



TRENDS REPORT: STATE OF JEWISH CAMP 2022

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“Our daughter had an amazing experience at camp. She said she feels strong and brave and that she tried lots of new things! She came home happy and absolutely committed to coming back longer in summer 2023!”

OVERNIGHT CAMP PARENT

INTRODUCTION & KEY FINDINGS

We feel a renewed sense of focus, vigor, and energy from Jewish day and overnight camps across North America. In Summer 2022, overall enrollment grew to within a few percentage points of pre-pandemic record levels (96% of 2019) and early reports show strong demand for Summer 2023. We salute the hard work and creativity of camp professionals who have managed through the pandemic as well as facing new and continuing challenges moving forward. These include seasonal staff recruitment and retention, rapidly increasing costs, more requests for financial aid, professional transitions, and demand for mental health support for campers and staff alike.

Overall, we sense an optimism about the future of Jewish camp and remain inspired by our vital work, to enable as many as possible to benefit from joyful Judaism experienced at summer camp.

This report utilizes data submitted to FJC by 246 camps in August through October 2022. In order to achieve counts for the full field, prior data from summer 2021 and averages from 2022 data were used to project numbers for the entire field of 162 day and 153 overnight Jewish nonprofit camps across North America in summer 2022.

A few key takeaways from this year's report:

- The field served 13% (19k) more campers and counselors in summer 2022.
- To recruit and retain seasonal staff, 75% of all camps increased staff salaries.
- Camp tuition increased by 4% in 2022 and is expected to increase 6-8% in 2023. Rising tuitions may begin to put camp out-of-reach for some families.
- More financial aid was requested and distributed in 2022 than ever before, and we know this need will continue to grow.
- Overnight camp expenses increased at a 3% higher rate than revenues in 2022.
- Once again, mental health support remains a critical need identified in the Census.

SUMMER 2022

nearly

175,000 campers, teens, and college-aged staff participated in Jewish Camp across

 **162** day camps and  **153** overnight camps

Participation in Jewish summer camp grew 13% from 2021 to 2022 and now stands at 96% of 2019's pre-pandemic record participation.

TOTAL PARTICIPANTS SERVED (CAMPS AND COUNSELORS, DAY AND OVERNIGHT)



Total Participants

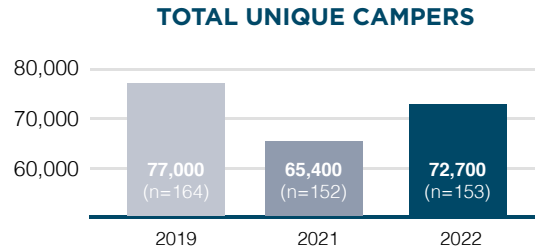
% Change Year over Year

	Total Participants	% Change Year over Year
2022	174,700	+13%
2021	155,000	-15%
2019	182,400	+1%
2018	180,800	+2%
2017	176,400	+3%
2016	171,600	+2%

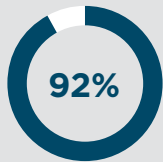
CAMPERS

OVERNIGHT CAMP ENROLLMENT

Enrollment for overnight camp is on the rise, but 2022 numbers were not back to pre-pandemic levels.



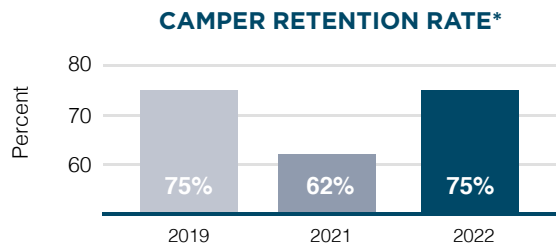
While **70% of overnight camps increased their enrollment** between 2021 to 2022, most camps are still operating below pre-pandemic enrollment levels. **46% of overnight camps had higher enrollment in 2022 than they did in 2019.**



of families report that overnight camp made their child feel part of the larger Jewish community and peoplehood.

