

THANK YOU.

That's it. Just thank you for the normalcy this summer. I know that took a lot of work and planning. Just so much gratitude for the sensitivity in handling COVID-19, its aftermath, and that need to just feel normal again!

2021 Jewish Camp Parent



SUMMARY OF KEY FINDINGS

- 1. Enrollment at Overnight and Day Camps: Enrollment was down, but not nearly as low as expected.** In total, over 150,000 campers and counselors participated in Jewish day and overnight camp in summer 2021. In aggregate, camper and counselors reached 86% of 2019 numbers, a strong performance given that as of late March 2021, camps projected that if they could open at all, the most realistic scenario assumed occupancy would be limited to 70-75% of 2019.
- 2. Capacity and Occupancy: COVID-19 safety restrictions limited overnight camper beds and capacity, though utilization of the available beds was higher than in 2019 due to high demand.** The fifty Jewish overnight camps awarded \$3.5 million in Capacity Expansion Grants last year served an additional 4,317 unique campers in summer 2021 and generated increased revenue of \$15.6 million, exceeding initial expectations. Many camps indicated this initiative will increase camper capacity and tuition revenue in future summers.
- 3. COVID-19 at Camp: Camps were widely recognized for doing an outstanding job with COVID-19 mitigation and response strategies and were able to contain and safely continue quality programming.** In total, 18% of overnight camps and 60% of day camps had known COVID-19 cases among campers and staff in summer 2021. 95% of families reported satisfaction with their camp's response to the COVID-19 pandemic.
- 4. Mental, Emotional, Social and Spiritual Health at Camp: 92% of families reported that Jewish camp supports their child's mental, emotional, social and spiritual health (MESSH) & well-being and helps build character.** 75% of overnight camps and 30% of day camps had a mental health professional available to campers and staff this summer, of which 30 were hired and supported through FJC's Yedid Nefesh initiative.
- 5. Diversity and Inclusion: More than half of all overnight camps and nearly 80% of day camps report serving children with disabilities.** Less than half of all overnight camps and two thirds of all day camps report that they currently collect information on their campers' racial, religious and preferred identities. As Jewish camps seek to create inclusive and supportive communities where all are welcome and supported, being intentional about understanding the multiple and diverse identities of our campers and staff is gaining importance.
- 6. Seasonal CIT and College-Age Staff: Missed summers and drops in seasonal staff retention are threatening the counselor pipeline.** Between summer 2019 and 2021, less than 50% of college-aged staff members returned to work at overnight camp. The overall number of overnight and day camp seasonal staff decreased by 16%, including a dramatic decrease in the number of CITs.
- 7. Camp Professionals: The number of year-round camp professionals is down, and the field has experienced high turnover post-summer 2021.** The number of year-round Jewish camp professionals decreased by 34%, the majority of which were part of the cost reductions to mitigate the financial losses in 2020.
- 8. Primary Needs for Summer 2022:** Camps reported that support for MESSH (professionals and training staff) and developing character and social emotional growth, retaining and recruiting staff, ensuring housing for adult camp staff, and guidance on COVID-19 protocols are the primary needs for summer 2022.
- 9. Camp Tuition: Tuition is climbing.** On average, camp tuition increased by 15% for both overnight and day camps, with average overnight camp tuition rising from \$1200 per week in 2019 to \$1380 per week in 2021 and day camps shifting from an average of \$445 per week to \$528 per week.
- 10. Overnight Camp Expenses and Revenue: Overnight camps had a positive cash flow in 2021, but are still recovering from 2020 losses.** Overnight camp expenses in 2021 are approximated to be \$375 million dollars for the 152 overnight camps in the field, which is 20% more than the \$300 million reported expenses for 2019. Much of this was due to the extra staffing and COVID-19 related expenses in 2021. Revenue for overnight camps totaled \$400 million and included \$18 million of PPP loans which helped offset 2020 losses.
- 11. Year-Round Engagement: 82% of overnight camps plan to engage their camp communities year-round.** Most are engaging their campers, yet many are also offering professional development opportunities for college-aged staff, and others are engaging families with Shabbat or holiday programs and family camps or retreats.

ABOUT THIS REPORT

TABLE OF

- 4 Camper Enrollment: Rebuilding the Pipeline**
- 11 Camp Capacity**
- 14 Staffing: Year-Round, Seasonal, and International**
- 18 Health & Safety: Managing COVID-19 at Camp**
- 22 Health & Safety: Elevating Mental, Emotional, Social, and Spiritual Health**
- 24 Diversity, Equity, and Inclusion at Camp**
- 28 Operations & Finances**
- 31 Year-Round Engagement**
- 33 Current & Future Field Priorities**

The re-opening of Jewish camps in Summer 2021 marked the beginning of a return to normalcy – just when kids needed it the most.

But behind the scenes of this meaningful summer, things were not business as usual. Summer 2021 posed some complex difficulties for camps that have always been steeped in tradition and ritual. Camp professionals overcame significant challenges planning for and running camp during the COVID-19 pandemic. Health guidelines were continually changing from federal, state, and local governments. Camps also experienced staff shortages and supply chain issues all while navigating parental anxieties and a camper population who had been socially isolated for the past year. Camp professionals had to adapt, and then re-adapt, finding creative solutions to safely welcoming as many campers as possible.

We salute the dedication, strength, and resilience of the Jewish camp field and its leaders – illustrated by the relative strength of the data for summer 2021 – which will guide the way to ensure continued recovery and return to growth as we prepare for the summer 2022 and beyond.

FJC RECEIVED:

296

responses describing the activities of

150

overnight camps and

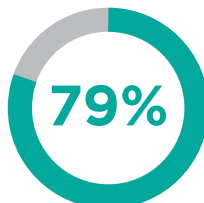
133

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




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 Judea (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.

CAMPER ENROLLMENT: REBUILDING THE PIPELINE

OVERNIGHT CAMP ENROLLMENT

We expected COVID-19 would lead to a significant reduction in the number of campers served in summer 2021, but the field reported an enrollment decline of only 15% compared with 2019—much lower than the anticipated 25+% decline.

TOTAL OVERNIGHT CAMP ENROLLMENT: 2021 VS 2019

	Number of Camps 	Total Camper Enrollment 	Number of New Campers 
2021	152	65,402	24,565
2019	164**	77,000*	19,537

*2019 enrollment numbers have been updated and adjusted from prior Census reports.

**Decline in numbers of camps was due to five camp closures, nine camps that did not operate in summer 2021 and one camp that left network.

A combination of camp closures, camps not operating for the summer, local, state, and government capacity restrictions, staffing shortages, small group sizes, shorter sessions, session cancellations, and changing health regulations all contributed to the lower enrollment numbers. Camp professionals deserve much recognition for managing through these complex challenges.

Where did we see that 15% enrollment decline in the field?



Canada and California accounted for a decrease of approximately

2,000
campers and
1,200
campers
respectively.



15 camps did not operate in summer 2021: 5 camps closed, 9 camps did not operate, 1 camp privatized, totaling

3,000
campers.



of overnight camps were not able to run at full capacity due to COVID-19 restrictions with

3,600
campers being turned away or left on waitlists.

The mitigation of this decline in enrollment from the expected 25% to only 15% can be contributed to a high demand for camp, the hard work of camp professionals, a nearly four-million-dollar investment in capacity expansion capital projects, and increased One Happy Camper® funding. Early numbers on 2022 registration suggest a rebound in camper enrollment with many camps already at or near capacity.

Overnight Camp Enrollment by Demographics

Movements and Affiliations

Jewish overnight camps represent a wide range of movements and organizations. The percentage of campers broken down by affiliation has been relatively stable over time though the percentage of Orthodox and Chabad campers grew in 2021 as a percentage of overall enrollment.

OVERNIGHT CAMP: NUMBER OF CAMPS AND CAMPERS BY ORGANIZATIONAL AFFILIATION

AFFILIATION	# of 2021 Campers	# of 2021 Camps	% of 2021 Camps	% of 2021 Campers	% of 2019 Campers
JCCA	13,583	25	17%	21%	29%
Orthodox*	8,748	18	12%	13%	9%
URJ	8,082	15	10%	13%	13%
AIJC	7,639	16	11%	12%	14%
Ramah	5,550	10	7%	9%	9%
Chabad	4,673	15	10%	7%	3%
Young Judaea	3,234	8	5%	5%	5%
Zionist**	1,240	8	5%	2%	2%
Not Affiliated/Other	11,558	35	23%	18%	17%

*This category is made up of Bnei Akiva, Agudath Israel, Nageela, and OU/NCSY camps

**This category is made up of Habonim Dror and Hashomer Hatzair camps

Geography

Regional differences in the number of Jewish camps and campers remain steady with the majority of Jewish camps and campers located in the Northeast. In October 2021, FJC opened a new Southeast regional center in Atlanta to help expand and serve the Southern region. FJC has additional regional offices in the West and Midwest.

