

FJC CONCENSUS 2020: THE STATE OF THE FIELD OF JEWISH CAMP

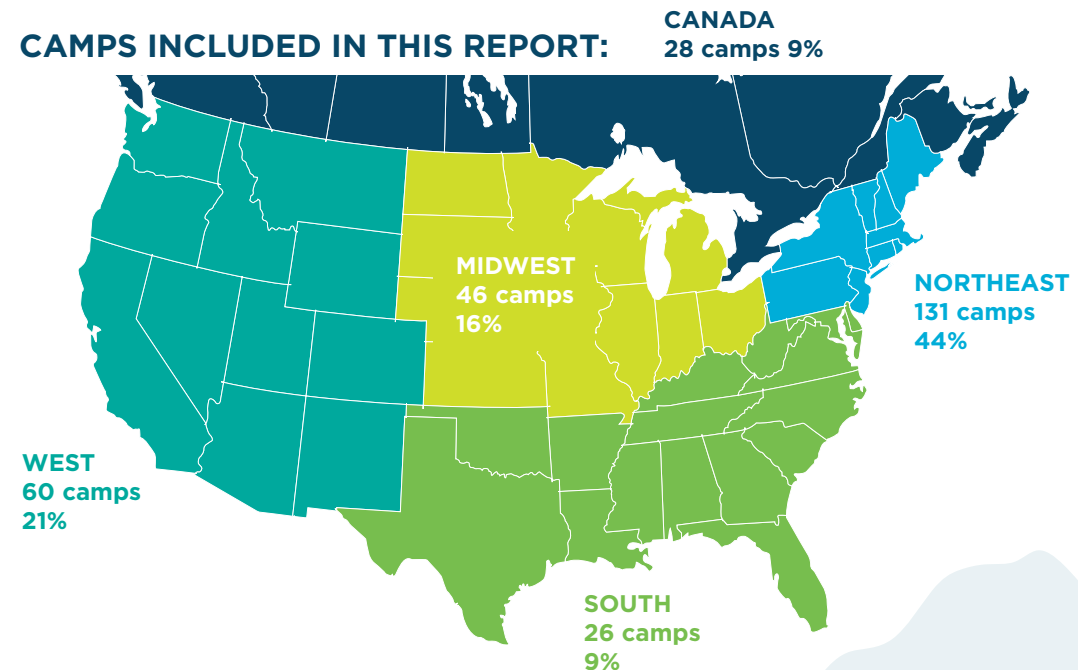


Data was collected from September to October 2020 via the ConConsensus Survey.

Foundation for Jewish Camp's ConConsensus 2020 report reflects a snapshot in time in an ever-changing world of youth development and Jewish camping, highlights the successes and challenges of day and overnight camps during summer 2020, and looks ahead at our priorities for 2021.

KEY FINDINGS INCLUDE:

- In 2020, Jewish day and overnight camps offered over **263,900 virtual engagements and events** to campers, families, staff, and alumni.
- Overnight camps were most severely impacted by closures; only **7% of overnight camps opened for in-person summer camp**.
- For day and overnight camps that opened, **90% of reported COVID-19 cases were from staff, family or household members, and not campers and 88% of cases did not spread to anyone else through camp**.
- The closure of camps and reduced enrollment for those that opened resulted in **unprecedented field-wide budget deficits** in 2020.
- Over **68% of day and overnight camps have reduced hours, furloughed, or laid-off year-round staff** during 2020.
- **Closing deficits and ensuring enrollment and staffing numbers** are the current top priorities for camps.



ABOUT THIS REPORT

Traditionally an immersive and highly social in-person experience, Jewish camp offers campers and staff a sense of physical and emotional wellbeing, a strong sense of belonging, and a safe space to foster and develop important skills like empathy, resilience, and collaboration. However, this was not a typical summer or 'business as usual' in any way.

In place of our annual Jewish Camp Census, Foundation for Jewish Camp (FJC) holistically examined the field-wide impacts of COVID-19 on summer 2020 and our field's future.

While this report elevates the innovation, impact, and adaptive capacity of the field, it also illustrates the range of gaps and needs present in this moment.

FJC hopes the data in this report will help generate new collaborations among camps, inspire innovative efforts to support the mental, social, and emotional health of camp professionals, reimagine the counselor experience, and explore year-round and lifelong engagement. Campers and camps need each other more than ever to connect, grow, and thrive in community. We share this report with immense gratitude for the strength of the field and want to especially thank the camps who contributed the story of their summer with us.

Data from camps of the following Jewish affiliations and movements are included in this report: Jewish Community Center Association (JCCA), Union for Reform Judaism (URJ), Chabad, Association of Independent Jewish Camps (AIJC), National Ramah Commission, Bnei Akiva of the US and Canada, Young Judeaea (US and Canada), Habonim Dror North America, OU/NCSY, Agudath Israel, Nageela, Hashomer Hatzair, Reconstructing Judaism, synagogue-owned camps, as well as independent and unaffiliated camps among others.