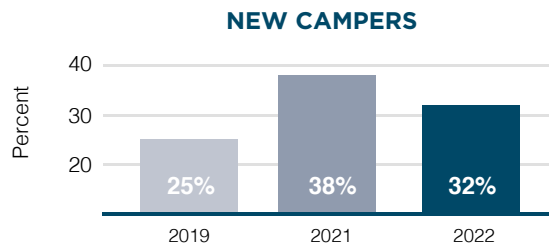
**according to data collected from over 9,200 camper families in response to FJC's annual Camper Satisfaction Insights survey*

Overnight camp retained 75% of their campers from 2021 to 2022, matching pre-pandemic retention rates.



**Camper retention was calculated this year based on the estimate that 10% of the camper population aged out.*

New campers made up 32% of the overnight camper population in 2022.



Thanks for giving me a space to be the best version of myself and embrace the camp magic.

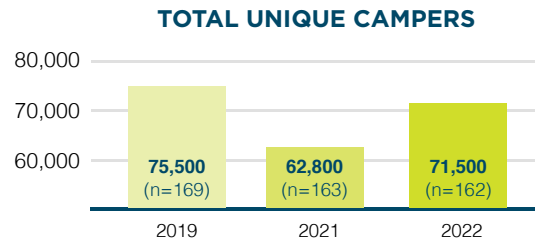


DAY CAMP ENROLLMENT

Enrollment for day camp is on the rise and almost back to pre-pandemic levels.


71,500
 unique campers

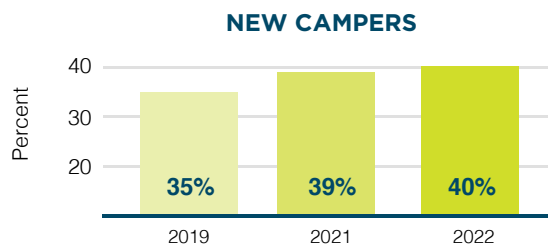
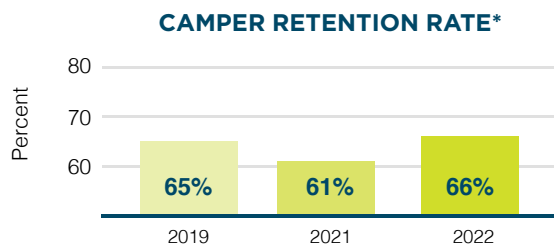
14%
 increase from
 2021



From 2021 to 2022, 89% of day camps increased their enrollment. Day camps are making great strides in catching up to their pre-pandemic enrollment numbers. 47% of day camps had higher enrollment in 2022 than they did in 2019.

Day camp retained 66% of their campers from 2021 to 2022, exceeding pre-pandemic retention rates.

Day camps are rebuilding the camper pipeline. New campers made up 40% of the day camper population in 2022.



*Camper retention was calculated in 2022 based on the estimate that 10% of the camper population aged out.

OVERNIGHT CAMPER LENGTH OF STAY

Average length of stay in 2022 remained consistent with that of 2021. 38% of overnight campers attended camp for four weeks, the most popular length of stay overall. Campers attending camps in the West continue to favor shorter sessions for two weeks or less, while campers in the northeast attend camp for a full summer of six weeks or more.

OVERNIGHT CAMPER LENGTHS OF STAY OVERALL & BY REGION

Region	1 week	2 weeks	3 weeks	4 weeks	5 weeks	6 weeks	7 weeks	8+ weeks
Canada	8%	13%	9%	43%	2%	14%	8%	5%
Midwest	4%	14%	8%	63%	4%	2%	1%	5%
Northeast	2%	13%	21%	29%	5%	4%	21%	4%
South	4%	19%	14%	57%	1%	1%	1%	2%
West	13%	39%	27%	17%	1%	1%	0%	2%
All overnight camp	5%	18%	17%	38%	3%	4%	10%	4%

DAY CAMPER LENGTH OF STAY

25% of day campers attended camp for eight or more weeks in 2022. Eight-week stays were the most popular across regions. This was especially true for Canadian campers, 42% of which attended for eight or more weeks.