OVERNIGHT CAMP: CAMPS AND CAMPERS BY REGION IN 2021

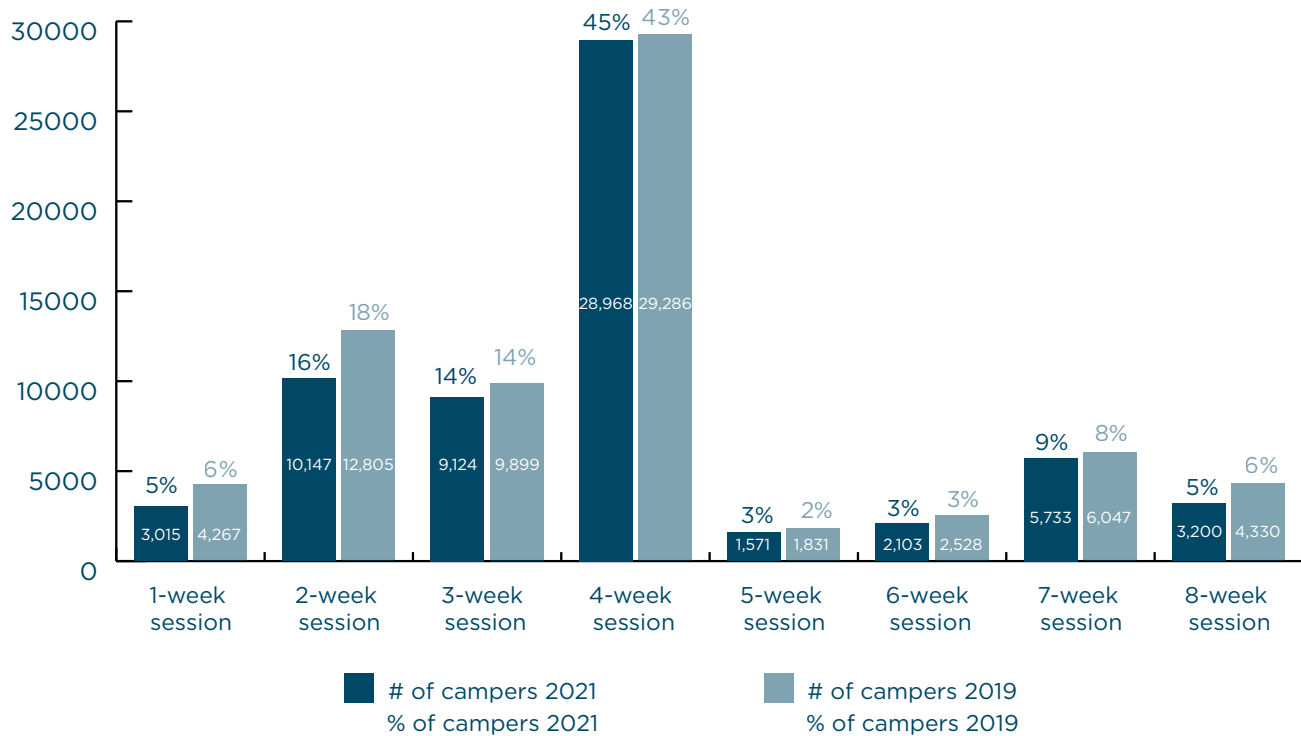
REGION	# of 2021 Camps*	% of 2021 Campers	% of 2021 Camps
Canada	20	10%	13%
Midwest	23	18%	15%
Northeast	66	46%	45%
South	12	11%	8%
West	29	15%	19%

*Not all camps filled out every question on the Census.

Length of Stay at Overnight Camp

Four-week sessions were the most common length of overnight camp in summer 2021. Staying for a full summer (seven or eight weeks) is a more popular trend in the Northeast than in any other region. In almost all regions, except for the West, most campers attend overnight camps for four weeks. In the West, two-week sessions are the most popular session length, though there was a small upward trend of campers in the West attending for more weeks in 2021 compared to 2019 due to changes in camp schedules to address COVID-19 precautions. This is reflected in the overall percentage of campers attending fewer one and two-week sessions in 2021. These changes were most dramatic in the West. The number of campers in the West attending for four weeks increased to 28% (up from 22% in 2019) and the number of campers attending for two weeks decreased from 42% in 2019 to 36% in 2021.

OVERNIGHT CAMP: LENGTHS OF STAY 2021 VS 2019

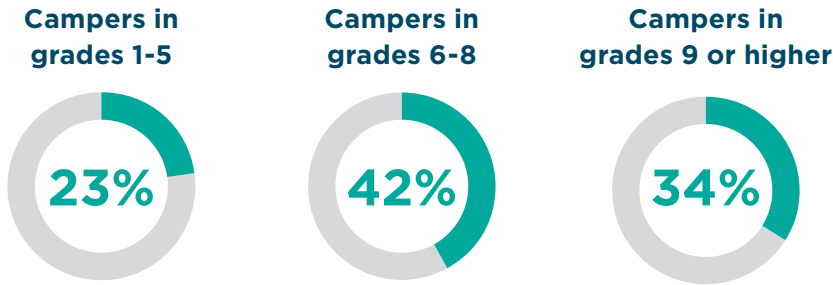


OVERNIGHT CAMP: LENGTHS OF STAY BY REGION 2021

% of 2021 Campers by Region	1-week session	2-week session	3-week session	4-week session	5-week session	6-week session	7-week session	8-week session
Canada (n=20)*	6%	15%	7%	50%	1%	13%	7%	4%
Midwest (n=23)	2%	11%	10%	70%	1%	0.3%	1.3%	6%
Northeast (n=63)	4%	11%	16%	38%	4%	4%	17%	7%
South (n=12)	4%	19%	14%	60%	0.4%	0.4%	0.2%	0.2%
West (n=29)	10%	36%	21%	28%	28%	2%	1%	2%

*Of the 25 Canadian overnight camps in FJC’s network, Census data for 2021 was completed by 20 of them.

Overnight Campers by Grade



There was no significant change in the distribution of campers across grades from 2019. It is important for camps to recruit campers by the middle grades so that they can return to camp and eventually become staff members. In 2021, many camps that usually offer “taste of camp” sessions for younger campers for shorter durations of time, canceled these types of programs due to COVID precautions.

OVERNIGHT CAMP: TOTAL 2021 CAMPERS BY GRADE LEVEL




Grade	# of Campers	% of Campers
1st	171	0.3%
2nd	877	1%
3rd	2,756	4%
4th	4,693	7%
5th	6,699	11%
6th	8,137	13%
7th	8,910	14%
8th	9,281	15%
9th	8,414	13%
10th	7,052	11%
11th	3,939	6%
12th	1,807	3%
Post High School	799	1%
Campers with Grade Unknown	337	0.5%

“Our older child was so sad about 2020, and looking forward to 2021 helped so much - we could see the situational depression lifting as camp grew closer and we knew it was definitely happening. Words cannot express how grateful we are that our children had a close to normal camp experience this summer.”

DAY CAMP ENROLLMENT

As expected, enrollment at day camps declined 16% in summer 2021 due to a combination of camp closures, small group sizes, staffing challenges, lack of busing, and not enough programming space to maintain social distancing.

TOTAL DAY CAMP ENROLLMENT: 2021 VS 2019

	Number of Day Camps 	Day Camper Enrollment 	Number of New Campers 
2021	163*	62,810	24,209
2019	169**	75,454	26,409

*Enrollment responses were received from 140 day camps and the enrollment for the additional twenty three day camps was based on enrollment trends throughout the system.

**Since 2019, four camps (Friedberg, CommonPoint Queens, Gural JCC and Suffolk Y) merged into Island Quest Day Camp.

Word of mouth was the most popular method of new camper recruitment for day camps. Day camps also invested in online advertising through social media websites and Google ads. They also tapped into their organizational and school partnerships to recruit new campers. Day camps also held virtual parent meetings and relied on family or friend referrals to recruit new campers.

Day Camp Enrollment by Demographics

Movements and Affiliations

Consistent with historic trends, 75% of day camps and 81% of day campers are affiliated with the Jewish Community Center Association (JCCA) movement. We also believe that Chabad day camps continue to be significantly underrepresented in our Census.

DAY CAMP: NUMBER OF CAMPS AND CAMPERS BY ORGANIZATIONAL AFFILIATION

AFFILIATION	# of 2021 Campers	# of 2021 Camps	% of 2021 Camps	% of 2021 Campers	% of 2019 Campers
JCCA	43,415	98	75%	81%	73%
Ramah	1,531	4	3%	3%	3%
Orthodox	1,356	3	2%	2%	2%
URJ	1,011	3	2%	2%	2%
Chabad	932	5	4%	2%	5%
Young Judaea	304	2	1%	1%	1%
Not Affiliated/Other	5,219	16	13%	9%	14%

*Not all camps filled out every question on the Census.

Geography

The Northeast has the largest percent of day camps and day campers. The rest of the camps are almost equally divided among the regions in the US. The largest change was that the northeast gained 6% of the camper population in 2021, with the West and Canada holding a smaller percentage of campers than usual. Fewer day camps in each region filled out the census than in 2019 and this may explain why the distribution of campers has changed in some regions.

DAY CAMP: CAMPS AND CAMPERS BY REGION IN 2021

REGION	# of 2021 Camps*	% of 2021 Camps	% of 2021 Campers	% of 2019 Campers
Canada*	2	2%	2%	2%
Midwest	26	19%	16%	14%
Northeast	60	45%	45%	39%
South	25	19%	24%	26%
West	20	15%	13%	17%

*There are six Canadian day camps in our network, but we only have enrollment data from two camps.

Length of Stay at Camp

Four-week sessions were the most common for day campers, and the percentage of children in day camp who attended for at least eight weeks more than doubled from 2019 to 2021. In the US, eight-week sessions were almost twice as popular as staying for four weeks, which is the second most common length of stay. In Canada, four-week and two-week sessions were the most popular.

DAY CAMP: LENGTHS OF STAY 2021 VS 2019

	1-week session	2-week session	3-week session	4-week session	5-week session	6-week session	7-week session	8+ week session
# of campers 2021	3,679	5,868	4,528	8,499	3,132	5,993	4,866	15,342
% of campers 2021	7%	11%	9%	16%	6%	12%	9%	30%
% of campers 2019	11%	12%	13%	13%	13%	13%	12%	12%

“Both of our kids loved being with a diverse group of young men and women and learning more about inclusivity for kids from all types of backgrounds and abilities.”