CONTENTS

Engagement, Reach, and Impact: By the Numbers	2
Virtual Programming and Camp: A Brave New World	4
In-Person Camp: Making it Work in 2020	6
Health and Safety: Managing COVID-19 at Camp	7
Staffing: Reductions, Furloughs, and Lay Offs	9
Operations and Finances: Collective Action	11
2021 Priorities and Enrollment: Looking Ahead	12

FJC RECEIVED:

296

responses describing the activities of

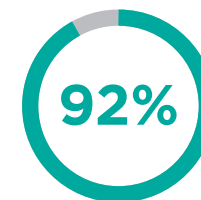
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overnight camps and

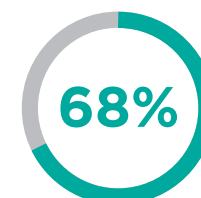
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day camps across North America

THIS REPRESENTS A:



response rate from the overnight camps and

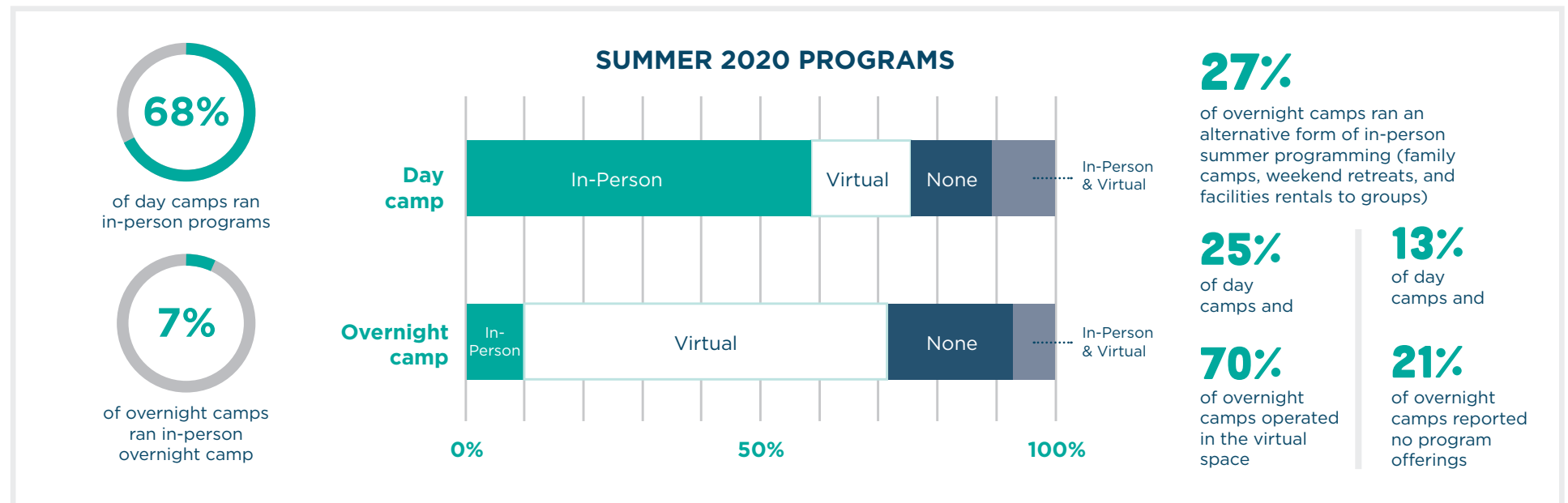


response rate from the day camps that were sent the survey

ENGAGEMENT, REACH, AND IMPACT: BY THE NUMBERS

In summer 2020, and the months leading up to it, the global COVID-19 pandemic forced camps to innovate at every turn. The vast majority of overnight camps were unable to open for in-person programming and quickly adapted to the virtual space. Day

camps, too, conquered logistical obstacles to adopt new health and safety policies so they could operate in person at least for some part of the summer. In total, 243 day and overnight camps ran in-person and virtual programs in summer 2020.



Of 243 day and overnight camps reporting holding virtual and in-person programs in summer 2020:

92%

designed program curriculum using specific Jewish values.

50%

used principles of Universal Design to inform programs.

54%

addressed the topic of Racial Justice in programs.

47%

served a new population that they had not served before (i.e., campers entering kindergarten, campers from new geographies, etc.).

87%

served campers not enrolled in camp prior to the arrival of COVID-19.

57%

used evidence-based Social Emotional Learning principles to inform programs.

63%

provided access to mental health support for staff, campers, and/or families.

2020 BY THE NUMBERS:

LIVES TOUCHED VIRTUALLY

263,917 engagements with virtual programming

LIVES TOUCHED IN PERSON

24,076 campers served in person

46,608 participants engaged in virtual Jewish rituals	90% at 103 overnight camps	10% at 28 day camps
24,910 total hours of virtual programming	58% at 120 overnight camps	42% at 40 day camps
18,570 youth engaged in virtual camp*	74% at 60 overnight camps	26% at 38 day camps
8,573 received Camp-in-a-Box**	75% at 24 overnight camps	25% at 20 day camps

16,971 campers served in day and overnight camp	24% at 11 overnight camps	76% at 95 day camps
10,961 served by family camp, gathering families on site, or retreats	94% at 41 overnight camps	6% at 3 day camps

*We defined virtual camp as a program that was: open only to campers who register in advance, with programming offered multiple times during the week for a minimum of 10 hours that included some live engagement. We defined virtual programming as all other types of online offerings with or without registration.