DAY CAMPER LENGTH OF STAY OVERALL & BY REGION

Region	1 week	2 weeks	3 weeks	4 weeks	5 weeks	6 weeks	7 weeks	8+ weeks
Canada	3%	11%	7%	13%	5%	15%	4%	42%
Midwest	10%	12%	9%	17%	6%	8%	8%	29%
Northeast	4%	10%	8%	16%	8%	12%	16%	27%
South	17%	16%	14%	10%	7%	10%	8%	19%
West	16%	15%	9%	19%	4%	6%	5%	24%
All day camp	9%	12%	10%	15%	7%	10%	11%	25%

CAPACITY & OCCUPANCY

TOTAL DAILY ESTIMATED CAMPER CAPACITY AVAILABLE AT JEWISH CAMPS IN 2022

49,000

Overnight Camp

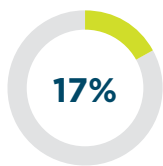
57,000

Day Camp

106,000

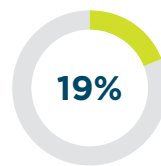
Total

In summer 2022, nearly a fifth of day and overnight camps said they had to restrict capacity due to staffing and space limitations to accommodate for COVID-19.



of overnight camps limited capacity due to COVID-19

The most common reason cited was that they had to leave bunks or buildings open to create a space for campers and staff with COVID-19 to quarantine.



of day camps limited capacity due to COVID-19

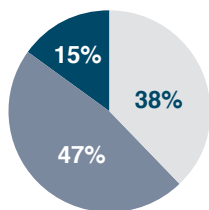
The most common reason cited was a staffing shortage, which meant they had to limit the number of spots that were available in each group.

The full capacity of spaces available or beds for campers is estimated to be 106,000.

The average daily camper capacity at overnight camps was 322 and the average camper capacity at day camps was 352.

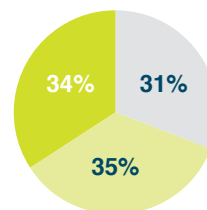
The majority of both day and overnight camps ran at capacity for at least a portion of the summer, but most camps have room to accommodate additional campers.

OVERNIGHT CAMP OCCUPANCY



- Never at capacity
- At capacity 1-4 weeks
- At capacity 5-10 weeks

DAY CAMP OCCUPANCY



- Never at capacity
- At capacity 1-4 weeks
- At capacity 5-10 weeks

Despite the capacity availability at some camps, other camps could not meet camper demand:

3,100+

overnight campers were turned away

3,700+

day campers were turned away

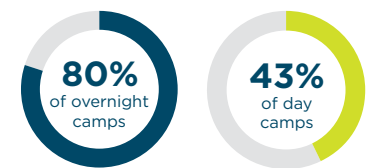
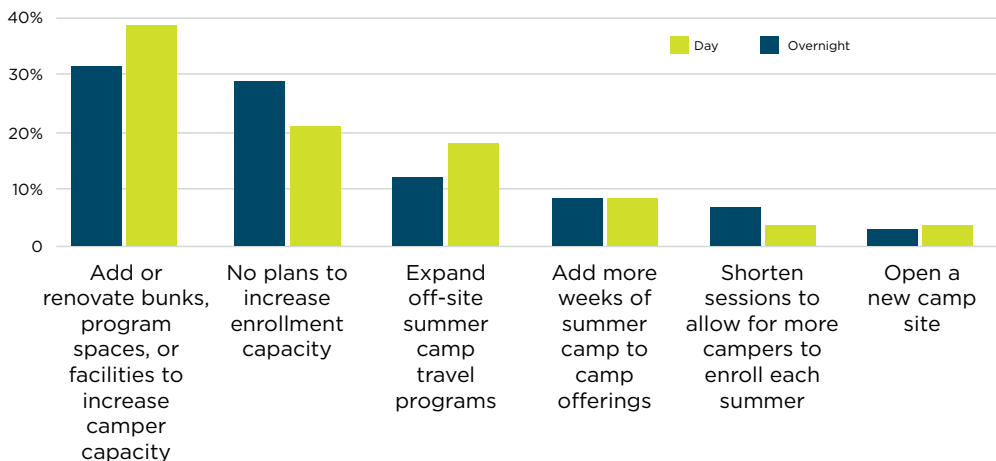
6,800+

campers remained on waitlists for summer 2022

ENROLLMENT GROWTH PLANNING

More than 70% of both day and overnight camps have plans for growth and expansion of camper enrollment. About a third of camps are planning for capital improvements to increase capacity and camper enrollment for 2023 and beyond. Additionally, both described efforts to hire and retain more staff as a primary need and strategy to increase enrollment.