DAY CAMP: LENGTHS OF STAY BY REGION 2021

% of 2021 Campers by Region	1-week session	2-week session	3-week session	4-week session	5-week session	6-week session	7-week session	8+ week session
Canada (n=2)	11%	23%	8%	24%	5%	9%	5%	15%
Midwest (n=25)	7%	11%	8%	15%	5%	15%	6%	33%
Northeast (n=55)	4%	10%	7%	15%	7%	11%	13%	33%
South (n=25)	11%	13%	10%	15%	7%	12%	8%	24%
West (n=20)	10%	11%	12%	22%	4%	8%	4%	29%

Day Campers by Grade

Most day campers are very young. 75% of day campers are entering fourth grade or younger, which is consistent with historical trends. We also know that kindergarteners and pre-k campers also attend Jewish camp and some may be included in the “campers without a grade” category, while very young campers may not be reflected here.

DAY CAMP: TOTAL 2021 CAMPERS BY GRADE LEVEL

Grade	# of Campers	% of Campers
1st	8,488	15.7%
2nd	8,481	16%
3rd	7,060	13%
4th	5,827	11%
5th	4,675	9%
6th	3,260	6%
7th	2,395	4%
8th	1,672	3%
9th	1,114	2%
10th	580	1%
11th	138	0.2%
12th	84	0.2%
Post High School	130	0.2%
Campers with Grade Unknown	10,326	19%

“Deeply thankful for the camp being open and the staff working tirelessly to make it fun and safe! Our kids are thrilled to be back at camp and among their peers again.”

“The staff is so on top of things, communicative, and kind, and the kids have a blast. This year, my children asked me about how different counselors use different pronouns and I was so happy to see that camp is an affirming environment.”


CAMP CAPACITY

Forty-eight percent of overnight camps ran at reduced capacity due to COVID-19 restrictions.

Only 45% of overnight camps reported that they were able to serve all the campers who wanted to attend camp in 2021. COVID-19 restrictions and precautions limited the number of beds camps felt they could accommodate safely. The reduction in beds across the system will likely be short-term. Overnight camps reported a total weekly capacity of 42,000 camper beds, compared to 47,000 in 2019. COVID-19 precautions, including limiting the number or length of sessions offered, resulted in camps turning away over 3,500 potential overnight campers due to capacity, while other campers were not able to attend because camps did not have enough counselors to safely serve additional campers.

While the total overall campers that could be accommodated in 2021 was lower than in 2019, the percentage of full beds was higher due to the high demand for camp in 2021. Although the total number of unique campers decreased, there were more campers in overnight camp for some weeks because many camps held longer session lengths in 2021.

OVERNIGHT CAPACITY 2021 VS 2019



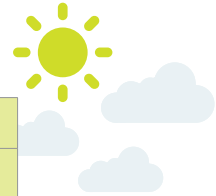
Week Number	2021 (42,000 beds)		2019 (47,000 beds)	
	% full capacity	# of campers each week	# of campers each week	% full capacity
1	89%	37,520	35,281	75%
2	87%	36,732	35,866	76%
3	83%	35,033	35,053	75%
4	83%	35,005	34,771	74%
5	78%	32,570	31,984	68%
6	75%	31,574	32,480	69%
7	61%	25,701	26,734	57%
8+*	40%	16,509	16,370	35%

*12% of overnight camps decreased the number of weeks they offered in 2021, which may impact these numbers.

“We aimed to run at full capacity all summer and really struggled due to staffing shortages.”

Sixty-three percent of day camps were not able to run at full capacity due to COVID-19 restrictions. Only 35% of day camps were able to serve all the campers who wanted camp. More than 5,500 day campers were turned away or waitlisted. While the overall number of spots open decreased significantly from 2019 to 2021, the average percent of full capacity increased from 78% in 2019 to 85% in 2021.

DAY CAMP CAPACITY 2021 VS 2019



Week Number	2021 (40,500 spots)		2019 (52,600 spots)	
	% full capacity	# of campers each week	# of campers each week	% full capacity
1	79%	31,947	37,464	71%
2	84%	33,934	40,712	77%
3	88%	35,794	42,875	82%
4	89%	36,100	43,040	82%
5	86%	34,836	41,697	79%
6	85%	34,282	41,701	79%
7	80%	32,442	40,768	78%
8+*	92%	37,178	38,724	74%

*5% of day camps decreased the number of weeks they offered in 2021, which may impact these numbers.

In total, 8% of overnight and day camps decreased the total number of weeks that camp was offered in summer 2021 due to COVID-19 restrictions. More than a third of overnight camps also cited that they lowered camp capacity because they needed to limit the number of campers per bunk. Dining hall limitations and staff shortages also contributed to decreased capacity.

NUMBER OF TOTAL CAMP WEEKS OFFERED BY CAMPS IN 2021

Number of Total Camp Weeks Offered in 2021	% of Overnight Camps (n=150)	% of Day Camps (n=133)
1-3 weeks	13 (9%)	1 (1%)
4-5 weeks	15 (10%)	1 (1%)
6 weeks	25 (17%)	7 (5%)
7 weeks	45 (30%)	5 (4%)
8 weeks	48 (32%)	67 (50%)
9 -10 weeks	4 (2%)	41 (31%)
11-12 weeks	0 (0%)	11 (8%)

“We were the recipient of a capacity expansion grant that added 34 camper beds -- we would not have been able to meet demand without the grant.”

Only 50% of overnight and 37% of day camps reported being able to operate at full capacity.

The most prominent reasons that camps limited capacity were that they needed to create small pods and limit the numbers of campers in groups or bunks to meet COVID-19 guidelines. Staffing constraints, which COVID-19 also contributed to, were the second most prevalent barrier to operating at full capacity.

REASONS WHY CAMPS LOWERED CAPACITY IN 2021

Reason	% of Overnight Camps (n=71)	% of Day Camps (n=84)
Needed to limit the number of campers per bunk / group	48 (68%)	62 (74%)
Not enough program/activity space at a given time	7 (10%)	42 (50%)
Couldn't hire/house enough staff to meet our needs	17 (24%)	30 (36%)
Limitations of the dining hall	21 (30%)	6 (7%)
Had to cancel planned sessions because of COVID	20 (28%)	0 (0%)
Opened for fewer weeks of camp than in previous years	17 (24%)	7 (8%)
Transportation-related issues	3 (4%)	15 (8%)

STAFFING: YEAR-ROUND, SEASONAL, AND INTERNATIONAL

When camps were forced to close in 2020, one-third of full-time staff were either furloughed or laid off. The field lost 437 year-round positions at overnight camps and 781 year-round positions at day camps. This was a 34% decrease in the number of year-round professionals, the majority of which were part of the cost reductions to mitigate the financial losses in 2020. The impact of COVID-19 has also contributed to a high turnover of camp professionals following summer 2021.

The forced closures in 2020 also disrupted the normal pipeline of seasonal staff. Camps had difficulty hiring and retaining seasonal camp staff in summer 2021, leading many camps to offer signing bonuses and increase their recruitment efforts.

A total of 33,807 seasonal and year-round staff were employed at day and overnight camps in 2021. As expected, the total number of both overnight and day camp staff decreased from 2019 to 2021. In line with the decrease in camper enrollment, the number of staff decreased by about 16%. Each day camp had on average seven fewer staff members and each overnight camp had on average seventeen fewer staff in summer 2021 than in 2019. While the average ratio of campers to counselors at day and overnight camp was 7 to 1, at overnight camps the range was much narrower. Some specialty camps had a 1:1 ratio and while others had 12 campers to every counselor. However, in day camps the upper range was one counselor to every 25 campers.

OVERALL CAMP STAFFING 2021 AND COMPARISON TO 2019

	2019 Overnight Camps (n=153)	2021 Overnight Camps (n= 147)*	2019 Day Camps (n=152)	2021 Day Camps (n= 133)**
# Year-Round Staff	1,279	842	1,338	558
# Seasonal Staff	23,953	20,904	13,534	11,503
# TOTAL Staff	25,237	21,746	14,872	12,061
Range of # of Total Staff	Data not collected	5-813	Data not collected	5-496
Ratio of Campers to Counselors (Average)	Data not collected	7:1	Data not collected	7:1

*Not all camps reported staffing numbers.

**Not all of the same day camps reported in 2019 and 2021.

Almost half of all camp staff in summer 2021 were college-aged (18-23 years old). High school-aged staff made up almost a quarter of all staff. The number of college-aged staff declined 14%, mirroring the decline in campers. For day camps, the decline appears slightly larger.

42% of overnight and 27% of day camp staff that work directly with campers, used to be campers at the camps they now work at.

STAFF BY AGE IN 2021

	Overnight 2019 (n=25,232)	Overnight 2021 (n=21,746)	Day 2019 (n=14,872)	Day 2021 (n=12,061)
High school-aged staff (% of all staff)	Data not collected	3,086 (14%)	4,829 (32%)	4,174 (35%)
College-aged staff (% of all staff)	13,000 (51%)	11,167 (51%)	5,887 (40%)	4,650 (39%)
Total high school + college-aged staff	Data not collected	14,253 (66%)	10,716 (72%)	8,824 (73%)
Counselors, unit heads, and specialists that were campers (% of all staff)	Data not collected	9,565 (42%)	Data not collected	3,277 (27%)

International Staff

Day and overnight camps had about 1,500 fewer international staff in 2021 than in 2019. COVID-19 restrictions on travel from many countries negatively impacted many camps that typically rely on international staff.

INTERNATIONAL STAFF

	Overnight Seasonal Staff 2019 (n=25,232)	Overnight Seasonal Staff 2021 (n=21,746)	Day Seasonal Staff 2019 (n=14,872)	Day Seasonal Staff 2021 (n=12,061)
Israeli Staff	2,271 (9%)	1,733 (8%)	330 (2%)	204 (2%)
Total International Staff*	3,533 (14%)	2,963 (14%)	373 (3%)	221 (2%)

*In 2019, FJC asked camps to report on numbers of Jewish international staff in 2019 and in 2021 we broadened it to include all international staff.