**We defined Camp-in-a-Box as materials and activities sent to campers' homes by camp staff.



UNIQUE AND MEANINGFUL ENGAGEMENTS VIRTUALLY & IN PERSON

60%
at 131 overnight camps

51%
at 118 overnight camps

62,040
unique campers meaningfully engaged virtually and in person

15,308
unique new campers

40%
at 133 day camps

49%
at 123 day camps



VIRTUAL PROGRAMMING AND CAMP: A BRAVE NEW WORLD

Camps that embarked on virtual programming entered uncharted waters, and overnight camps were most impacted by the shift to the virtual space.

Virtual engagement brought camp-like programming, *ruach* (spirit), and connections to life online. These program models were new and untested, and 45% of overnight camps offered virtual programs at no charge. Despite the formidable challenges, many camps felt they were able to successfully build community virtually and bring the camp feeling to both campers and their families. Half also engaged new audiences including new campers, families, and previously unengaged alumni. Camps summed up some of the silver linings:

“In some ways, we were able to reach a broader audience with our programming this summer. Alumni with young kids were tuning into our day camp programming from all over the country. Alumni who were out of touch joined our 400-person Kabbalat Shabbat, and our play was seen by 3,000 people on Facebook Live and Zoom.”

“There is a certain inexplicable intimacy in the virtual programming. The barriers come down quickly so that [they] were able to jump in and talk about more personal things right away - challenging relationships with parents,... the pressures and expectations of school, friends, social media; understanding G-d, understanding what a mitzva is; finding their purpose and using their talents for good - all these things got deep and personal pretty quickly.”



209/296 day and overnight camps offered virtual programming



98/296 day and overnight camps offered virtual summer camp



of camps offered virtual camp at no charge

Of those that charged for virtual camp, camp cost an average of

\$112

per weekly session (range \$7 - \$350 per session)



Camps ran for an average of

5 weeks

(range 1-10 weeks)

Camps provided an average of

20 hours

of weekly programming (range 5-50 hrs a week)

Campers signed up for an average of

3 weeks

(range of 1-8 weeks for camper attendance)

Overnight camps served an average of **126** campers a week (range 20-650)

Day camps served an average of **50** campers a week (range 3-190)

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NAVIGATING IN THE VIRTUAL SPACE

Virtual programs were offered to campers of all ages. Although many camps ran excellent programs geared for teens, some camps also found it especially hard to engage with teens in the virtual space. And, while the youngest kids were most eager to participate, they often needed assistance from adults. In addition, camps described the primary challenges and solutions to ameliorate barriers in the virtual space:

PRIMARY CHALLENGES OF THE VIRTUAL SPACE:

- Meaningful engagement and connection with campers
- Lack of interest in virtual programs
- Zoom fatigue
- Limitations and frustrations with technology
- Inconsistent attendance
- Logistics of scheduling and coordinating time zones
- Lack of shared best practices
- Behavioral management
- Uncertainty around charging or pricing for this untested mode of programming (and balancing that with the need to still pay staff)

CAMPS SUGGESTED THE FOLLOWING TO ALLEVIATE CHALLENGES:

- Joint programming and communication between camps including using a shared platform
- Financial resources to support virtual programming
- Workshops on best practices (combating zoom fatigue, tips on engaging via zoom)
- Training for working with teens and teen programming
- Successful marketing strategies to increase engagement
- Connecting staff with other professionals in the virtual space

“At camp, the challenge is to get the kids quiet. On Zoom the challenge is to make the kids talk. Once we did some focused training on this, the activities and the participation improved. By the end of the summer, we had really hit our groove.”

IMPLEMENTING CAMP IN THE VIRTUAL SPACE

(n=39 day and 104 overnight camps)

	Did Not Implement	Difficult to Implement	Somewhat Difficult to Implement	Easy to Implement
Art	15%	3%	17%	66%
Cooking	30%	1%	19%	50%
Large Group Events	23%	8%	40%	29%
Music or Dance	21%	8%	36%	35%
Shabbat	20%	2%	19%	59%
Singing	20%	20%	29%	31%
Small Group Events	13%	2%	17%	68%
Sports	48%	27%	15%	9%

IN-PERSON CAMP: MAKING IT WORK IN 2020

66% or 95/143 day camps reported running some form of in-person day camp.

7% or 11/152 overnight camps reported running some form of in-person overnight camp, another **7%** (12 camps) ran in-person day camps and **24%** (36 camps) hosted families on site, rented their facilities to organizations or ran retreats.

95
day camps ran in-person day camp programs for

12,580

participants



11
overnight camps ran some form of overnight camp for

4,391

participants



Camps made adjustments such as eliminating trips, rearranging schedules to have fewer transitions, and providing less flexible schedule offerings.

Some aspects of camp were easily implemented, such as arts and arrivals and dismissals, while others were often skipped (swim instruction and cooking) or difficult to implement for some camps given the COVID-19 restrictions.