PLANS TO INCREASE ENROLLMENT CAPACITY



expressed interest in maintaining or expanding their summer programs to Israel as another way to expand offerings and increase enrollment and engagement.

CAMPERS WITH DISABILITIES

Overall, camps report that approximately 5% of day and overnight campers identify as having a disability. While there were no significant changes to the number of campers with disabilities who attended camp in summer 2022, many camps reported hiring more community care and inclusion staff members this year to better serve this demographic.

CAMPERS WITH DISABILITIES

	Overnight 2022	Overnight 2021	Day Camps 2022	Day Camps 2021
Camps serving campers with disabilities	64%	59%	90%	84%
Number of campers with disabilities (n, % of total camper population)	3,000 (5%)	2,900 (5%)	3,400 (6%)	3,250 (6%)

(See Staffing section below for more details.)

STAFF

Even with increased staffing numbers for 2022, camps reported that hiring and maintaining enough staff throughout the summer remains one of their biggest challenges.

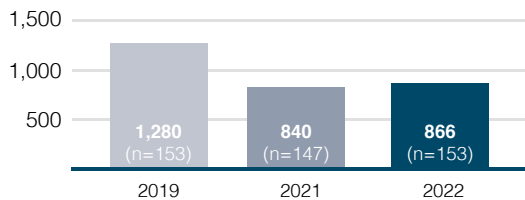
OVERALL CAMP STAFFING 2022 & 2021



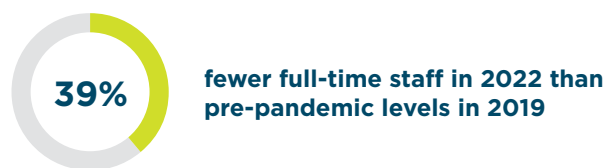
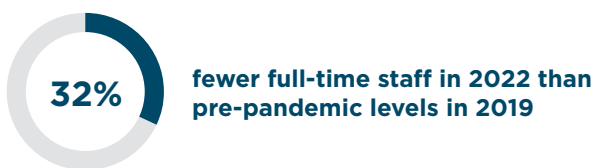
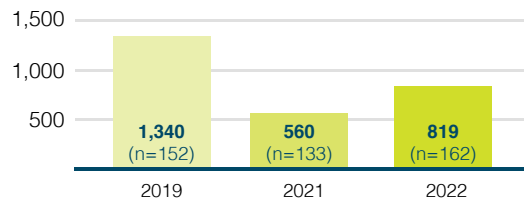
YEAR-ROUND PROFESSIONALS

The field of Jewish camp experienced a huge loss of full-time year-round professionals during the pandemic. Camps are beginning to close that gap in 2022. As of October 2022, overnight camps reported having a total of 122 open, year-round positions. Day camps reported an additional 45 open, year-round positions. In 2022, overnight camps reported between 1-25 members of their year-round team, averaging six year-round professionals per camp. Day camps reported 1-10 year-round professionals, averaging three year-round professionals per camp.

YEAR-ROUND OVERNIGHT CAMP PROFESSIONALS



YEAR-ROUND DAY CAMP PROFESSIONALS



Significant staffing challenges and staff losses caused higher level staff to increase their number of areas and staff they were supervising. Those challenges led us to hire part-time, year-round staff for the first time. This will change the supervisory structure for the summer, spreading out supervision. – Overnight Camp