Medical Staff

The number of medical staff per camp has stayed the same for day and overnight camps since 2019. However, camps did report difficulties recruiting doctors and nurses in summer 2021 due to the pandemic. In addition, many overnight camps have medical staffing models that involve having different nurses and doctors on staff every week. This staffing model can be challenging given the need for camp leadership to communicate protocols and maintain consistency of care during camp.

MEDICAL STAFF

	Overnight 2019 (n=153)	Overnight 2021 (n=146)	Day 2019 (n=152)	Day 2021 (n=132)
# of Nurses and Doctors	1,269	1,166	151	148
Average Nurses and Doctors per camp	8	8	1	1
Range Nurses and Doc- tors per camp	1-66*	1-50	1-17	1-12
% of Total staff	5%	5%	1%	1%

*One specialty camp in our network that serves campers with particular medical diagnoses had 102 medical staff, which is unique.

Staff Retention

Between summer 2019 and summer 2021, only 42% of college-aged staff members returned to work at overnight camp. The retention rate between summer 2018 and summer 2019 was between 60% and 70%. Camps rely on staff retention to fill their open positions every summer. Most overnight camps closed in 2020 which disrupted not only the camper-to-staff pipeline but also the overall retention rate of returning staff members.

Overnight and day camps reported that the most successful way to recruit staff this past year was through their staff alumni networks. Stories from staff alumni about their positive experiences helped recruit new staff through word-of-mouth marketing. Some camps also reached outside of their immediate networks and advertised their job postings on websites like indeed.com or college job websites.

The chart below shows how much of the 2021 staff population was made up of returning staff in each category.

RETURNING STAFF

	Overnight (n=148 camps) # (%) of Returning Staff	Day (n=121 camps) # (%) of Returning Staff
Total returning staff members*	8,536 (13%)	4624 (39%)
College-aged	4,683 (39%)	1,820 (42%)
High School aged	532 (17%)	903 (22%)
International	452 (15%)	9 (5%)

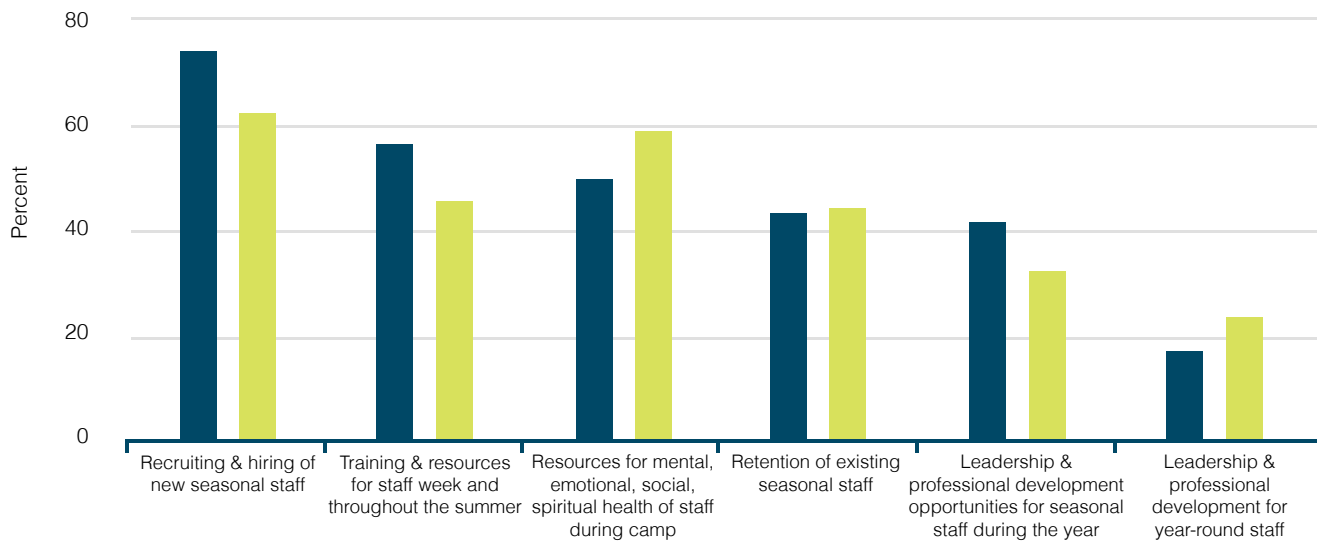
*This row is indicative of the total numbers of returning staff reported by camps on the Census. This is not a sum of all of the rows in the table.

Staffing Challenges Anticipated for 2022

Recruiting and hiring new seasonal staff is the number one staffing concern for day and overnight camps. Day camps are especially concerned about being able to pay competitive wages while overnight camps worry about losing staff to internships and summer travel experiences. Camps also noted that finding qualified staff members with specific skills like nurses and lifeguards was a challenge in 2021 and they anticipate the same recruitment issues for summer 2022. Hand in hand with recruitment and retention is a prioritization around the need to increase salaries for next year.

In October 2021, FJC convened a broad cross-section of the North American Jewish camp community to examine reasons for declining counselor recruitment and retention rates and make recommendations about how to combat these trends systematically and collaboratively. As a result, FJC produced a three-year action plan that lays out the strategies the field will undertake to sustainably increase counselor recruitment and retention rates and positively transform the camp experience for the benefit of campers, counselors, and all camp stakeholders.

SEASONAL STAFFING NEEDS



Counselors in Training

Counselor-in-training programs were reported less in 2021 than in 2019. 81% of day camps reported having a CIT program in 2019 while only 69% reported having these programs in 2021. 67% of overnight camps reported having CIT programs in 2019 while only 59% reported having these programs in 2021. 27% of overnight camp CITs and 35% of day camp CITs receive a weekly stipend for their work.

	Overnight 2019 (n=110)	Overnight 2021 (n=87)	Day 2019 (n=125)	Day 2021 (n=91)
Total # of CIT's	3,708	2,847	2,713	1,827
# of CIT's range	Data not collected	4 - 140	Data not collected	1-108
Weekly stipend range	Data not collected	\$10 - \$500	Data not collected	\$10 - \$250

Staff Incentives

Over half of overnight and day camps increased the salaries of their staff members in 2021. To overcome the impact of COVID-19 on staff recruitment, camps used different types of incentives. About half of overnight and day camps have a refer-a-friend bonus for staff members who have recommended a friend who then was hired for the summer. Monetary and professional incentives are one strategy that camps are implementing more frequently to recruit and retain staff members.

INCENTIVES

	Overnight 2021 (n=150)	Day 2021 (n=133)
Increase in salaries	82 (55%)	78 (59%)
Refer-a-friend bonus	71 (47%)	66 (50%)
New positions or job	56 (37%)	59 (44%)
Completion bonus	48 (32%)	32 (24%)
Retention bonus	46 (31%)	44 (33%)
College credit	24 (16%)	11 (8%)

HEALTH & SAFETY: MANAGING COVID-19 AT CAMP

Tracking COVID-19 Cases and Impacts on Camp

Families felt comfortable sending their children to camp and trusted camps to keep their children safe from COVID-19. Camps were widely recognized for doing an outstanding job keeping COVID-19 out of camps. 95% of families reported satisfaction with the camp's response to the COVID-19 pandemic. Almost all camps were able to operate for the entirety of their sessions. Camps demonstrated tremendous resilience this summer proving that camps can get through almost anything.

“We continue to be amazed with how, no matter how COVID-19 has affected our staffing, program structure, activities, and overall camp experience, it doesn't change the positive impact we are able to have on our campers.”

COVID-19 Tracing

COVID-19 cases were more prevalent in day camps than in overnight camps in summer 2021. In total, 60% (79/132) of day camps and 18% (27/149) of overnight camps reported COVID-19 cases among campers and staff. Many overnight camp employed a bubble strategy; campers and staff members were not permitted to leave campus during a session nor were visitors allowed. This proved to be an effective strategy. Day camps could not mitigate the risk of COVID-19 in the same way as it was more difficult to keep the outside world out of camp.

While there were positive COVID-19 cases at day and overnight camps this summer, each camp had very few cases with very little spread to others. 93% of camps with known cases had fewer than 10 campers or staff per camp who tested positive for COVID-19. Of the 27 overnight camps with cases, only 3 camps (11%) had cases that spread to others. At the 79 day camps (60%) with known COVID-19 cases, only ten (13%) camps had cases that spread to others at camp.

COVID-19 CASES AT CAMP

	Overnight (n=149)	Day (n=132)	Total (n=281)
Total # of camps with known COVID-19 cases	27 (18%)	79 (60%)	106 (38%)
Camps with cases among <u>campers</u>	23 (15%)	71 (54%)	94 (33%)
Camps with cases among <u>staff</u>	17 (11%)	51 (39%)	68 (24%)

COVID-19 TESTING AT CAMP

COVID-19 IN CAMPERS	Overnight (n= 65,402)	Day (n= 56,252)	Total (n= 121,654)
Tested positive	104 (.2%)	369 (.7%)	473 (.4%)
Quarantined	564 (.9%)	3341 (6%)	3905 (3%)
Sent home or off-site temporarily	138 (.2%)	2248 (4%)	2,379 (2%)
Sent home for the rest of the camp session	61 (.1%)	489 (.9%)	550 (.5%)
Registered but never made it to camp due to	11 (.02%)	47 (.08%)	58 (.05%)

COVID-19 IN STAFF	Overnight (n= 21,746)	Day (n= 12,061)	Total (n= 33,807)
Tested positive	46 (.2%)	116 (1%)	162 (.5%)
Quarantined	185 (.9%)	356 (3%)	541 (2%)
Sent home or off-site temporarily	15 (.07%)	272 (2%)	287 (.8%)
Sent home for the rest of the camp session	6 (.03%)	62 (.5%)	68 (.2%)

Mitigating and Navigating COVID-19

Camp professionals seek more guidance and resources to manage COVID-19. Foremost, they expressed the desire to receive clear guidance from the CDC and state and local health departments. Resources provided by the American Camp Association were shared by FJC and camping movements shared generously the work and resources of their various medical advisory committees.