IMPLEMENTING DAY CAMP DURING COVID-19*

(n=95)

	Did Not Implement	Difficult to Implement	Somewhat Difficult to Implement	Easy to Implement
Arrival & Dismissal	2%	8%	24%	66%
Arts	1%	1%	19%	79%
Cooking	62%	7%	16%	15%
Free Swim	32%	4%	32%	32%
Israel Programs	41%	6%	19%	34%
Meals	8%	7%	30%	55%
Music or Dance	6%	10%	33%	51%
Shabbat	10%	17%	35%	38%
Singing	11%	24%	28%	37%
Sports	1%	13%	50%	36%
Swim Instruction	66%	7%	16%	11%
Transportation	79%	7%	10%	4%

CAMPERS WITH DISABILITIES AT CAMP IN 2020

Day camps reported that there were 846/12,580 campers with disabilities participating in-person at day camp (or 6.7%) compared to 5.8% of campers in 2019. This increase occurred despite multiple challenging factors. Camps reported that many campers with disabilities had other health needs that put them at higher risk for COVID-19 related illnesses making it less safe for them to be at camp. Also, some health departments and health officials advised camps against having 1:1 staffing with campers to reduce the risk of the virus which made it challenging to have campers requiring 1:1 staffing. Given we only have 11 overnight camps operating in-person we did not compare this 2020 and 2019 data.

*Data available from overnight camps that ran in-person programming is not a significant enough portion of the field and is not represented here.

HEALTH AND SAFETY: MANAGING COVID-19 AT CAMP

In addition to following the American Camping Association (ACA) and federal Centers for Disease Control (CDC) guidelines presented here, camps reported implementing additional cleaning initiatives, requiring daily health screening assessments, modifying transportation practices, increasing communication with parents, creating strict handwashing policies, barring parents from facilities, checking temperatures, modifying lunches, eliminating field trips, hiring additional staff including medical and cleaning staff, canceling swim instruction, and forming COVID-19 committees or taskforces.

Camps suggested that the following would ease the burdens of operating camp during COVID-19: clearer advice from the Department of Health, CDC, and the state, affordable and accurate testing, additional medical staff, additional staffing for small groups and to fill in when a staff member must quarantine, funding for cleaning and additional transportation needs, PPE without price gouging, online check-in and out system, and resources on socially distant activities.

Both day and overnight camps reported that maintaining social distance among campers and staff and having back up staffing plans for staff in case of sickness were the most challenging to implement, while most other guidelines were easy to implement.

**While we're including overnight camp data because it tells an interesting story, this data is not a significant portion of the field.*

IMPLEMENTING THE CDC GUIDELINES AT OVERNIGHT CAMPS (n=11*)

	Did Not Implement	Difficult to Implement	Somewhat Difficult to Implement	Easy to Implement
Administering COVID-19 Testing	20%	0%	20%	60%
Backup Staffing Plan in Case of Sickness	30%	0%	20%	50%
Cleaning & Disinfecting Surfaces	0%	0%	10%	90%
Handwashing & Sanitizing	0%	0%	30%	70%
Implementing Small Groups & Keeping Them Together	10%	0%	50%	40%
Masks Required for Campers	70%	10%	20%	0%
Masks Required for Staff	50%	10%	40%	0%
Mealtime Safety Measures	10%	0%	10%	80%
Modifying Layout	0%	0%	30%	70%
Quarantining Potential Cases	10%	0%	10%	80%
Social Distancing Between Campers	10%	20%	70%	0%
Social Distancing Between Campers & Staff	10%	20%	60%	10%
Staggered Schedules (drop-off & pick-ups)	40%	0%	20%	40%
Staying Outside	20%	0%	10%	70%
Testing Campers for Symptoms	0%	0%	10%	90%
Testing Staff for Symptoms	0%	0%	0%	100%
Ventilation Inside	0%	0%	30%	70%

IMPLEMENTING THE CDC GUIDELINES AT DAY CAMPS (n=95)

	Did Not Implement	Difficult to Implement	Somewhat Difficult to Implement	Easy to Implement
Administering COVID-19 Testing	84%	5%	4%	7%
Backup Staffing Plan in Case of Sickness	10%	24%	44%	22%
Cleaning & Disinfecting Surfaces	0%	3%	11%	86%
Handwashing & Sanitizing	0%	0%	10%	90%
Implementing Small Groups & Keeping Them Together	0%	3%	22%	75%
Masks Required for Campers	20%	7%	35%	38%
Masks Required for Staff	5%	0%	19%	76%
Mealtime Safety Measures	6%	4%	20%	70%
Modifying Layout	3%	5%	43%	49%
Quarantining Potential Cases	39%	3%	20%	38%
Social Distancing Between Campers	9%	30%	52%	9%
Social Distancing Between Campers & Staff	7%	24%	50%	19%
Staggered Schedules (drop-off & pick-ups)	28%	3%	24%	45%
Staying Outside	4%	1%	26%	69%
Testing Campers for Symptoms	0%	2%	12%	86%
Testing Staff for Symptoms	0%	2%	8%	90%
Ventilation Inside	20%	10%	24%	46%

