



# JWest Campership Program

## Final Evaluation



FOUNDATION FOR JEWISH CAMP  
JWest Campership Program



*Summation Research Group, Inc.*  
9/11/2012

*"I think Jewish overnight camp is the best and healthiest way for kids to connect with their Jewishness. It happens naturally, just through living, interacting with other Jewish kids and staff, through programming and music and activities that happens daily, through the course of living in community, and not because a parent insists you attend a class or a service or an event. It's the greatest gift, because being Jewish is both natural and meaningful and fun, and the gift (attending Jewish overnight camp) will last a lifetime." -- JWest recipient (June, 2012)*

## Introduction

This presents the final evaluation of the JWest Campership Program. As the program enters its fifth and final summer, a total of 3,342 first-time 6<sup>th</sup> - 8<sup>th</sup> grade campers were introduced to Jewish overnight camp in the western region of North America with grants provided by the Jim Joseph Foundation. More than 2,000 second-time campers returned to camp with a JWest incentive over the past four years, with 599 returning in 2012 alone (95% of goal as of July 1st). An additional 132 third-time campers (87% of goal as of July 1st) returned to camp in 2012 with a JWest incentive.

Using the program's "Theory of Change" document (Addendum 1) as our foundation, the evaluation is organized into 3 sections:

- I. *"Driving 'trial' and increasing enrollment for Jewish overnight summer camp, while also building loyalty and repeat attendance"* examines key metrics associated with the first-time and returning camper goals, and provides some retrospective regarding how those goals were delivered;
- II. *"Generating a more diverse camper profile"* takes a final look at the progress made by targeted JWest efforts to broaden the ethnic and socio-economic camper profile, and summarizes our assessment of how this was accomplished;
- III. *"Building Jewish identity, connections and involvement"* summarizes the assessment of the *actual* summer camp experience and whether it is contributing to greater year-round Jewish involvement.

## Methodology

In addition to regular discussions/consultations with the program administrators at the Foundation for Jewish Camp (FJC), Summation's evaluation of the JWest Program incorporated several components, intended to assess the program's specific outcomes as measured against the goals/objectives identified in the Theory of Change.

- A. Support to the FJC regarding program online tracking and outreach to recipient families, specifically related to retention.
- B. Primary research conducted among JWest camp directors to obtain feedback regarding JWest-related meetings, track retention of JWest recipients, and reactions to the JWest program overall.
- C. Primary research conducted among JWest recipient campers and their families to study (a) demographic patterns, (b) the incentive's role in summer-options decision-making, (c) campers' year-round Jewish involvement and engagement, and (d) satisfaction with their actual summer camp experience.

Details are shown in Addendum 2.

**Final Conclusions**

1. **Over the life of the program, JWest delivered 3,342 first-time 6th - 8th grade campers -- more than 10% above the original goal -- albeit in four years versus the original three-year timeframe.** We believe the over-delivery versus goal is attributable to several factors: (a) the decision to include two-week session incentives after the second year of the program, (b) enthusiastic support by the camps themselves following this addition of two-week incentives, (c) where needed, highly individualized marketing support for camps, (d) strong, proactive, "ground-level" ownership of the program by the FJC, and (e) the addition of a fourth year to the program.
2. **Retaining campers proved to be a challenge as the camps were unable to consistently deliver the second year camper goals.** In retrospect, we believe these goals were overly aggressive for at least two of the five program years. In the end, second-year retention ranged between 56 - 65%. Delivering even *these* results required significantly more individualized and intensive effort than had been anticipated. Unlike first-time recruitment which was more centralized and focused, *retention* efforts initially tended to be more fragmented, with accountability divided among 20+ "owners." The levels JWest *did* reach in the last few years were achieved only because the FJC stepped up to coordinate more proactive follow-up with camper families. This included engaging in one-on-one discussions with many of the JWest camp families to provide a friendly "push" and, where needed, help with the application process. The importance of adding two-week session incentives is further underscored by the fact that more two-week campers returned than three-week campers and *a third* "upgraded" to three weeks their next summer.
3. **JWest demonstrated that an aggressively and creatively-marketed incentive program could attract a more diverse mix of families to Jewish camp.** To be clear, the JWest recipient profile was more similar than different compared to other Western camp families. Nevertheless, significant differences were observed during every year of the program on several religious, nationality, and socio-economic measures.
4. **The Jewish camp experience made possible by JWest had a positive impact on year-round Jewish engagement.** While this information is self-reported by the campers themselves and may be somewhat (positively) biased, annual research has *consistently* shown that the vast majority of both first-time and returning campers were engaged in *at least one* Jewish activity (temple or community) during the school year and that almost 60% had *increased* their involvement in at least one temple/synagogue-based or community Jewish program/activity since attending camp. Moreover, *all* campers indicated that they had, in at least one manner, stayed involved with the camp or their camp friends during the school year.