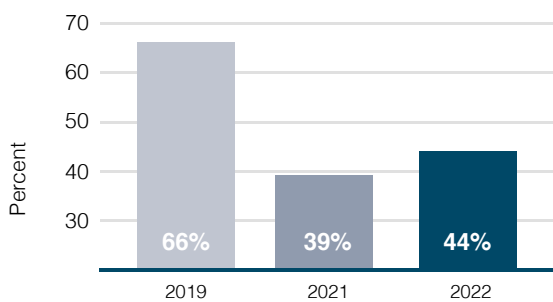


SEASONAL STAFF RECRUITMENT & RETENTION

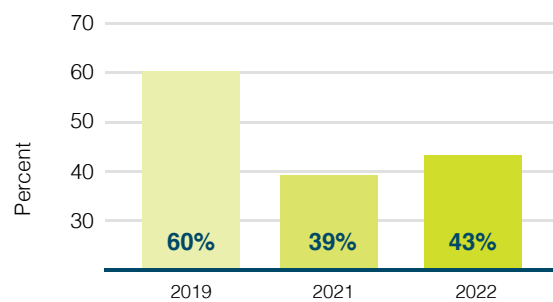
A number of changing circumstances have contributed to a worsening staffing crisis. Over half of overnight and day camps allowed staff members to work for less than the whole summer. Camps have also created more agile infrastructures that require the hiring of additional staff members that can substitute for those out sick or, in the case of overnight camps, quarantined, and that allow for staff to take more breaks to decrease burnout.

Both overnight and day camps experienced declining counselor retention rates in the wake of the pandemic. In 2022, staff retention rates trended slightly higher than in 2021 amongst all ages of seasonal staff. Despite this increase, camps are still seeing lower rates of returning staff than in pre-pandemic years.

OVERNIGHT CAMP STAFF RETENTION RATE



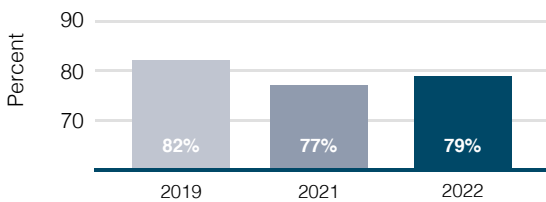
DAY CAMP STAFF RETENTION RATE



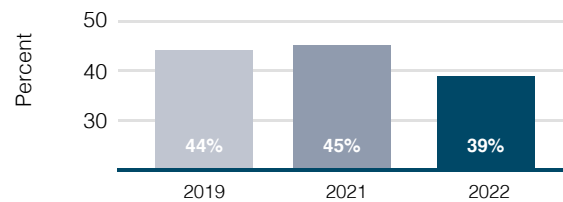
Overnight camp seasonal staff ‘overall satisfaction’ and ‘likelihood to return’ rates are below 2019 levels.

**according to data from the 2022 Staff Satisfaction Insights survey*

OVERALL STAFF SATISFACTION*



LIKELIHOOD TO RETURN*



While we grapple with staffing shortage difficulties, we anticipate running slightly smaller programs to accommodate for the uncertainty of being able to bring on enough staff to support higher enrollment. – Day Camp



Camps have taken several actions to address recruitment and retention challenges. This year, 63% of overnight camps and 28% of day camps reported having a staff member specifically responsible for the staff experience or staff recruitment and retention.

75% of all camps increased staff salaries this summer. Other monetary incentives were also popular like retention, completion, and referral bonuses.

STAFF RECRUITMENT & RETENTION METHODS

	Overnight Camp	Day Camp
Increases in salaries	65%	85%
Increased flexibility around work contract periods than was previously allowed	55%	60%
New positions or new job titles as an incentive for working at camp	53%	30%
Bonuses for staff who referred friends to work at camp	49%	70%
Completion bonuses	32%	34%
Retention bonuses for returning staff	31%	26%
None of these methods	15%	4%
College/university credit to staff for working at camp	13%	16%

SALARIES OF SEASONAL CAMP STAFF

Average weekly salaries of different seasonal roles vary greatly. On average, overnight camps pay their camper-facing staff less than day camps per week. Weekly average salaries below do not factor in additional financial incentives, bonuses, tips, or regional differences. In addition, rates below do not account for the benefits of free room and board for overnight camps.