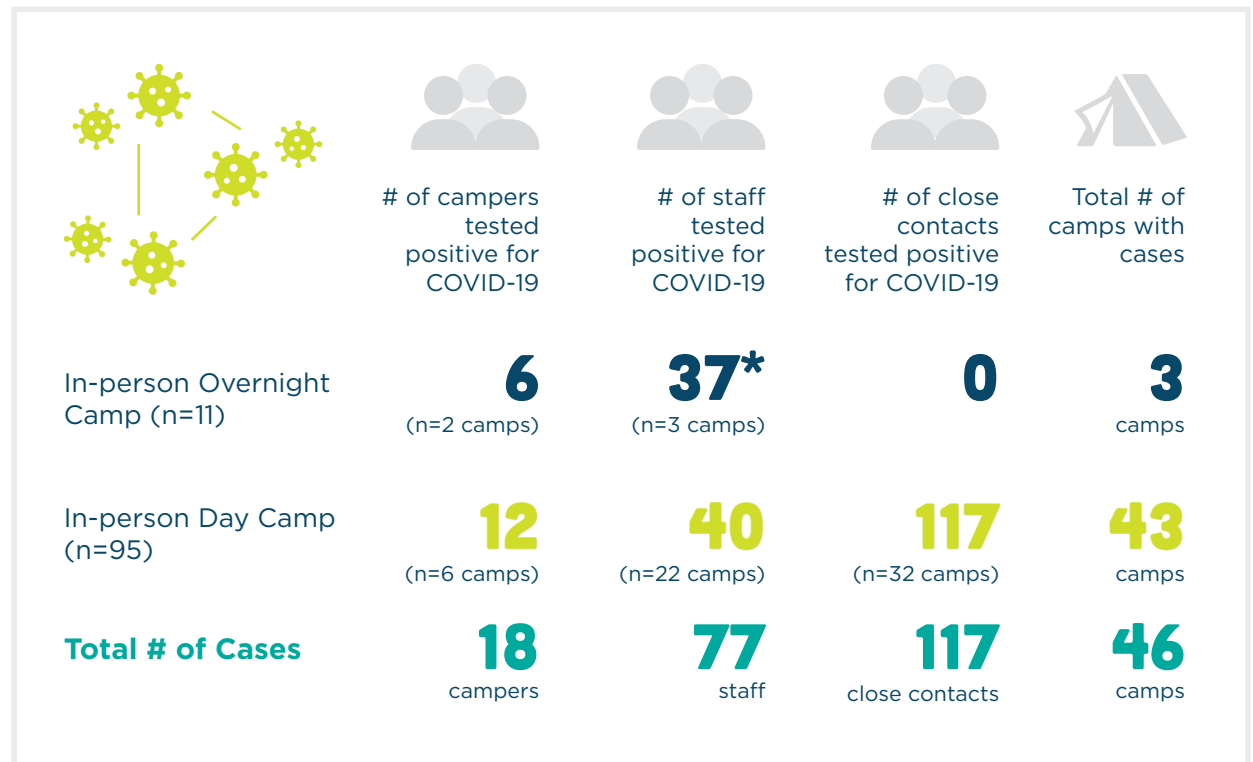
TRACKING COVID-19 CASES AT CAMP

While there were cases of COVID-19 at in-person camp this summer, it is important to note that **over 88% of cases did not spread to anyone else through camp.**

40/43 day camps **2/3** overnight camps

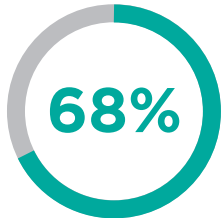
with known cases in campers, staff or families/ household members reported that cases did not spread to others at camp

In total, 43 of 95 day camps and 3 of 11 overnight camps that opened had records of campers, staff, or their close contacts contracting COVID-19 during summer 2020.



**34 of the 37 cases were from one camp.*

STAFFING: REDUCTIONS, FURLOUGHS, AND LAY OFFS



or two thirds of day and overnight camps reported that year-round camp staff had been furloughed, had their hours reduced, or had been laid-off during 2020.

Staffing data from 284 camps provides a snapshot of employment and roles at camps. 135 camps reported eliminating staff positions over the past year and 125 camps with open staff positions at the time of reporting.

Assistant Directors and administrative staff were the most frequent positions eliminated. Over a third of camps do not have medical staff as part of their year-round or seasonal staffing plan, and half of camps do not have inclusion or mental health professionals, showing potential opportunities and needs in these areas.

	Day Camp	Overnight Camp	TOTAL
Current # of year-round staff (as of October 2020)	1288	1504	2792
# of year-round staff furloughed, working reduced hours, or laid-off since September 2019	362	475	837

YEAR-ROUND CAMP STAFFING

(n=284 day and overnight camps)

	Currently Employed	Position was Eliminated Within the Past Year	This is a Seasonal Role	Do Not Have This Role	There is Currently an Open Position
Executive Director	57%	1%	0%	41%	1%
Camp Director	84%	1%	5%	6%	4%
Assistant Director	48%	9%	16%	24%	3%
Associate Director	24%	3%	5%	66%	2%
Development & Fundraising	38%	3%	1%	54%	4%
Marketing & Communications	38%	3%	5%	53%	2%
Registrar/Enrollment	49%	5%	8%	36%	3%
Business Manager	26%	1%	1%	69%	2%
Operations	34%	3%	9%	53%	2%
Facilities Staff	51%	2%	14%	31%	2%
Finance	45%	1%	3%	51%	1%
Parent Liaison/Outreach	15%	1%	6%	80%	2%
Inclusion Professionals	17%	2%	29%	48%	4%
Medical Professionals	7%	1%	53%	37%	2%
Mental Health & Community Care Professionals	11%	1%	39%	48%	2%
Special Program Coordinators/Directors	15%	2%	42%	40%	1%
Administrative/Other Support	31%	6%	32%	29%	2%

SEASONAL SUMMER STAFF

As expected, there were also dramatic reductions in seasonal staffing, significantly impacting young adults. Not all paid staff reported in summer 2020 were employed for a comparable amount of time as they may have been in 2019. In addition, camp roles for overnight camp were drastically shifted and many camps relied on volunteer staff.