“It was enormously helpful to attend the FJC-facilitated cohorts with other camp directors so that we could compare notes and share emerging best practices and ideas.”

Camps expressed the need for additional medical staff and more medical supplies. Specifically, many overnight camps had challenges finding nurses to work at camp and report the obligation to hire more medical professionals in summer 2022. Camps also identified the need for support to cover increased COVID-related medical expenses. In addition, camps seek to learn from other camps about their vaccination policies and some expressed interest in coordinated strategies for camp vaccination policies.

Resources Needed for Medical, Health, and Safety

- Clear guidelines and best practices for operating camp through COVID-19, including guidance on vaccination policies for campers and staff
- Access to nurses, medical, and mental health professionals
- Financial support for PPE, medical supplies, and COVID-19 testing

“We continue to monitor the evolution of the COVID-19 pandemic. We are hopeful that the upcoming approval of COVID-19 vaccines for children will us to have a fully vaccinated camp population in summer 2022. Even with that, we will look for guidance on how camps will test, operate, etc. in a fully vaccinated but, we imagine, not fully COVID-19 free world.”

Camps implemented a wide variety of strategies for successfully handling COVID-19; no “one size fits all” policy exists. Camps created their own policies and procedures based on their capabilities, state and local laws, and the desires and needs of their communities. Camps had to ask staff to remain flexible and adapt to the new policies and changing environment. Many camps did not allow staff members to leave camp during time off, but do not feel that this is a sustainable practice moving forward. Most would not choose to keep this structure as this constraint increased strain on staff.

Below are the most common practices that camps implemented to mitigate COVID-19 while trying to give campers the most normal summer experience possible:

Prior to Camp Start:

- Planning COVID-19 protocols ahead of time
- Communicating clear COVID-19 policies and safety measures to families
- Requiring vaccinations
- Requiring quarantining before camp started
- Testing campers and staff before camp and upon arrival
- Receiving guidance from a medical task force
- Adjusting session schedules
- Adding portable toilets and handwashing stations

During Camp:

- Testing campers and staff during the camp session
- Placing campers in pods
- Staying outdoors as much as possible and moving meals outside
- Keeping programming simple and bringing back the basics
- Wearing masks except for when outside or eating
- Social distancing
- Sanitizing frequently
- Communicating with families more often

COVID Keepers

Camps adopted new practices due to COVID-19 in summer 2021 which worked. For example, some camps changed their pick-up and drop-off systems so that parents stayed in their cars. Camps reported that this system worked not only as a COVID-19 safety measure, but it also eased drop-offs and decreased homesickness. Many camps bought or rented large tents for outdoor dining and programming. In future years, camps will keep these up so that they can enjoy eating outdoors and have extra rain shelters.

New practices to consider keeping in future years beyond the pandemic:

- **Making sessions longer created a better camp experience for staff and campers.** Some camps chose to have one set of campers during one extra-long session.
- **Adjusting schedules.** Many camps reported offering fewer electives this year and assigned these activities instead of allowing campers to choose. Camps had multiple mealtimes and built in more down time in between activities to allow for handwashing.
- **Change in meals.** Camps spread meals out over multiple locations and times. Some camps switched to serving food buffet style or on individually packaged trays instead of traditional family style. Campers ate outside in big tents or in areas near their bunks.
- **More time spent outdoors.** Temporary structures like large tents and permanent ones like pavilions were built and utilized this summer. Song sessions and Shabbat activities were held outside.
- **Fewer field trips.** Most camps cancelled all field trips while some limited them to places they could walk to or places where they could spend the day outside.
- **More handwashing stations around camp.**
- **Changes in infirmary operations.** There was wide variation in how camps operated their infirmaries this year. Some (mostly day camps) had daily health screenings for campers and staff. Many had additional medical staff including mental health professionals. Some camps had nurse stations set up outside and reported that they were better able to keep an eye on the camp community this way.
- **Smaller groups.** Overnight camps maintained smaller bunk sizes and day camps had smaller group sizes.
- **New practices with families.** Parents and visitors were not allowed into camp even during pick up and drop off. Camp staff held virtual tours and meetings before the summer to recruit and engage families.

“There was so much that we did out of necessity that we found actually improved our camp. We moved the nurse outside and found that she had fewer visitors and was able to keep a better eye on campers.”

HEALTH & SAFETY: ELEVATING MENTAL, EMOTIONAL, SOCIAL, AND SPIRITUAL HEALTH (MESSH)

Jewish camp supports the development of the whole child. 92% of families reported that camp is an environment that supports their child’s MESSH & well-being and helps build character. Camps also reported that support for MESSH professionals and resources is their primary need moving forward into 2022.

FJC has prioritized mental health programming since 2017, initially focusing on counselor training. In 2019 the Yedid Nefesh initiative launched, funded by The Marcus Foundation, as a multi-faceted holistic way to elevate and enhance camps’ abilities to support mental, emotional, social, and spiritual health (MESSH) needs of campers, staff, and families. Summer 2021 marked the first full year for the first cohort. Yedid Nefesh has catalyzed regional Communities of Practice for camps’ community care professionals, partnerships with national organizations and graduate school programs focused on mental health, new educational resources for building resiliency among campers, and high-level learning opportunities for seasonal and year-round camp staff.

In summer 2021, about 75% of overnight camps and 30% of day camps had a mental health professional available to campers and staff this summer. A MESSH professional is defined as a community care worker, camp psychologist, social worker, and mental health professional. On average, day camps had 0-1 MESSH professionals on staff while overnight camps had 2-3. These professionals were usually hired to care for campers, but some camps also made mental health professionals available to staff members.

MESSH PROFESSIONALS AT CAMP

Camper and Community Care (camp psychologists, social workers, and mental health professionals)	Overnight Camp (n=147)	Day Camp (n=132)
Total # MESSH Staff	378	64
Average # MESSH Staff	2.6	.5
Range of MESSH Staff	0-18	0-5
# Camps with at least one MESSH professional	111	42

“Thanks for giving me a space to be the best version of myself and embrace the camp magic. Sometimes it’s helpful to remind everyone that that is why we are all here.”

The mental health of staff was of particular concern this past summer. Over half of all overnight camps did not allow their staff to leave camp property for their time off. This was done to maintain the integrity of the camp bubble and prevent the introduction of COVID-19 into the camp community. However, it came at a huge cost to staff mental health. Staff members also came to camp after a long period of social isolation just like the campers.

Day and overnight camps instituted the following strategies to care for their staff members' mental health this summer:

Day and Overnight Camps:

- Planning social events for staff members to get to spend time together doing something fun without campers
- Holding formal and informal check-ins with staff members
- Organizing off-camp opportunities for staff members, allowing them to go to places where they could participate in activities together
- Planning special days for their staff members in between sessions. Examples include organizing a beach day or bringing in food trucks and fun activities to camp
- Providing self-care training for staff members before camp
- Bringing in specialty foods on a regular basis
- Providing personal and professional development opportunities for staff throughout the summer to strengthen their confidence and self-efficacy

Unique for Overnight Camps:

- Creating separate areas for staff to spend their time off away from campers. These areas were often filled with snacks, Wi-Fi, the ability to order food through a food delivery service, video games, and TVs with streaming services
- Restructuring and additional time off, including time to attend tele-therapy appointments throughout the summer

“I appreciated that mental health wasn’t a touchy subject. I was a huge fan of the opportunity to request check-ins. My check-in with [our camp mental health professional] allowed me to feel heard, cared for, and supported, which was an essential part of my success as a counselor. Knowing I was not alone and that there was a mental health professional team available put me at ease even if I didn’t actively need them. The camper care team are superheroes and camp would not be the same without them...”

DEI: DIVERSITY, EQUITY, AND INCLUSION AT CAMP

DISABILITIES AND INCLUSION AT CAMP

We seek to create inclusive and supportive camp communities where all are welcome and supported. FJC asks camps to collect this information so we can best support camps' efforts to expand inclusion of children with disabilities and better meet the needs of these campers. Campers with disabilities refer to individuals with intellectual, developmental, physical and/or sensory disabilities.

More than half of all overnight and day camps currently serve children with disabilities, although a greater percentage of day camps (almost 30% more) serve this camper population compared with overnight camps.

Overnight and day camp each lost about 1,000 campers with disabilities from 2019 to 2021. This decrease is unsurprising; as overall camper enrollment decreased, we would expect to see a similar decrease in this subpopulation. Additionally, some campers' disabilities leave them at a higher risk of contracting COVID-19, so parents may have kept these children at home. Of the sixty-one overnight camps and twenty-two day camps that reported that they do not currently serve children with disabilities, thirteen overnight camps and ten day camps reported that this is an area they would like to explore in the future. However, since 2019, over one hundred camp staff have participated in inclusion training and over \$9 million has been invested in capital improvements to make camps more accessible through FJC's Yashar initiative, funded by The Harry and Jeanette Weinberg Foundation.