**Detailed Discussion**

**I. Driving 'trial' and increasing enrollment for Jewish overnight summer camp, while also building loyalty and repeat attendance**

Year	# of First- Year		
	Campers	Goal	% of Goal
2011	922	925	100%
2010	1047	813	126%
2009	653	1100	59%
2008	720	1000	72%

1. From 2008 - 2011, the JWest program delivered 3,342 first-time 6th - 8th grade campers, +11% versus the original goal of 3,000 first-time campers. This over- delivery versus goal is attributable to:
  - **Adding incentives for two week sessions.** The decision to include two-week campers was one of the most important mid-course corrections made to this program, helping to significantly exceed the 2010 first-time camper goal and nearly deliver the 2011 goal. Two-week session incentives accounted for 52% of all incentives provided in 2010 and 56% of all incentives in 2011.
  - **Strong execution of a focused marketing program, with individualized support for specific camps where needed.** After 2009, camps received a complete package of JWest marketing materials on a timely basis. This allowed most camps to get a head start on the development of their marketing plans and begin recruiting for the following camp year as early as September. In both 2010 and 2011, the FJC was able to identify specific camps that needed individualized marketing, and they provided support that increased the number of new campers those identified camps were able to secure.
  - **Strong FJC program ownership.** Overall, strong program ownership, commitment and follow-up by the FJC were key factors in the over-delivery of the program's first-time camper goal. Over the life of the program, the FJC made multiple visits to a number of JWest communities to attend Chanukah parties, camp fairs, and rabbi meetings, as well as to do general community and temple visits. Strong relationships with the camps themselves encouraged ongoing communication that allowed camps to network with other camps. These strong relationships also allowed the camps to raise issues that could be quickly addressed to minimize their impact on the delivery of program goals.
2. Retention was measured in three categories: (1) second-year incentivized, (2) third-year incentivized, and (3) third-year and beyond non-incentivized retention. (Note that all comparisons versus goal use July 1st returning camper numbers.)
  - 2,028 campers returned for a second year over the life of the program (87% of goal). This overall second-year retention of 61% is about 20 points *below* what we've seen among incentive recipients elsewhere in the U.S. We believe the lower JWest retention stems largely from the older age-group targeted by the program and the more diverse demographics that characterizes recipients, discussed in Section II.
  - In the first year of tracking, 132 campers (87% of goal) returned for a third incentivized year of camping.
  - In 2011, camps self-reported 446 campers (57% retention) returned without incentives (i.e., after their JWest incentive ended). (Updated information for 2012 is not yet available).

For 2012, 599 JWest campers (65%) returned for a second year of camping. This is 95% of goal, and slightly higher than the return rates experienced in both 2010 and 2011.

Year	# of Second-Year Campers	Goal	Retention Results
2012	599*	(633) 60% retention (3 wk); 75% (2 wk)	65% (95% of goal)
2011	643	(713) 60% retention (3 wk); 75% (2 wk)	61% (90% of goal)
2010	383	(393) 60% retention (3 wk); 75% (2 wk)	59% (97% of goal)
2009	403	80% retention	56% (69% of goal)

\* As of 7/1/12

The addition of two-week incentives appears to have helped deliver the second-year retention goal. Two-week campers returned at a stronger rate (67%) compared to three-week campers (63%). Further, more two-week campers "upgraded" to three weeks (33%) than three-week campers who "downgraded" to two weeks (9%).