On top of paid seasonal staff, camps - especially overnight camps - also relied on unpaid staff in 2020.

	Total # of 2019 seasonal paid staff from the 2019 Census	Total # of 2020 seasonal paid staff	Total # of 2019 paid international staff	# of 2020 paid international staff	# of 2020 paid staff with disabilities	# of 2020 paid LITs/CITs
Overnight Camp (13,000 college-aged staff)	25,232	2,105	3460	275	22	72
Day Camp (5,000 college-aged staff)	14,872	6,011	373	8	66	122
TOTAL (18,000 college-aged staff)	40,104	8,116	3,833	283	88	194

	# unpaid LITs/CITs	# seasonal volunteers
	533	2,414
	416	81
TOTAL	949	2,495

Although the majority of college-aged camp staff lost their jobs this summer, camp counselors showed up for camp in a huge way. One camp summed it up:

“The outpouring of participation from college-aged staff who worked as unpaid volunteers was extraordinary. They had learned from their years at camp the responsibilities involved with being part of a community, and they answered the call when their community needed them most.”

- In terms of hiring for 2021, camps expressed the following concerns:**
- Staff retention
 - COVID restrictions and the unknowns of summer
 - The ability to hire international staff
 - Uncertainty of staffing needs based on unknowns about enrollment
 - Losing a year training staff
 - Financial viability of staffing
 - Staff compliance with COVID precautions
 - Virtual interviewing and hiring
 - Ensuring that staff can successfully live in a bubble while at camp and during time-off

CAMP FINANCES AND OPERATIONS: COLLECTIVE ACTION

The closure of camps, and reduced enrollment for those that opened, resulted in significant deficits for camps and the field in 2020.

Collective efforts to reduce costs, borrow funds, and raise money, especially by overnight camps, helped to fill gaps in revenue and mitigate **approximately \$150 million in financial losses** associated with the cancellation of in-person camp this summer. Jewish Federations, local and national Foundations, US and Canadian governments, and camp parents have all contributed to fill these gaps. Data below reflects both ConCensus data reported by camps and data imputed by FJC from additional sources. There was not sufficient data to provide a clear financial picture for day camps.

MITIGATING LOSSES AT OVERNIGHT CAMP

Donated Funds	Total
Funds from organizations (JCcamp180, Foundations, JCRIF grants, FJC, Federations) (n=107 camps)	\$29,282,000
Funds from individuals (alumni, donors, endowments, major gifts) (n=110 camps)	\$34,595,000

Borrowed Funds	Total
Small Business Administration (SBA) Loans (PPP and EIDL Loans) (n= 97 camps)*	\$21,985,000
JCRIF Loans (n=29 camps)	\$11,035,000
Other Loans (n=28 camps)**	\$8,723,800

Families donated or rolled over \$47 million in tuition to camps.

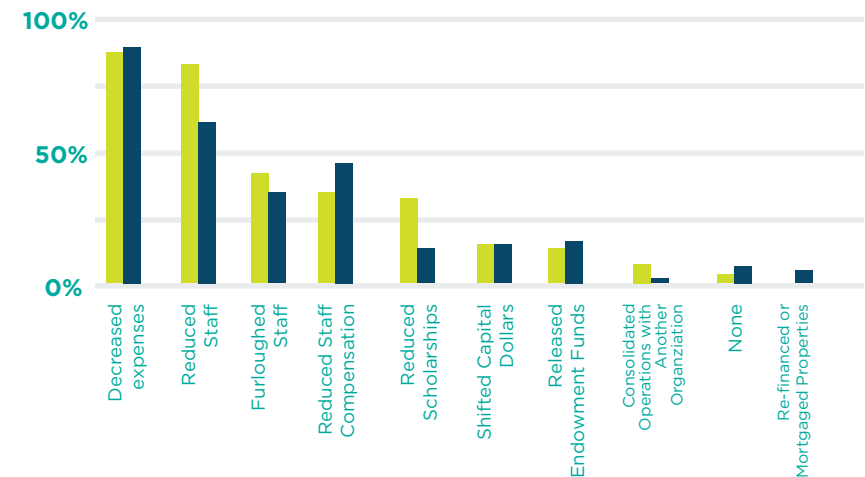
2020 Tuition from Families	Total	Avg Per Camp
Donated tuition (n=117 camps)	\$14,800,000	\$126,500
Rolled over tuition (n=87 camps)	\$32,180,000	\$369,885
Dollars Refunded to Parents (n=122 camps)	\$76,889,000	\$630,241

*We anticipate that the majority of the PPP loans will to be forgiven in 2021
**as of October 2020