CAMPS SERVING CAMPERS WITH DISABILITIES

	Overnight 2019 (n=153)	Overnight 2021 (n=150)	Day 2019 (n=152)	Day 2021 (n=133)
Camps serving campers with disabilities	97 (63%)	127 (85%)	133 (88%)	121 (91%)
Number of campers with disabilities (n, % of total camper population)	3,744 (5%)	2,902 (5%)	4,145 (6%)	3,246 (6%)

Inclusion models at camps

Camps have a variety of inclusion models including full and partial inclusion, vocational training and special programs. Additionally, some camps incorporate campers with disabilities in other ways, including having campers with one-on-one aids and extra support staff who help campers with disabilities as needed. Some camps use a full inclusion and partial inclusion model based on a camper's age and type of disability.

Full inclusion models include children with disabilities to the greatest possible extent in the full experience of a regular camp setting alongside their peers.

Partial inclusion models include children with disabilities in activities with typically abled peers for some percentage of the day, depending on their needs.

Separate programs, or camp within a camp models, house campers with disabilities on the same grounds as campers without disabilities, although they are housed in separate bunks or in the case of day camps, all campers use the same activity space, but campers with and without disabilities use the space on different schedules.

Vocational training is offered for older campers with disabilities to work side-by-side with camp staff in all areas of camp: dining room, caring for younger campers, office, sports, etc. They receive job coaching as well as support and role modeling from coworkers within the larger camp setting.

TYPES OF INCLUSION MODELS AT CAMP*

	Overnight Camp (n=150)	Day Camp (n=133)
Full Inclusion	80 (53%)	100 (75%)
Partial Inclusion	18 (12%)	27 (20%)
Separate Program	7 (5%)	19 (14%)
Camp serves children with disabilities only	3 (2%)	1 (.8%)
Other	2 (1%)	5 (4%)

*Some camps have more than one type of inclusion program while other camps in our network do not have any inclusion programs.

Inclusion Professionals at Camp

Inclusion professionals are defined as staff that are disability professionals, inclusion coordinators, and one-on-one aides for campers with disabilities. 61% of day camps have inclusion professionals on staff while only 38% of overnight camps provide this kind of support to their campers. For both day and overnight camps, more camps serve campers with disabilities than have inclusion professionals on staff. 59% of overnight camps serve campers with disabilities while only 38% have inclusion professionals on staff. 85% of day camps serve campers with disabilities while only 61% have inclusion professionals on staff.

INCLUSION PROFESSIONALS AT CAMP

	Overnight Camp 2019 (n=153)	Overnight Camp 2021 (n=150)	Day 2019 (n=157)	Day 2021 (n=133)
Camps with inclusion professionals	61 (40%)	57 (38%)	76 (48%)	81 (61%)
# of inclusion professionals at camp	Data not collected	359 (2%)	Data not collected	716 (6%)

Vocational Training and Staff with Disabilities

24% of overnight camps and 8% of day camps offered vocational training programs in 2021. In these programs, older campers with disabilities receive job coaching as well as support and role modeling from coworkers within the larger camp setting. In addition, about a third of overnight and day camps report that they also have staff with known disabilities, making up 1%-2% of total camp staff. The percentage of staff with known disabilities has stayed the same for day and overnight camps since 2019.

VOCATIONAL TRAINING AND DISABILITY STAFFING

	Overnight Camp (n=150)	Day Camp (n=133)
Camps with vocational training programs	21 (14%)	9 (7%)
# of vocational training participants	378	118
Camps reporting staff with known disabilities	46 (31%)	60 (45%)
# of staff with disabilities	220 (1%)	189 (2%)

DIVERSITY AT CAMP

Camps That Track Demographics of Campers

Less than half of all overnight camps and two thirds of all day camps report that they currently collect information on their campers' identities. Gender identity and ability/disability identity are the most common demographic that camps routinely collect on campers. Very few camps collect information about campers' racial and ethnic identities and FJC would like to help more camps to track this data moving forward.

Day camps serve a more diverse group of campers than overnight camps. Day camps serve more campers from interfaith families, more non-Jewish campers, and more campers with disabilities than overnight camp.

DEMOGRAPHIC AVERAGES OF CAMPERS 2021

Demographic	Average Percent of Overnight Campers	Number of Overnight Camps Reporting*	Average Percent of Day Campers	Number of Day Camps Reporting*
Identify as Jewish	95%	37	61%	26
Come from a multi-faith or interfaith family	15%	30	27%	17
Identify as LGBTQ+	5%	23	6%	18
Identify as a person of color	32%	3	31%	8

*The vast majority of camps report that they are not currently collecting this data from campers.

Tracking Staff Demographics

Most camps do not collect information on their staff's different identities. Gender identity is the most collected information. Racial and ethnic identity is least common to collect in overnight camps and religious identity is least common in day camps.

Day camps have more non-Jewish staff members than overnight camps. Overnight camps have more staff members from interfaith families than day camp, but more overnight staff members identify as Jewish than day camp staff.

DEMOGRAPHIC AVERAGES OF STAFF 2021

Demographic	Average Percent of Overnight Staff	Number of Overnight Camps Reporting*	Average Percent of Day Staff	Number of Day Camps Reporting*
Come from a Multifaith or Interfaith Family	4%	13	0.5%	4
Identify as Jewish	93%	15	76%	9
Identify as LGBTQ+	5%	16	7%	22
Identify as a Person of Color	21%	4	26%	13

*The vast majority of camps report that they are not currently collecting this data from staff.

CAMP OPERATIONS AND FINANCES

Camp Operations

72% of camps plan to expand and grow their program offerings. Approximately 50% of all camps are rapidly developing partnerships and collaborations locally and nationally. 95% of overnight and day camps report that they are not planning any restructuring of programs, with only 2% of camps merging with other organizations or camps.

CAMP PARTNERSHIPS

Currently partner with	Overnight Camp (n=150)	Day Camp (n=133)
Other overnight camps	54 (37%)	22 (17%)
Local synagogues or Jewish organizations	52 (35%)	43 (33%)
Other day camps	16 (11%)	42 (32%)
Other local JCCs	15 (10%)	25 (19%)

BUSINESS OPERATIONS PLANS

	Overnight Camp (n=150)	Day Camp (n=133)
Plan to expand program offerings	94 (64%)	107 (81%)
Do not intend to make changes to our business model	53 (36%)	23 (17%)
Plan to reduce program offerings	1 (1%)	2 (2%)

Approximately 136 overnight camps reported financial information through the Census and from that we have extrapolated average costs for the full field of camp. Overnight camp expenses in 2021 are approximated to be \$375 million dollars for the 152 overnight camps, which is 20% more than the \$300 million reported expenses for 2019. Much of this was due to the extra staffing and COVID-19 related expenses in 2021. Revenue for overnight camps totaled \$400 million and included \$18 million of PPP loans which helped offset 2020 losses. Day camp financials are not reported below, as many day camps are part of larger institutions like JCCs or synagogues, and their numbers may not accurately reflect the financial status or health of the camp or broader institution.

Camp Finances

Tuition is the largest source of revenue for overnight camps. In 2021, 68% of overnight camps' total revenue comes from tuition. In 2019, tuition made up 75% of overnight camps' revenue. The average weekly tuition for overnight camp was \$1,380 a week. This is about \$200 higher per week than in 2019. Average total camp revenue in dollars has stayed about the same since 2019.

OVERNIGHT CAMP FINANCES 2021

	Total	Average	Range
Revenue (n=136)	\$ 356,000,000	\$2,600,000	\$40,000 - \$12,000,000
Summer Tuition & Program Fees	\$242,000,000	\$1,800,000	\$13,000 - \$10,000,000
Year-Round Camp Programs (n=28)	\$1,750,000	\$60,000	\$500 - \$500,000
Facility Rental Income (n=57)	\$7,700,000	\$135,000	\$440 - \$600,000
Camp Endowment (n=32)	\$4,000,000	\$130,000	\$1,800 - \$3,000,000
PPP SBA Grant (forgiven loan) (n=59)	\$18,000,000	\$305,000	\$11,000 - \$1,400,000
Individual contributions (n=125)	\$40,000,000	\$320,000	\$200 - 5,000,000
Other / Misc. (n=80)	\$11,000,000	\$135,000	\$60 - \$2,000,000
	Total	Average	Range
Expenses (n=137)	\$325,000,000	\$2,400,000	\$15,000 - \$10,000,000
Year-Round Employees (n=133)	\$75,000,000	\$560,000	\$4,000 - \$3,000,000
Seasonal Staff (n=136)	\$48,000,000	\$360,000	\$2,000 - \$1,600,000
Year-Round Facilities (n=96)	\$9,000,000	\$90,000	\$300 - 1,300,000
Summer Facilities (n=130)	\$36,000,000	\$275,000	\$1,300 - \$3,000,000
Capital Expense (n=76)	\$27,000,000	\$350,000	\$10,000 - \$3,000,000
Year-Round Admin (n = 125)	\$26,000,000	\$210,000	\$800 - \$1,000,000
Summer Operations (n=133)	\$80,000,000	\$600,000	\$2,000 - \$3,200,000
Year-Round Operations (n=46)	\$3,700,000	\$80,000	\$1,500 - \$470,000
Debt Payments (n=55)	\$7,000,000	\$130,000	\$3,500 - \$950,000
Other/Misc. (n=81)	\$14,000,000	\$170,000	\$45 - \$2,000,000

Tuition and Financial Aid

About 20% of all campers requested financial aid for summer 2021, significantly less than the 31% of campers requesting assistance in 2019. This is both a significant and an unexpected drop since camps predicted more campers would ask for financial aid due to parents losing their jobs because of the pandemic.

Overnight camps gave out 79% of the financial aid dollars that were requested from them. On average, 97% of the campers requesting aid received it, though not always the amount that they requested. In 2019, 100% of the overnight campers who asked for financial assistance received it.