In 2012, JWest marketing was focused on *retaining* campers. The FJC worked with each camp's staff to develop individualized retention plans with the goal of empowering the camps to take more ownership of the process. Retention materials, including second and third-time camper postcards, were sent to participating camps in September so the camps could begin contacting returning campers. The FJC utilized a proactive, progressive follow-up system that leveraged multiple channels, including:

- Five eblasts (July 2011, Chanukah, mid-winter, Passover and a mid-May "last chance") were sent to potential second-year and third-year recipients.
- Follow-up with all campers who had not yet committed to camp. Similar to 2011, FJC staff hired two interns to contact all JWest eligible second-year and third-year grant recipients who had not registered for the incentive after the initial follow-up email was sent out. Each parent received at least one phone call and follow-up email.

After the disappointing retention results achieved in 2009, the FJC realized that improvements in their retention strategies and tactics were required in order to accomplish the goals originally promised. The proactive follow-up process conducted by the FJC beginning in 2010 was a key reason for the delivery of over 2,000 second-year campers. The process was started early, and was done methodically and with persistence:

- **Early start.** In 2011 and 2012, this process was started in February, a full month earlier than in 2010, which gave the FJC more time to follow-up with parents.
- **Methodical.** Beginning in 2011, this process began with an email to all parents of uncommitted campers. This email included a brief survey asking these parents if they planned to send their child(ren) back to camp the following summer. After the email, FJC team members spent March and April calling the remaining parents of uncommitted campers.

- **Persistence.** FJC team members continued to reach out to all parents who initially said that they were not sure of their child's summer plans when they were first surveyed, along with the parents who said that their children were registered for camp, but had not yet registered for the grant.

More detail regarding FJC's proactive ownership of both recruiting and retention goals are included in Addendum 3.

The camps themselves gained a number of key new recruitment and retention strategies from the JWest program. A few examples included: (a) the recognition of the importance and power of social media, (b) the need to specifically reach out to middle-school campers, and (c) the benefits of an aggressive and proactive retention effort. More detail on these are included in Addendum 6.

3. **The third year, non-incentivized return continues to exceed expectations.** 2012 will be our third opportunity to evaluate the third-year, non-incentivized return. In both 2010 (65% return rate) and 2011 (57% return rate), this non-incentivized return rate was substantially higher than the original 50% goal. It is likely that the program will continue to "over-deliver" in this area given these results and the high quality of the camp experience we continue to document via the Camper Satisfaction Insights (CSI) study. We will update this finding for 2012 in November after the receipt of final CSI data.

## II. Generating a more diverse camper profile

**Over the life of the program, JWest incentives consistently created a more diverse mix of families at Jewish camp.**

2011 CSI data among first-year JWest recipients versus the balance of Western camp families shows them to be:

- More interfaith--25% were interfaith families vs. 19%.
- More Russian--4% vs. 2% .
- New to Jewish camp--44% were families where neither parent had attended Jewish overnight camp vs. 35%.
- Lower income--37% were under \$100K HH income vs. 24%.

More detail on this increased diversity is included in Addendum 5.

## III. Building Jewish Identity, Connections and Involvement

BBYO was initially engaged as a partner to help deliver the year-round "engagement" goal. By most accounts, BBYO's impact was minimal. In retrospect, this is not surprising given findings from Post Camp Activities/Interest Tracking (PCAIT-- an annual study that monitored school-year "engagement" in Jewish life and activities) which showed, consistently over 4 years, that about 65% of campers participated in their local youth groups and *within that group*, BBYO-specific involvement was about 25%.

As such, BBYO programming was never going to reach more than 15-20% of the total JWest camper population (65% x 25%). BBYO's contract ended in 2011 (the last year of first-time campers).

Additional engagement efforts included (1) a campaign by JVibe to engage several hundred JWest campers through their print magazine, website and blog, email, Facebook, and teen advisory panel and (2), a more targeted effort by BB Camp (Oregon) via social events, Shabbat and Havdallah dinners, and overnights. Again, our research showed no overall, substantive impact of these programs.

Regardless as to their limited impact, what *was* apparent after the first round of PCAIT was that many campers were *already* engaged, prior to their first summer at camp. Moreover, the camp experience itself seemed to encourage continued and, in some cases, *additional* involvement.