SEASONAL STAFF AVERAGE WEEKLY SALARIES

	Overnight Camp	Day Camp
Paid High School Staff	\$170	\$330
First-Year Counselors	\$220	\$380
Returning Counselors	\$280	\$420
First-Year Specialists	\$260	\$500
Returning/Experienced Specialists	\$350	\$560
Unit Head, Age Group, or Program Area Supervisors	\$490	\$650
Licensed or Certified Mental Health Professional	\$940	\$840
Nurse	\$1,220	\$980
Camp Head Chef	\$1,300	\$680

INTERNATIONAL STAFF

As COVID-19 travel restrictions ease and visas become more accessible, Israeli and other international staff numbers at overnight camps have seen a slight increase and are back up to pre-pandemic levels.

	Overnight Staff 2022	Overnight Staff 2021	Day Staff 2022	Day Staff 2021
Israeli Staff (# and % is of total staff)	2,300 (10%)	1,700 (8%)	400 (3%)	200 (2%)
Other International Staff (# and % is of total staff)	3,400 (15%)	3,000 (14%)	Not collected	200 (2%)



We hired more international staff this summer, which made it easier to run many of our programmatic areas. - Overnight Camp



STAFF WITH DISABILITIES & VOCATIONAL ED PROGRAMS

Approximately **half of day and overnight camps have staff who identify as having a disability** and **15% of day and overnight camps offer vocational training programs.**

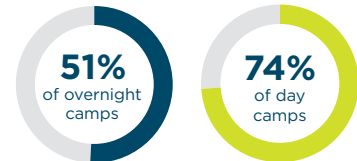
	Overnight 2022	Overnight 2021	Day 2022	Day 2021
Camps with vocational training programs	20 (13%)	20 (13%)	17 (15%)	9 (7%)
# of vocational training participants	230	210	130	120
# of camps reporting staff with known disabilities	60 (44%)	46 (31%)	64 (58%)	60 (45%)
# of staff with disabilities	230 (1%)	220 (1%)	210 (1%)	190 (2%)

COMMUNITY CARE STAFF

Medical and community care teams at camp consist of nurses, doctors, social workers, disabilities inclusion specialists, one-on-one aides, and others (psychologists, etc.). These roles are increasingly critical and complex for camps to fill. Many of these staff do not work for the entire summer. At any given time, overnight camps had an average of seven people serving on these teams, and day camps had an average of four people serving on these teams.

INCLUSION STAFF

	Overnight Camp	Day Camp
# of certified or licensed disability/inclusion professionals	87	124
Average # per camp	2	2*
Range	1-10*	1-7*
Camps with at least 1	38	54
# of unlicensed support counselors or one-on-one aides	1,020	730
Average # per camp	5*	9*
Range	1-35*	1-35*
Camps with at least 1	57	71

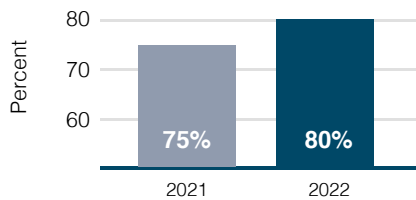


had at least one staff member whose role was focused on working with campers with disabilities.

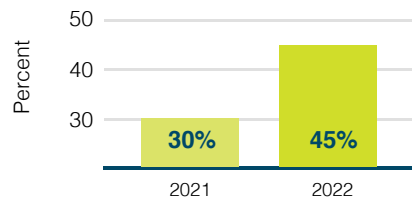
*Outliers removed

MESSH (MENTAL, EMOTIONAL, SOCIAL, & SPIRITUAL HEALTH) STAFF

OVERNIGHT CAMPS WITH AT LEAST ONE MENTAL HEALTH PROFESSIONAL*



DAY CAMPS WITH AT LEAST ONE MENTAL HEALTH PROFESSIONAL*



Hiring MESSH professionals is becoming more and more commonplace. The number of MESSH staff is also increasing due to funding made available through initiatives like FJC’s Yedid Nefesh program which provided staff funding and training to almost 70 day and overnight camps in advance of summer 2022. Even more camps would like to hire more psychologists, social workers, and/or certified mental health professionals but are unable to due to the shortage of these professionals across North America.