Day camps gave out 76% of the financial aid dollars that were requested from them. In 2019, day camps gave out 80% of the financial aid dollars that were requested from them. 82% of the campers requesting aid received it, though not always the amount that they requested. Surprisingly, only about 8% of all campers requested financial aid for summer 2021, which was significantly less than the 13% of campers requesting assistance in 2019.

Tuition is the largest source of revenue for day camps. 89% of day camps' total revenue comes from tuition. The average weekly tuition for day camp was \$590 a week. This is about \$60 higher per week than in 2019. Since 2015, weekly tuition for day camp has been increasing incrementally by no more than \$50 until this past year.

Other Jewish institutions gave out financial aid to overnight and day campers. 104 overnight camps reported 6,631 campers received a total of \$7,500,000 in need-based financial aid from other organizations like local synagogues and federations. 112 day camps reported 1,004 campers received a total of \$1,100,000 in need-based financial aid from other organizations like local synagogues and federations. Campers who received aid from outside organizations may have also received aid from the camps that they attended.

FINANCIAL AID TO CAMPER FAMILIES

2021 Financial Aid Summary	Overnight	Day
Reporting camps	129	94
Campers requesting aid	12,298	4,626
Campers receiving aid from camp's budget	11,541	3,782
Average # of aid recipients per camp	90	40
% of all campers receiving aid	18%	7%
Amount of financial aid requested	\$25,500,000	\$5,800,000
Financial aid disbursed from camp's budget	\$20,000,000	\$4,400,000
Average total financial aid given per camp	\$155,000	\$47,000
Average financial aid award per camper	\$1,730	\$1,160

The average cost of tuition increased by 15% at overnight camps and 19% at day camps. These increases are larger than individual year increases that we have seen in the recent past. Notably, average weekly tuition of overnight camps had gone down slightly between 2018 and 2019, from \$1300 to \$1200.

AVERAGE COST OF TUITION

	2021 Overnight	2019 Overnight	2021 Day	2019 Day
Average weekly cost of tuition	\$1,380	\$1,200	\$590	\$445
Range weekly cost of tuition	\$350 - \$2,700	Not reported	\$145 - \$1,450	\$125-\$2,180

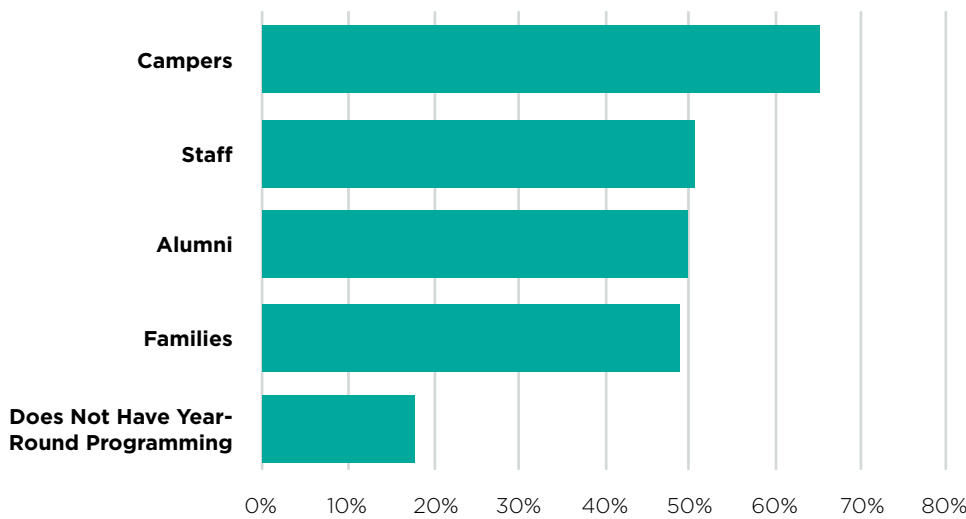
YEAR-ROUND ENGAGEMENT

One of FJC’s key strategic priorities is year-round engagement. 82% of overnight camps plan to engage their camp communities year-round. Camps report working foremost to engage their campers during the year, yet many are also engaging staff, alumni, and families. 60-80% of overnight camps are offering professional development opportunities for college-aged staff, Shabbat and holiday programs, and family camps or retreats.

A few overnight camps expressed interest in additional year-round engagement training for camp counselor staff, particularly with focused on MESSH-related topics and professional development for them to strengthen their leadership in creating and leading year-round programming. Other overnight camps noted that interest by campers and staff in virtual year-round events has declined and communities are more interested in live, in-person experiences.

*Year-round engagement was only collected from overnight camps.

YEAR-ROUND ENGAGEMENT AUDIENCES



OVERNIGHT CAMPS WITH YEAR-ROUND PLANS FOR PROGRAMMING

	% of Overnight Camps with Plans for Year-Round Programming (n=120)
Professional Development for Staff	81%
Family Shabbat or Holiday Programs	76%
Family Camps or Retreats	59%
Recreational Events (ropes courses, campfires, etc.)	52%
Social Justice Programs for Campers	45%
Jewish Learning (e.g. B'nai mitzvah programs, text study, etc.)	38%
“Schools Out” Camp Programming	25%

Camps seek to expand their social media footprint. For the first time, we asked about social media usage as part of the Census given the increasing importance of networks and marketing. 60% of day camps and 50% of overnight camps expressed interest in deepening their knowledge, expertise, and presence in this area. Conversely, less than 28% of overnight and 14% of day camps feel that they are excelling in this area.

CAMP SOCIAL MEDIA ENGAGEMENT

	Overnight (n=148)	Day (n=132)
We create interactive social media campaigns (Facebook, Instagram, Snapchat, Tik Tok) all year.	81 (55%)	55 (42%)
We are interested in expanding our social media pres-	74 (50%)	79 (60%)
We feel that we do an excellent to above average job with social media engagement.	42 (28%)	19 (14%)
We are not very active with social media for year-round engagement.	27 (18%)	50 (38%)

Camps use their alumni networks to recruit campers and staff members as well as a fundraising source. The chart below shows the number of camp alumni that are engaged or highly engaged in each activity. Overall, overnight camp alumni are more engaged than day camp alumni.

ALUMNI ENGAGEMENT

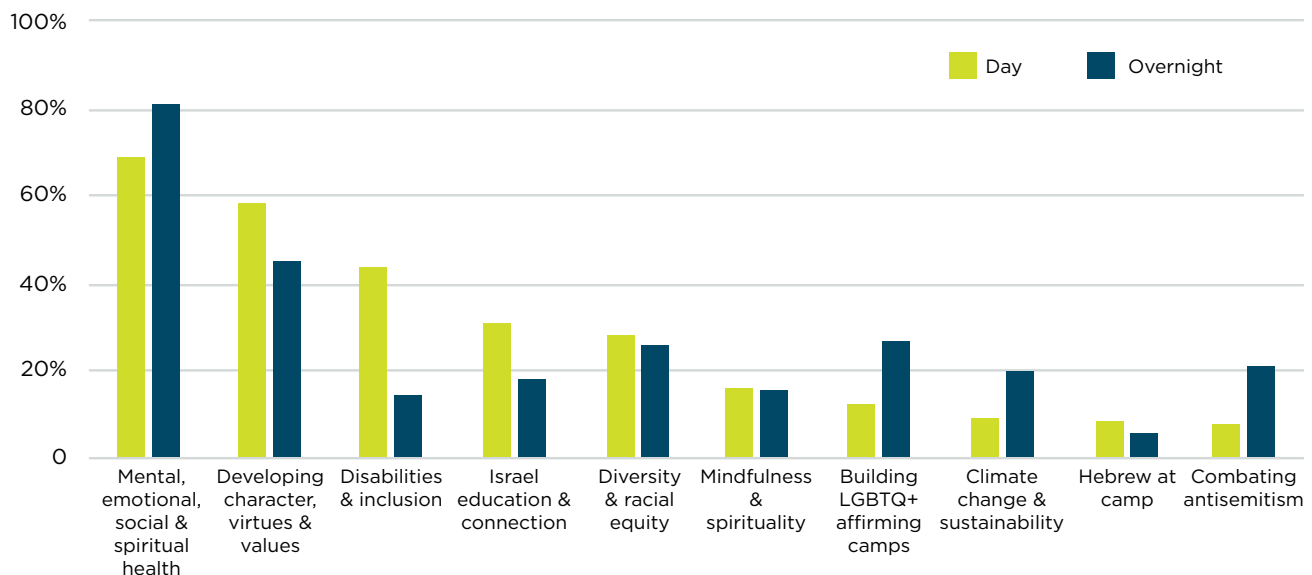
	Overnight (n=148)	Day (n=132)
Make Donations	113 (76%)	45 (27%)
Attend Events	94 (64%)	49 (37%)
Read Emails	142 (96%)	64 (48%)
Engage with Social Media Posts	112 (76%)	61 (46%)

CURRENT AND FUTURE FIELD PRIORITIES

Resource and Content Development Needs for Camp

Developing knowledge and tools to support the mental, social, emotional, social, and spiritual health (MESSH) of campers and staff is the most important knowledge area for the field to develop. 82% of overnight and 69% of day camps stated the need for MESSH resources. Both day and overnight camps also identified developing character, virtues, and values as the second most pressing need. Over 20% of overnight camps want resources to help them build inclusive camps including a focus on building LGBTQ+ affirming camps and expanding diversity and racial equity. Day camps need more tools to help them with disabilities and inclusion work and with Israel education and connection.