Along those lines, results from our research affirm that:

- For the vast majority of those who attend, camp is an overwhelmingly positive experience. Ratings on all key satisfaction measures among JWest recipient families were consistently strong and on-par with those from all other Western camp families throughout the life of the program.
- 2012 PCAIT research has again shown that the vast majority of campers maintain or even increase their level of involvement in other activities. Specifically, 95% of 2011 campers and 94% of 2010/returning 2011 campers have at least maintained, and in many cases, increased their level of involvement in temple or community/service/ volunteer-related activities.
- 100% of both 2011 campers and 2010/returning 2011 campers cited involvement in at least one activity during the school year *specifically related to camp and/or fellow campers*. More detail from the April/May 2012 PCAIT Study is included in Addendum 6.
- Ambitious plans at the program's inception to monitor the impact of camp over time through a longitudinal research design were suspended after two summers. The reasons included: (1) poor response rates after the first year which threatened to undermine the stability and projective value of the data, (2) concerns expressed by outside academic evaluators about drawing long-term conclusions based on short-term measurement, and (3) a report issued by the Foundation for Jewish Camp during this time called "Camp Works" that, using an alternative but highly credible methodology, separately established a clear relationship between camp attendance and its favorable, long-term impact on Jewish identity.
- While admittedly not definitive "proof" of Jewish camp's impact, it's worth reflecting on some of the remarkably positive comments, provided voluntarily by parents of JWest campers within just the past few weeks. Below are a few examples. Additional comments are included in Addendum 7:

*He truly found his Jewish identity while at camp last summer*

*Emma has said that Camp Newman has been the best thing in her life. She actually feels Jewish now. Without the aid we have received, she wouldn't have been able to participate.*

*I am very grateful for this grant. I believe Ellie's exposure and relationship to Judaism at camp is far greater than anything she does at Temple.*

*I love that my son comes home singing Jewish songs and has been immersed in the Jewish experience while being in nature (away from electronics). He gets to see that being with other Jewish kids is cool!*

*The experience of Jewish overnight camp has made a very positive impact on my daughter. She has made life-long friendships and begins the "camp countdown" with her Tawonga friends on the bus home from camp. The experiences camp has offered her have become a significant part of who she is as a young Jewish person. Those experiences have strengthened her faith and her Jewish identity.*

*The grant was the critical tipping point in having our son go to a Jewish camp. As a result, he fell in love with the camp and his experience there has solidified his Jewish identity - second only to being bar mitzvah'd!*

## In Retrospect...the JWest "Big Picture"

With a program of JWest's duration and scope, we believe much has been learned that can be applied to future programs:

1. **Specific numeric objectives need to be identified and used to measure success.** The Theory of Change document for the JWest program included a number of identified numeric objectives, which made it easier to quantifiably measure the "success" of this program. Whenever possible, it is critical to define very specific "success" objectives, as this will allow both the program owner and evaluator to accurately measure the results against identified criteria. While most programs will also include more "aspirational" objectives (e.g., "more meaningful relationships with the Jewish community"), funders need to realize that these can only be evaluated in a more qualitative and sometimes anecdotal manner.
2. **It is critical that a program's numeric objectives are drawn from relevant context and experience.** While the initial JWest goals appeared reasonable, significant shortfalls after the first year forced review and reassessment. As we learned, underlying assumptions based on experience and norms in the Midwest and East proved to be less applicable to the West Coast camp community, *especially* regarding session length. The recognition of this and the willingness to change course, specifically through the inclusion of two-week sessions, substantively altered the trajectory of JWest, not only in terms of more realistic and achievable first-time camper goals but also, in terms of overcoming the skepticism of participating camps regarding the initial exclusion of two-week sessions.
3. **The challenge of leading programs that rely on *multiple* partners should not be underestimated.** In this case, each camp brought their own philosophies and skills with respect to communication, marketing, recruitment, and camper retention. Moreover, their initial level of buy-in to the program varied. Getting the entire group to recognize and embrace the benefits to them as individual camps as well as to the overall Western Jewish camp community required considerable time, care, and "feeding."

Thus, we believe that for programs of JWest's size and complexity, the inclusion of a **planning year**, where feasible, would be of great benefit. Specifically:

- It allows the funder and program leadership, working with all participants and partners, to thoroughly examine and develop a "shared vision" of the program's mission and objectives, *prior* to launch. This would have proven useful for JWest, and might have eliminated the need for the program to expand from the original three to the eventual four year duration to achieve the first-time 3,000 new campers goal.
- A clearer delineation of expectations and responsibilities can be established. The responsibility for camper retention was unclear to many of the camps and ultimately required the direct involvement of FJC staffers with camp families. While the results were favorable, this confusion could have been avoided with more advanced planning and training prior to program implementation.
- Marketing communications that will be directed to various program participants can be thoroughly vetted and fine-tuned, as necessary. In this case, the confusion that resulted (at least for some camps and parents) from complex and restrictive eligibility requirements could have been minimized.
- *Localized* staffing needs can be more clearly defined, especially in a situation where senior program administration is located a significant distance (not to mention, multiple time-zones) from the program itself.