In addition to receiving far less tuition dollars, camps also have incurred or anticipate additional costs in the following areas:

- PPE (masks, sanitizer, washing stations, plexiglass, and cleaning supplies)
- Cleaning and medical staff
- COVID-19 testing
- Extra staff expenses for staff working through COVID-19
- Food service increases
- Transportation
- More indoor and outdoor space and tents
- Improvements to facilities
- Increased tuition assistance for families
- Security
- Loan payments

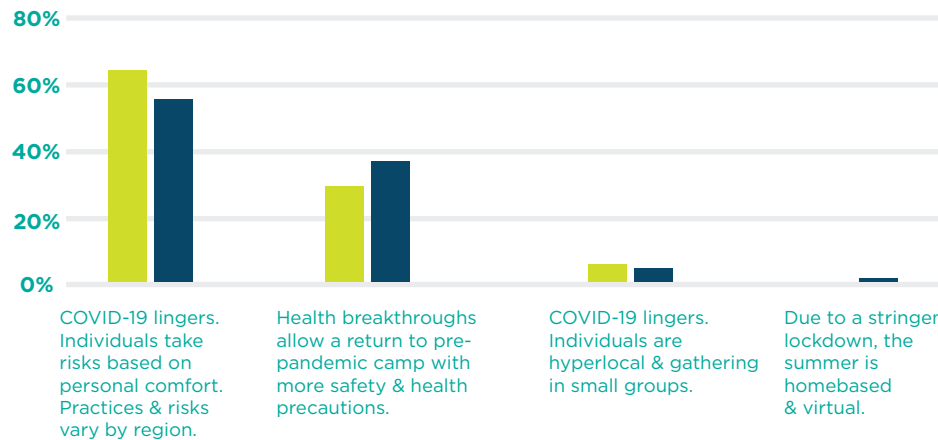
Day and overnight camps cut costs in every way possible, though most cost-cutting measures impacted staff.



About 15% of day and overnight camps are considering restructuring camp operations, including mergers and relocations. Many camps are also considering making changes to session structure, adding programs, rentals, and staffing. Almost half (134) of all camps formed new partnerships this summer -- day camps partnered with other day camps, overnight camps teamed up, new regional collaborations were created, and new partnerships were forged with organizations in local communities and in Israel.

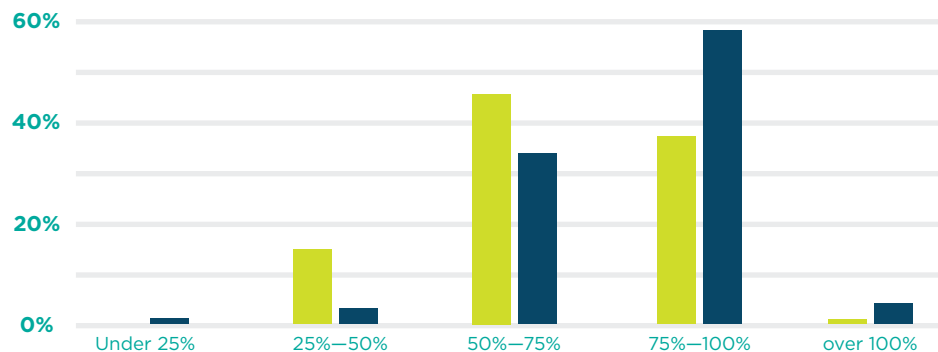
2021 PRIORITIES AND ENROLLMENT: LOOKING AHEAD

Essentially, all overnight and day camps plan to open in some form for summer 2021 and are moving ahead under the assumption that the most likely scenario will be that COVID-19 may be present and individuals will be making decisions and taking risks based on their own comfort levels and personal situations. Unless a vaccine is readily available, it will be important for camps to demonstrate what they will do to mitigate risks.*



The majority of overnight camps expect that enrollment will be at 75% of normal capacity or greater, while more day camps are planning on a decreased capacity for campers, based on the anticipated guidelines and experiences of day camps in 2020.

What % of total capacity do you expect for summer 2021 enrollment?



When considering the different ways that Foundation for Jewish Camp and communal funders can best support the field, camps ranked the following priorities in order of most pressing need (1) to least pressing need (8). Slight differences exist between day and overnight priorities.