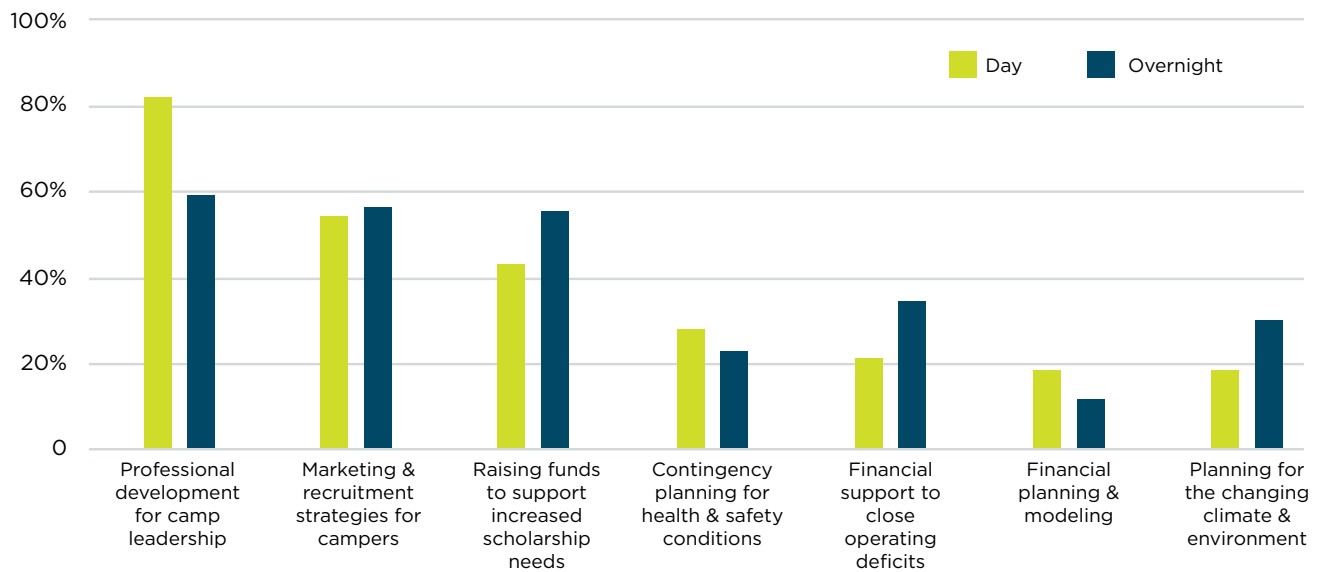
RESOURCES AND CONTENT DEVELOPMENT NEEDS



Organizational Planning and Technical Resource Needs for Camps

Moving into 2022, a top organizational priority for both overnight and day camps is professional development for camp leadership, especially for new leaders in the field. This need has surfaced due to both the shifting COVID-era landscape and many professional leadership changes within the field after summer 2021. Additional top priorities for both day and overnight camps relate to enrollment and recruitment of campers: marketing and recruitment strategies for campers and raising funds to support camper scholarships.

ORGANIZATIONAL PRIORITIES*



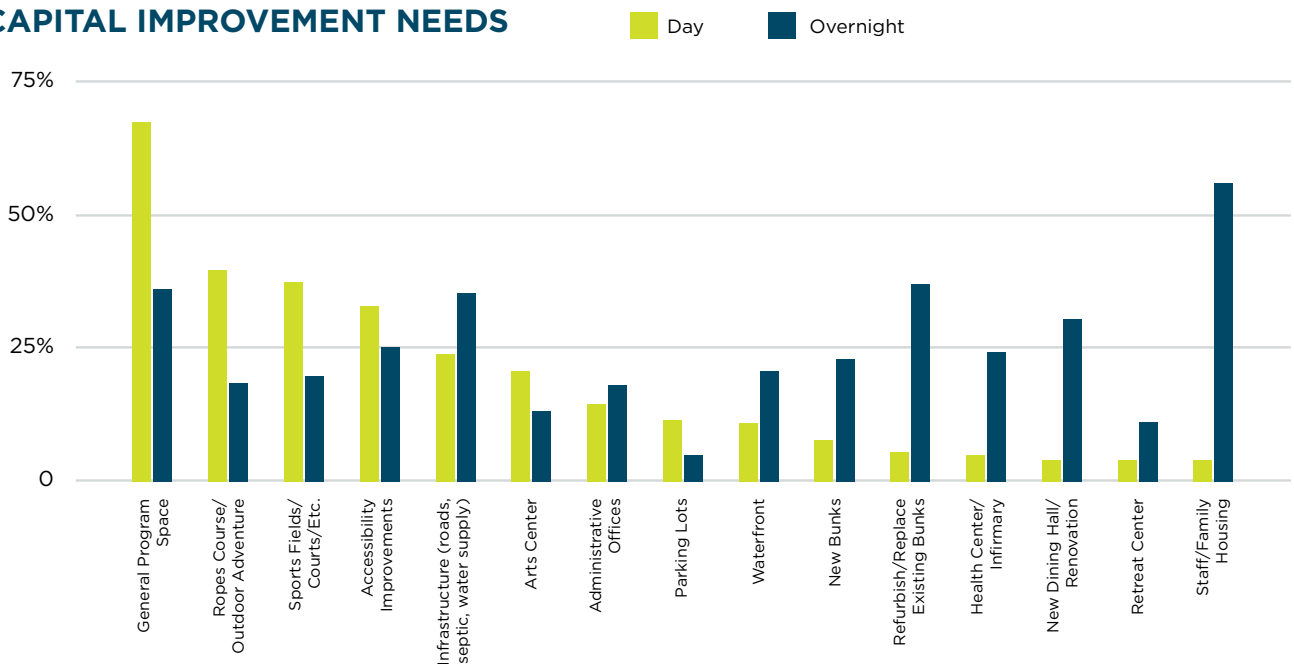
*See the staffing section for a detailed look at staffing needs.

Capital Improvement Needs

Over 50% of overnight camps report that adult staff and family housing is the current primary capital improvement need. Lack of adequate housing can prevent camps from hiring and retaining quality adult staff. The second highest facility need for overnight camps is the refurbishment and replacement of existing bunks. A few overnight camps also shared the need for indoor gym spaces, staff lounges and spaces, gender neutral bathrooms, parking lots, administrative offices, and retreat centers.

Almost 70% of day camps express the need for general program space and 30% of day camps also express a need to develop ropes courses, outdoor adventure spaces, sports fields, and outdoor courts for physical activity. Accessibility improvements and infrastructure are needed by 25% of day camps. Less than 20% of day camps also express the need for pools, pavilions, amphitheaters, outdoor shade structures for campers, parking lots, administrative offices and retreat centers.

CAPITAL IMPROVEMENT NEEDS



ACKNOWLEDGEMENTS

The field of Jewish camp has shown great resilience and has embraced a spirit of innovation, experimentation, and collaboration these past years. 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.

This report was made possible through the collective contributions of our camp leadership and Foundation for Jewish Camp (FJC) staff. While almost every member of the FJC team helped in some way, this report would not have been possible without the dedication and leadership of the following people:

Learning and Research: Nila Rosen, Bethany Berger, Libbie Brooks, and Jennifer Horn
Field Expansion and Operations: Rebecca Kahn, Amy Bravman, Staci Myer-Klein, and Alex Ko
Marketing and Communications: Aimee Lerner and Chase Lang
Executive: Jeremy J. Fingerman and Marina W. Lewin

We also want to share our sincere gratitude to the Jim Joseph Foundation for its belief in the power of Jewish camp and its investment in Foundation for Jewish Camp’s data, research, learning, and knowledge capabilities.

Professional Staff

Rachel Anszelowicz
 Marissa Becker
 Bethany Berger
 Marisa Braunstein
 Corey Cutler
 Julie Finkelstein
 Michele Friedman
 Bobby Harris
 Briana Holtzman

Randi Honig
 Jennifer Horn
 Rebecca Kahn
 Jeremy J. Fingerman
 Mallory Kahn-Johnston
 Jordyn Kaufman
 Yevgeniy Klig
 Alex Ko
 Chase Lang

Adena Leon
 Aimee Lerner
 Marina W. Lewin
 Teri McGuire
 Rachel Meir
 Abby Mintz
 Staci Myer-Klein
 Rabbi Avi Orlow
 Nila Rosen

Margalit C. Rosenthal
 Jason Scheff
 Gaby Schoenfeld
 Greta Shamilov
 Jenny Kibrit Smith
 Jill Goldstein Smith
 Star Thurston
 Jonah Wagan
 Jenni ZefTel

Lay Leadership

Board of Trustees

Robert M. Beren
 Elisa Spungen Bildner & Robert Bildner
 Samuel Bronfman Foundation
 The Gottesman Fund
 Archie Gottesman & Gary DeBode
 Jim Heeger & Daryl Messinger
 The Neubauer Family Foundation
 Julie Beren Platt & Marc E. Platt
 Charles and Lynn Schusterman Family Philanthropies
 Diane & Howard Zack

Co-Founders & Co-Chairs, Board of Trustees

Elisa Spungen Bildner*
 Robert Bildner*

Chair

Jim Heeger*

Vice-Presidents

Mark Silberman*
 Jeffrey Wolman*

Treasurer

Randall Kaplan*

Assistant Treasurer

Scott Brody*

Secretary

Shelley Niceley Groff*

Assistant Secretary

Archie Gottesman*

Honorary Board Chairs

Skip Vichness
 Peter J. Weidhorn
 Executive Leadership

Board of Directors

Julie Beren Platt*
 Richard Biller

Julie Eisen
 Alison Lebovitz
 Marcia W. Mankoff
 Judy Neuman
 Rabbi Rex Perlmeter
 Michael S. Polowin
 Rebecca Raphael
 Susan Sacks
 Diane Schilit
 Anita H. Siegal
 Jim Sokolove
 Jeffrey M. Solomon
 Shawna Goodman Sone
 Joe Teplow
 Diane C. Zack*

**Executive Committee*

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 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