4. **Successfully meeting the challenge discussed above can yield unexpected, positive outcomes.** Besides the obvious enrollment benefits for camps and financial benefits for camp families, the JWest program became the basis for communication and cooperation among the camps themselves. Our follow-up studies with the JWest camp directors revealed that one of the program's key benefits was that it helped to create a valuable *support system* for recruiting, a forum for discussing common issues or brainstorming new ideas with the other camps. Additionally, several noted that it generated more positive word-of-mouth about Jewish camping overall in their region. Additional detail is included in Addendum 8.
5. **Whether JWest-type programs are "incentives" (i.e., intended to motivate the selection of Jewish camp vs. other summer alternatives) or, "scholarships" (i.e., making Jewish camp possible by making it affordable) is, in our opinion, an unimportant distinction.** When money is made available broadly and with few "strings" as it was here, the recipients themselves will make that determination, *independent* of the funder's intentions. As such, it should come as no surprise that JWest became scholarship for some and an incentive for others.

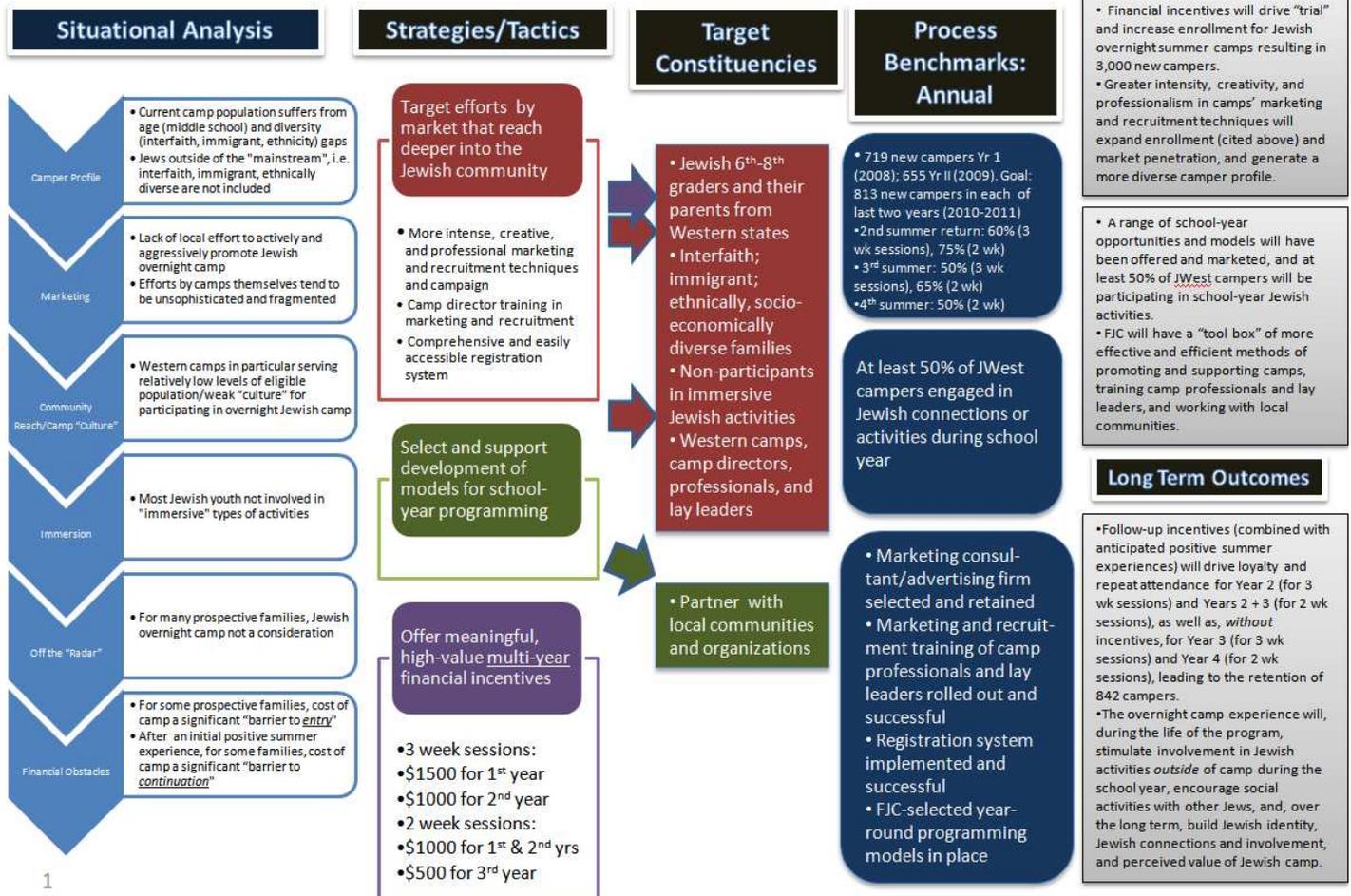
It is worth noting, however, that our research among first-year JWest recipients (combining the JWest "Role of Incentive" studies in 2008 and 2009 with the FJC's surveys using the One Happy Camper application system in 2010 and 2011) showed 51% of JWest recipients definitively saying that they would not have sent their child to camp without the incentive. (We refer to them as the "required" segment.) Overwhelmingly, their reason was affordability. This compared to just 20% of recipients of other incentive programs elsewhere in North America (measured in 2010 and 2011) who were classified as "required."

