



REQUEST FOR PROPOSALS
THE COMPETITIVE EDGE – COHORT 2
SPECIALTY TRACKS IN JEWISH OVERNIGHT CAMPS

With the generous support of The Gottesman Fund, Foundation for Jewish Camp (FJC) is now accepting proposals for a second round of the successful Competitive Edge program. This initiative provides training and financial support to a cohort of up to five Jewish overnight camps to plan and implement new specialty tracks in their traditional camps, to launch in summer 2022.

The lack of Jewish specialty options has driven many parents and their children to choose from among the many available secular summer programs, rather than attend a Jewish camp. Through Competitive Edge, Jewish camps will offer innovative specialty programs (intensive tracks or a camp within a camp) at their camps, enabling them to successfully recruit and retain new camper families who may have otherwise pursued secular summer experiences. Participation in the Competitive Edge program will increase camp's competitiveness.

The new cohort will build on the success of the specialty camp programs established through the Specialty Camps Incubator and Accelerator and the first cohort of Competitive Edge. Competitive Edge provides camps the strategic project structure, tools to integrate experiential Jewish learning, and the entrepreneurial leadership needed to develop successful specialty tracks and programs.

The four-year program provides camps with an opportunity to:

- build or upgrade program facilities and equipment,
- increase staff capacity to manage initiative,
- develop cutting-edge program designs infused with Jewish experiential education, and
- create marketing materials and recruitment methods in order to both expand existing markets and reach new segments of the camp market who seek specific specialty camp programs.
- refine and elevate each camp's overall marketing and recruitment strategies, providing growth and learning for the entire camp

Please note, this program is not to help expand a camp's program/elective offerings but is intended for new focused specialty tracks ("a camp within a camp" model) that will appeal to new market segments.



Potential Specialty Areas:

Based on current offerings from the secular camp world, we envision a range of potential specialty tracks including, but not limited to:

- Creative & Performing Arts
- Water Activities & Sports
- Farming & Gardening
- Culinary Arts
- Sports
- Outdoor Adventure
- STEM (Makers Spaces, Robotics, etc.)
- Music & Recording Arts
- Film, Blogs, Podcasts, etc.
- Digital Media, Digital Arts & Game Design

The Competitive Edge program will provide each selected camp with:

1. Matching Capital Grant

A 50% matching grant of up to **\$100,000** earmarked for:

- Capital investment for new facilities, facility upgrades, or equipment that will enhance the camp's ability to run a high level specialty program
- Curriculum development and program design
- Marketing and collateral materials

2. Matching Staff Capacity Grant

A 50% matching grant of up to **\$40,000** earmarked for staff capacity:

- Up to \$20,000/year for two years to support the hiring of a project manager. This position can be a new staff hire or increasing a part-time position to a full time.

3. Training and Consultation

A 3.5-year training and mentoring program for the key professionals from each camp, to include:

- Cohort workshops led by expert consultants focused on marketing and recruitment, product differentiation, program curriculum design and development, communications, program integration, and staffing. Cohort workshops will be held twice per year (in the fall and spring).
- Ongoing individual consulting and mentoring. Each camp will be assigned a mentor with whom they will establish performance goals and objectives, meeting regularly for guidance and support. Competitive Edge faculty will be accessible throughout the program for additional coaching and training.
- Summer site visit by FJC and program consultants
- FJC Camper Satisfaction Insight Survey (CSI) to assess the quality of the specialty program and provide insight for continued upgrade and expansion (summer 2022 and 2023).



Program Criteria

To be eligible to apply for this program, camps must have:

- a desire to increase camper enrollment by filling existing empty beds or adding capacity
- full-time, year-round professional leadership with a track record of success and delivering programmatic excellence in general and Jewish programming
- a demonstrated capability to raise the necessary matching funds

Please note that specialty tracks must meet the following criteria:

- Session length must be a minimum of 12 consecutive days
- Campers must spend a minimum of 3 hours per program-day in the specialty (or half of the day)
- The program design should be for campers to be able to return summer after summer, continuing to develop their skills in that specialty
- Demonstrated success in integrating Jewish content into the camp life
- Special consideration will be given to camps whose programs seek to retain and enroll teen campers (whose enrollment tends to drop off).

Application Process

Camps must submit a narrative proposal of no more than three pages which includes the following:

- Description of specialty track that will attract new segments of the camp-age market, based on current market research
- Opportunities for infusing the specialty with Jewish experiential learning and Israel education, consistent with the mission of the camp
- Camper enrollment details for the last three summers, and the number of new campers that the camp anticipates it will be able to serve through this program

In addition to the narrative, camps should submit the following attachments:

- Timeline and budget delineating use of funds to include facility improvements, program development, equipment, staffing, and marketing materials
- Fundraising capabilities and plans to raise needed funds to qualify for FJC matching grant
- 2 years of audited financials and 990s (if applicable)
- ACA accreditation or the Canadian equivalent
- Background of full time, year-round professional leadership

A committee comprised of FJC, The Gottesman Fund, and qualified field professionals will evaluate all proposals and those with the most promise of success will be selected to participate.



RFP Timeline

Date	Activity
February, 2020	Announcement of RFP
April 27 th	Final Proposals due
May, 2020	Notification of selected camps
Fall 2020	First workshop
May 2021	Deadline to hire specialty project manager

Please submit Proposal via email
By April 27th to
Amy Bravman at Amy@jewishcamp.org