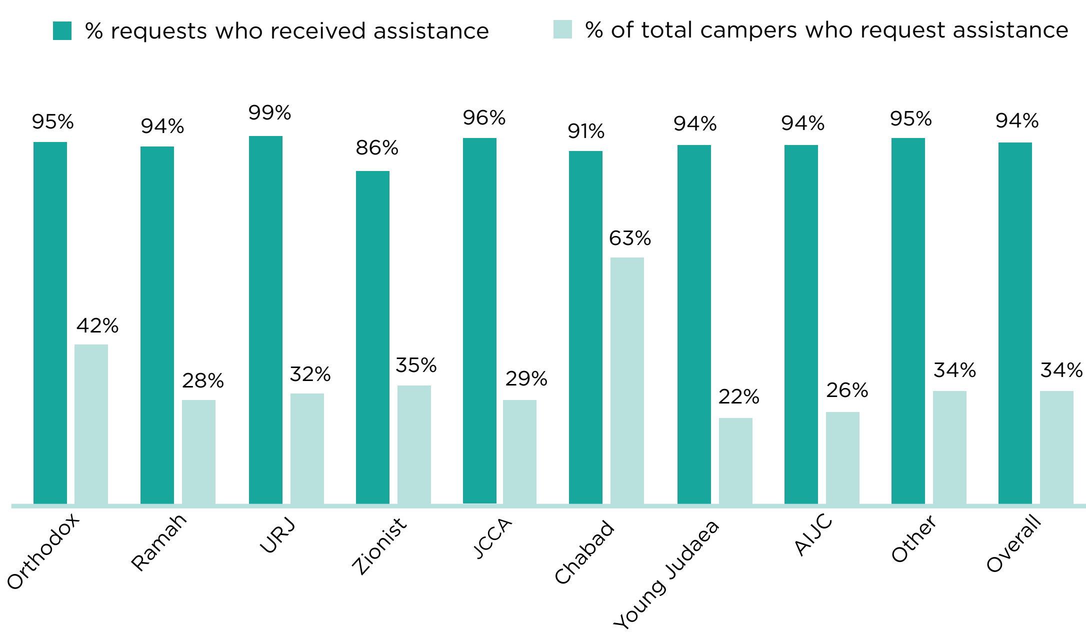


Percentage of Campers Who Requested and Received Financial Assistance by Total Revenue



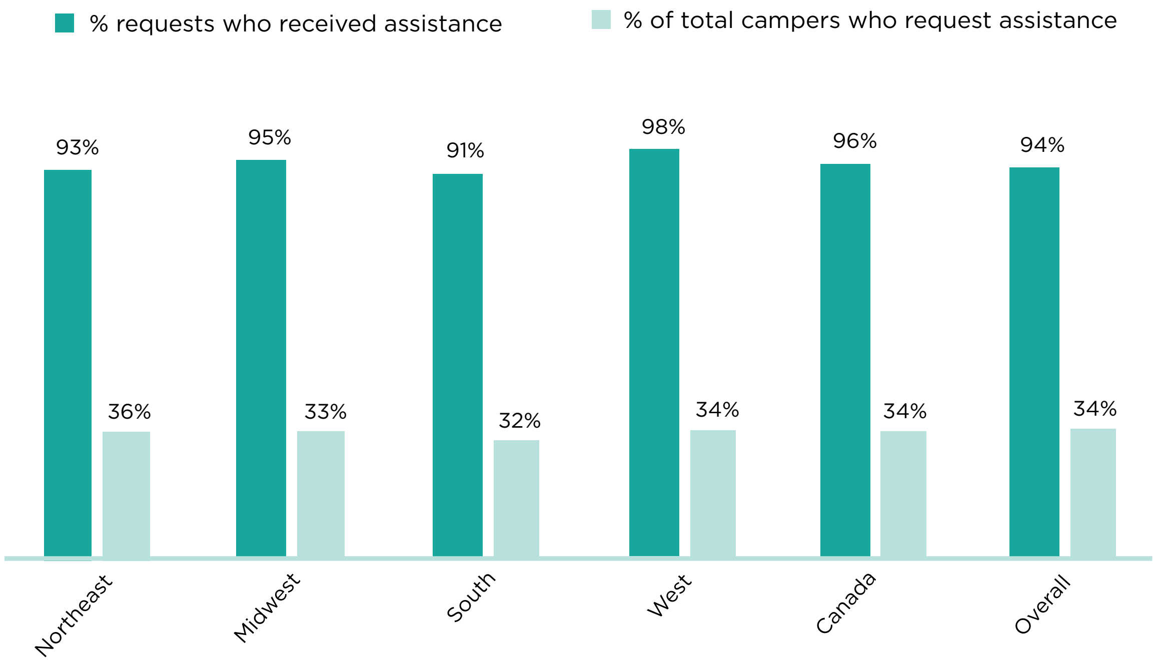
The percent "of need" (i.e., the fraction of campers requesting aid) is almost double in the smallest camps as in the larger camps, and, in parallel, far greater in camps with smaller budgets than those with larger revenue streams. Of all the movement camps, need levels are highest for Chabad, followed by the Orthodox (perhaps consistent with their higher reliance on fundraising). In contrast, Young Judaea is at the low end of the spectrum, but even so, 22% of campers requested aid.

Percentage of Campers Who Requested and Received Financial Assistance by Movement



Geographically, need levels are highest in the Northeast---specifically in New York, Pennsylvania and New Jersey (where the Orthodox camps are concentrated).

Percentage of Campers Who Requested and Received Financial Assistance by Region



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Lastly, we would like to thank the 160 nonprofit Jewish overnight camps that offer over 90,000 campers and college-aged counselors transformative Jewish summer experiences, strengthening their connection to each other and their essential Jewishness.

ABOUT THE AUTHOR

Professor Steven M. Cohen

Steven M. Cohen is Research Professor of Jewish Social Policy at HUC-JIR, and Director of the Berman Jewish Policy Archive at Stanford University. In 1992 he made aliyah, and taught at The Hebrew University, having previously taught at Queens College, Yale, and JTS.

Among his books are The Jew Within (with Arnold Eisen), Two Worlds of Judaism: The Israeli and American Experience (with Charles Liebman), and Sacred Strategies: Transforming Synagogues from Functional to Visionary (with Isa Aron, Lawrence Hoffman and Ari Kelman, Isa Aron, Lawrence A. Hoffman. He was the lead researcher on the Jewish Community Study of New York: 2011, and consultant to the Pew studies of American Jews and Israeli society.

Prof. Cohen received an honorary doctorate from the Spertus Institute of Jewish Studies, the Marshall Sklare Award, and a National Jewish Book Award, and served as president of the Association for the Social Scientific Study of Jewry, 2012-16.

Married to Rabbi Marion Lev-Cohen, Steven and Marion live in Jerusalem and New York.

ABOUT THE FOUNDATION FOR JEWISH CAMP

The key to the Jewish future is Jewish camp. We know from research – and nearly two decades' experience – that this is where young people find Jewish role models and create enduring Jewish friendships. It's where they forge a vital, lifelong connection to their essential Jewishness.

Suddenly, all those Shabbat song sessions and campfire stories take on new importance – and urgency. So we're devoted to helping Jewish camps and summer programs thrive. We gather data, build new programs, provide operational support and help recruit campers. We've elevated camp management into a true profession. And we work to elevate Jewish camp on the cultural and philanthropic agenda.

In short, our mission is to help Jewish camps achieve their mission: to create transformative experiences – and the Jewish future.