We believe this is consistent with the way JWest was broadly and aggressively marketed vs. other One Happy Camper (OHC) programs which tend to rely almost exclusively on more narrowly-focused outreach by the local sponsoring Federation or individual camp. There may *also* be some uniquely Western behaviors in play here--incentives offered directly by the LA Federation in 2010 and 2011 attracted a "required" segment at a level (34%) that was also higher than other OHC-based programs.

6. **We believe it is unrealistic to include year-round program creation as an objective in future JWest-type initiatives which cover wide geographic areas.** Such programming tends to be *community-based*, tailored to the specific needs/wants of a specific community. In that context, the facilitation of successful year-round programming opportunities for Jewish pre-teens and teens relies on "local delivery systems", i.e., sponsors, organizations, temples/synagogues, to reach out to their local Jewish constituencies. While this *is* possible--for example, the JJF-sponsored NSTI (North Shore Teen Initiative) has successfully created extensive programming within a given community--we don't think it's realistic, logistically or financially, to consider such market-specific approaches when a JJF-initiative covers large, multi-state areas.
7. **Sweat the details....every step of the way.** Achieving goals requires constant involvement by those running the program. For example, it was expected that responsibility for monitoring and driving retention following campers' first, incentive-based summer, would naturally fall to each individual camp rather than the FJC. But, as the program progressed, it became apparent that significant time and effort was needed to deliver these retention goals. In fact, such efforts ultimately involved direct, proactive, individualized follow-up by the FJC with virtually every first-year family.

Addendum 1

JWest "Theory of Change"



**Addendum 2**

**JWest Research Methodology**

Regarding JWest camper and family research, most survey efforts yielded response rates in the 30-50% range, more than adequate to provide representative and projectable samples. The exception was a planned "longitudinal" view of campers and families over time, intended to identify the longer-term impact of Jewish camp. Despite aggressive incentives to encourage participation, response rates after the initial summer of camp were insufficient for meaningful analysis.

Specific survey research included:

Post Camp Activities and Interests Tracker (PCAIT)

- Conducted in the Spring of 2009, 2010, 2011, and 2012
- Online survey among campers, covering Jewish-related formal and informal activities and programming involvement during the school year; also tracked involvement with camp and camp friends.

Survey Period	# of Respondents	Sample Base
<b>Spring, 2009</b>	334 campers	First year, Summer 2008
<b>Spring, 2010</b>	228	First year, Summer 2009
	145	Returning, Summer 2009
	46	Non-returning, Summer 2009
	419	Total
<b>Spring, 2011</b>	340	First year, Summer 2010
	75	Returning, Summer 2010
	17	Non-returning, Summer 2010
	432	Total
<b>Spring, 2012</b>	310	First year, Summer 2011
	220	Returning, Summer 2011
	60	Non-returning, Summer 2011
	590	Total

## Role of Incentive/Recipient Profile

- Conducted Spring and Winter, 2009 among 2008 and 2009 JWest recipients, respectively.
- Online survey among parents of JWest campers to assess likelihood of attending camp in the absence of the incentive and create detailed demographic profile.
- Folded into the FJC's One Happy Camper (OHC) study beginning the Spring of 2010, which utilized the web-based application system to automatically trigger online survey invitations to everyone using the OHC application system (which covered all JWest recipients).