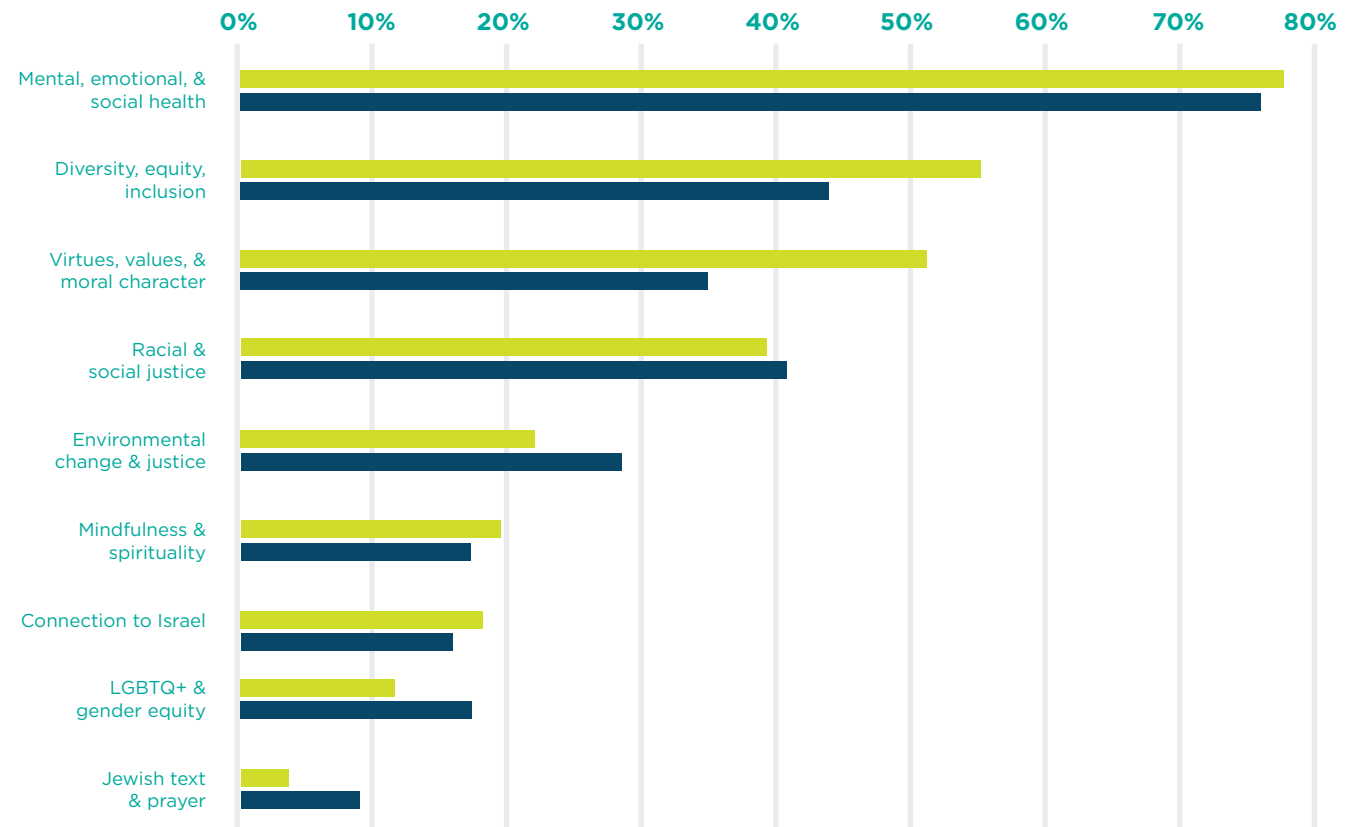
CAMP BUSINESS & FINANCIAL PRIORITIES		
1	Financial support to close operating deficits	1
2	Funds for increased scholarship needs	2
3	Structures & coordination for health & safety	4
4	Recruiting & hiring of staff	3
5	Local, state & federal advocacy for camps' needs	7
6	Financial planning & modeling	5
7	Building out new partnerships	6
8	Support for my board & governance	8

CAMP PROGRAMMATIC & TECHNICAL PRIORITIES		
1	Marketing & recruitment strategies	2
2	Professional development for camp leadership	1
3	Connecting camps to the broader camping field	3
4	Connecting the field in a virtual space	5
5	Leadership & development for young adult staff	4
6	Year-round web-based engagement for campers	6

RESOURCE DEVELOPMENT AND LEARNING IN 2021

Camps selected their top three priorities for learning and growth in 2021. Mental, emotional, and social health and diversity, equity, and inclusion are the most sought-after areas for content and support for both overnight and day camps. And, while day camps lean slightly more towards prioritizing virtue, value, and moral character development, more overnight camps are identifying environmental justice and mindfulness and change and LGBTQ+ and gender equity as priority needs.

PRIORITY AREAS FOR RESOURCE DEVELOPMENT AND LEARNING



CONCLUDING THOUGHTS

The field of Jewish camp has shown great resilience and has embraced a spirit of innovation, experimentation, and collaboration through 2020. We know Jewish camps will continue to be a source of radiance and light for tens of thousands of children, teens, young adults, and families.

Foundation for Jewish Camp is committed to supporting the field in these endeavors and working with our partners to strengthen and reinvigorate our camp communities for summer 2021 and beyond. With our collective efforts, we will move forward to create stronger, more vibrant Jewish camps to serve our post-pandemic future.

ABOUT FOUNDATION FOR JEWISH CAMP

Foundation for Jewish Camp (FJC) fosters excellence and accelerates innovation at Jewish camps across North America by developing adaptive talent, deepening immersive learning experiences, and catalyzing field growth. Founded in 1998, FJC elevates Jewish camp on the cultural and philanthropic agenda, creating opportunities to engage even more young people in Jewish camp through groundbreaking programs such as One Happy Camper® and FJC's Specialty Camps Incubator. FJC advocates for over 300 day and overnight camps that provide nearly 180,000 campers and counselors each summer with a meaningful, personal, and lifelong connection to Judaism. FJC is a public 501(c)(3) charitable organization.

For questions about this report contact data@jewishcamp.org, and for more information, please visit: www.jewishcamp.org.