	Overnight 2022 (n = 136)	Overnight 2021 (n = 152)	Day 2022	Day 2021
Total # of MESSH staff*	315	378	125	64
Average # per camp	3	3	2	1
Range	1-19	1-18**	1-10**	1-5
# of camps with at least 1 MESSH staff*	109	111	49	42

*FJC defines a MESSH professional as a psychologist, social worker, and certified mental health professional. This definition is more specific than what we used in 2021 which explains why some of the 2021 numbers appear larger. These numbers are based only on camps who reported to us in 2021 and 2022.

**Excludes outliers as a few camps are specialty camps for campers with special needs whose whole staff are focused on medical and community care.

MEDICAL STAFF

The average number of nurses and doctors per camp has gone up by 1 at day and overnight camp.

	Overnight 2022	Overnight 2021	Day 2022	Day 2021
Total # of Nurses and Doctors	1,304	1,166	116	148
Average # per camp	9*	8	2*	1
Range	1-34*	1-50	1-6*	1-12
# of camps with at least 1	129	146	63	132
% of total staff	5%	5%	1%	1%

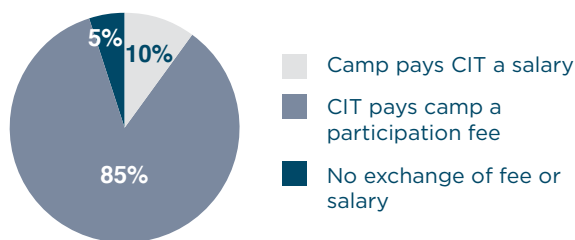
*Outliers removed

COUNSELORS IN TRAINING (CITS)

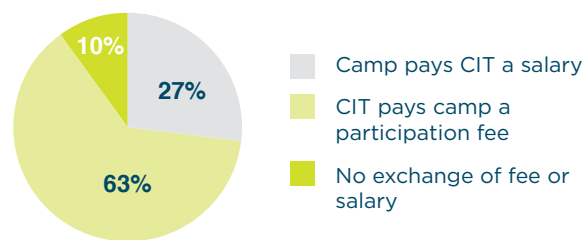
Providing appropriate leadership training and developmental experiences is an integral part of camp. CITs are also critical for the staff pipeline and provide a leadership ladder for this age group. **Currently, very few CITs are paid and the majority of CITs at overnight and day camp pay a participation fee.**

	Overnight 2022 (n=93)	Overnight 2021 (n=87)	Day 2022 (n=81)	Day 2021 (n=91)
Total # of CITs	2,778	2,847	1,756	1,827
# of CITs per camp (range)	4-87	4-140	1-63	1-108

CIT FEES & PAYMENT AT OVERNIGHT CAMP



CIT FEES & PAYMENT AT DAY CAMP



OVERNIGHT CAMP FINANCIAL AID

TUITION	Overnight 2022**	Overnight 2021*
Total financial aid requested	\$29,200,000	\$28,700,000
#/% of campers requesting aid from camp's budget	16,900 (23%)	14,300 (22%)
#/% of campers receiving aid from camp's budget	15,800 (22%)	13,400 (21%)
Financial aid disbursed from camp's budget	\$27,700,000	\$23,255,000
Average financial aid requested per camp	\$195,000	\$191,000
% of campers receiving aid from any source***	42%	40%
Average financial aid given out per camp	\$185,000	\$155,000
Average # of aid recipients per camp	105	95
Average financial aid award	\$1,750	\$1,740

* Uses imputed data for 21 camps. ** Uses imputed data for 19 camps.

*** According to data collected as part of the 2022 Camper Satisfaction Insights survey

DAY CAMP FINANCIAL AID

TUITION	Day 2022**	Day 2021*
Total financial aid requested	\$13,625,000	\$9,892,000
#/% of campers requesting aid from camp's budget	10,600 (15%)	7,900 (13%)
#/% of campers receiving aid from camp's budget	9,000 (12%)	6,400 (10%)
Financial aid disbursed from camp's budget	\$9,300,000	\$7,500,000
Average financial aid requested per camp	\$85,000	\$62,000
Average financial aid given out per camp	\$58,000	\$47,000
Average # of aid recipients per camp	56	40
Average financial aid award	\$1,030	\$1,170

* Uses imputed data for 66 camps. ** Uses imputed data for 65 camps.