Survey Period	# of Respondents	Sample Base
<b>Spring, 2009</b>	408	First year, Summer 2008
<b>Winter, 2009/10</b>	306	First year, Summer 2009
<b>Begin OHC-Based System:</b>		
<b>Spring, 2010</b>	497	First year, Summer 2010
	156	Returning, Summer 2010
	653	Total
<b>Spring, 2011</b>	505	First year, Summer 2011
	294	Returning, Summer 2011
	799	Total
<b>Spring, 2012</b>	246	Returning 2nd Summer, 2012
	46	Returning 3rd Summer, 2012
	292	Total

## Camper Satisfaction Insights

- Beginning in the Summer of 2008, all JWest camps were included in this study that currently includes 70+ Jewish overnight camps throughout North America.
- Online survey with parents invited directly by the camps shortly after their child(ren) returns home.
- Parents with more than one child at camp provide feedback for each one, individually.

Survey Period	# of Parents/Campers Represented	Sample Base
<b>Summer, 2008</b>	236/304	First year, Summer 2008
<b>Summer, 2009</b>	211/270	<i>Incentive year not asked</i>
<b>Summer, 2010</b>	411/516	<i>Incentive year not asked</i>
<b>Summer, 2011</b>	513/680	342 First year 166 Returning 19 Third-year

## Addendum 3

### Examples of FJC "Ownership" of JWest Program Goals

#### Support of Aggressive Recruiting Goals

**"Where in the World is JWest"—In 2010, JWest flyers were placed in hundreds of places, including:**

Pacific Palisades-Starbucks, Robeks, Kay and Daves  
Brentwood-Coffee Bean  
Beverly Hills-Factors Deli  
Encino-Bocca Restaurnat  
Santa Monica-Dr. Bijan Cohnmeyer-Eye Doctor  
Mockingbird Books (children's books), Green Lake  
Zeek's Pizza, Green Lake  
Ben & Jerry's, Green Lake  
Billings Middle School (private school) Green Lake  
Albertson's, Mercer Island (Passover display & general bulletin board)  
Baskin Robbins, Mercer Island  
Noah's Bagels, Mercer Island  
Seattle Parent Map Camp Fair 2/6  
Ravenna Kibbutz  
Café O'Play, Ravenna  
Secret Garden Books, Ballard  
Sylvan Learning Center, Ballard  
Seattle Public Library  
Boys & Girls Club of King County, Wallingford  
Crossroads Bellevue QFC, Pesach display (Russian & English)

#### Support of Aggressive Retention Goals

**Follow-up process with all potential returning campers (2011 results outlined below; 2012 results were not tracked as closely, but retention results are similarly strong):**

- Started in February, which gave the FJC more time to follow-up with all parents
- Began with an email to 555 parents of 608 uncommitted campers. This email, which included a brief survey asking these parents if they planned to send their child(ren) back to camp this summer, reached 247 parents. From those, 74 campers submitted their application. After the email, four FJC JWest team members spent March and April calling the remaining 308 parents of uncommitted campers, utilizing an online instrument to systematically guide their phone conversations and accurately track parents' responses.
- In May, the same four team members reached out to 123 parents who initially said that they were not sure of their child's summer plans when they were first surveyed and the 39 parents who said that their children were registered for camp, but had not yet registered for the grant.
- Altogether, the team successfully reached 555 of 658 (84%) originally non-committed second-year JWest families. In total, this follow-up program resulted in **145** additional returning campers.