OVERNIGHT CAMP EXPENSE VS. REVENUE

Expenses are increasing at a 3% higher rate than revenues for overnight camps, despite the 11% rise in camper enrollment and increased tuition rates. **Overnight camp expenses increased by 15% while revenue only increased by 12%.**

OVERNIGHT REVENUE AND EXPENSES

	Overnight Camps 2022	Overnight Camps 2021
Total Revenue	\$439,572,000	\$389,787,000
Average Revenue	\$2,930,000	\$2,599,000
Range	\$135,000 - \$16,000,000	\$40,000 - \$12,000,000
Total Expenses	\$410,980,000	\$355,836,000
Average Expenses	\$2,740,000	\$2,372,000
Range	\$132,000 - \$16,000,000	\$15,000 - \$10,000,000

THE IMPACT OF COVID-19 IN SUMMER 2022

Overnight and day camps reported staff coverage was one of the biggest impacts of COVID-19 this summer. COVID-19 also took a toll on the mental health of camp staff and campers, with many camps reporting heightened fear and anxiety around testing and getting sick.

The most common mitigation strategies used at overnight camp this summer were onsite temperature screening, COVID-19 testing before and during camp, and onsite symptom screening. Almost half of day camps were able to send home campers who tested positive and keep campers in small groups to contain the spread of COVID-19.

CASES OF COVID-19 IN SUMMER 2022

	Overnight Camp	Day Camp
% of camps with known COVID-19 cases	76%	91%
Camps with cases among campers	64%	89%
Camps with cases among staff	88%	88%

FUTURE NEEDS OF THE FIELD IN 2023 & BEYOND

Camps have needs in specific areas in order to ensure sustainability and growth. Overnight camps' top support needs are raising funds for operations and infrastructure and recruitment strategies for campers. Day camps' top support needs are recruiting, hiring, and retention of staff; new curriculum and innovative programming; and training and development opportunities for seasonal staff. Both day and overnight camp highly ranked resources for mental, emotional, social, spiritual health of staff and campers as a need.

CURRENT PRIORITIES

	Overnight Camp	Day Camp
Raising funds for operations and infrastructure	43%	23%
Enrollment, marketing, and recruitment strategies for campers	36%	22%
Resources for mental, emotional, social, spiritual health of staff and campers	35%	31%
Recruiting, hiring, and retention of staff	34%	55%
Raising funds to support increased scholarship needs	26%	15%
Alumni engagement	24%	13%
Professional development for year-round camp professionals	24%	23%
Multi-year strategic planning	16%	18%
New curriculum and innovative programming	16%	35%
Training and development opportunities for seasonal staff	16%	33%
Data-informed decision-making	10%	14%
Year-round engagement	7%	11%
Board/camp committee support or training	7%	5%

APPENDIX

OVERNIGHT CAMP: NUMBER OF CAMPS AND CAMPERS BY ORGANIZATIONAL AFFILIATION

AFFILIATION	% of Camps	% of Campers
JCCA	18%	23%
Orthodox*	8%	10%
URJ	11%	14%
AIJC	14%	14%
Ramah	7%	9%
Chabad	7%	5%
Young Judaea	7%	6%
Zionist**	6%	2%
Not Affiliated/Other	24%	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

OVERNIGHT CAMP: CAMPS AND CAMPERS BY REGION

REGION	% of Camps	% of Campers
Canada	17%	12%
Midwest	15%	17%
Northeast	40%	37%
South	9%	12%
West	19%	22%

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

DAY CAMP: NUMBER OF CAMPS AND CAMPERS BY ORGANIZATIONAL AFFILIATION

AFFILIATION	% of Camps	% of Campers
JCCA	68%	74%
Ramah	4%	3%
Orthodox	2%	2%
URJ	2%	1%
Chabad	3%	1%
Young Judaea	2%	1%
Not Affiliated/Other	11%	10%

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

DAY CAMP: CAMPS AND CAMPERS BY REGION

REGION	% of Camps	% of Campers
Canada*	1%	1%
Midwest	21%	17%
Northeast	45%	47%
South	16%	21%
West	16%	15%

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

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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.

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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