## Addendum 4

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### Changes in Camp Recruiting/Retention Strategies Because Of JWest

- Realized the need to connect with middle-schoolers where they are and find the balance between parent and camper targeting; do a better job engaging middle-school age campers through social media.
- Emphasized new communities -Russian families, grandparents
- For the past several years, one camp noted that they had resisted the technology wave. The 2010 JWest Summit reinforced the need to use Facebook, Twitter, and to update their website - in other words, use social media
- How important it is to create and maintain a camp Facebook page; how to position Facebook page better
- Enlisted parents as ambassador - benefits for recruitment, marketing, and overall customer support
- Better understanding that online social media is something that has to be tapped into more, but at the same time don't forget to get out there and connect with people personally
- Power of social networking
- Better understanding of how to appeal to Gen Xers & Yers
- Understanding the similarities and differences between private and non-profit camping
- Increased use of marketing (new/different types of marketing to new/different audiences) to help generate trial
- Considering the use of incentives (both additionally and to replace JWest funding)
- Taking responsibility for more proactive camper retention, using both normal "personal" channels but also incorporating new/more technology (i.e., the importance of social media)

# JWest Program - Final Evaluation

September, 2012

## Addendum 5

### Profile

	JWest Families in OHC Study*	JWest Families in CSI Study**	Western Families- Received <u>NON</u> -JWest Outside Funding***	Western Camp Families- Received NO Funding****	National OHC Recipients*****
<i>N=</i>	799	513	844	1,073	3,674
<b>Parents did NOT Attend Jewish Camp</b>	<b>39</b>	<b>44%</b>	40%	31%	<b>27</b>
<b>Interfaith</b>	<b>32</b>	<b>27</b>	20	18	<b>22</b>
<b>Affiliated</b>	<b>78</b>	<b>87</b>	85	88	<b>87</b>
<b>JCC members</b>	n/a	<b>24</b>	26	27	n/a
<b>Russian speaking</b>	n/a	<b>4</b>	2	1	n/a
<b>Other Sephardic</b>	n/a	<b>7</b>	5	6	n/a
<b>Other Ashkenazik</b>	n/a	<b>61</b>	62	70	n/a
<b>Both parents born in USA</b>	<b>74</b>	<b>80</b>	72	85	83
<b>College grad</b>	<b>37</b>	<b>36</b>	52	27	37
<b>Post grad</b>	<b>50</b>	<b>55</b>	54	69	54
<b>Under \$50K</b>	<b>16</b>	<b>12</b>	16	1	11
<b>\$50-\$100K</b>	<b>27</b>	<b>24</b>	26	8	21
<b>\$100-\$150K</b>	<b>17</b>	<b>16</b>	16	14	18
<b>\$150-\$200K</b>	<b>7</b>	<b>11</b>	9	13	11
<b>\$200K+</b>	<b>6</b>	<b>9</b>	8	33	11
<b>No answer</b>	<b>27</b>	<b>27</b>	24	31	28
<b>Likelihood to Have Attended Camp Without Outside Funds</b>					
<b>5 Extremely</b>	<b>7</b>	10	15	n/a	20
<b>4</b>	<b>11</b>	11	10	n/a	21
<b>3</b>	<b>18</b>	15	15	n/a	23
<b>2</b>	<b>22</b>	20	16	n/a	16
<b>1 Not At All Likely</b>	<b>41</b>	36	36	n/a	20
<b>Likelihood of Returning to Camp Next Summer</b>					
<b>5 Extremely</b>	na	57	66	66	na
<b>4</b>	na	23	19	16	na
<b>3</b>	na	12	10	9	na
<b>2</b>	na	4	1	4	na
<b>1 Not At All Likely</b>	na	3	4	5	na

\* SOURCE: 2011 One Happy Camper Applicant Study

\*\* SOURCE: 2011 Camper Satisfaction Insights; Western families who received a JWest incentive, fielded August/September, 2011 (first and second year recipients)

\*\*\*SOURCE: 2011 Camper Satisfaction Insights; Western families who received outside funding but NOT JWest

\*\*\*\*SOURCE: 2011 Camper Satisfaction Insights; Western families who received NO outside funding from any source

\*\*\*\*\*SOURCE: 2011 One Happy Camper Applicant Study

Addendum 6

2011 Post Camp Activities/Interests Tracking (PCAIT) 2011 1st Time: n=310 2011 2nd Time: n=220 2010 Non-Returning: n=60	2011 1st Time Campers	2011 2nd Time Campers	2011 Non- Returners From 2010
<b>Temple-Related: MORE Since Camp</b>			
Attending or participating in Synagogue/Temple services	24%	30%	17%
Attending Hebrew School	17	15	10
Volunteering at Hebrew school	17	18	20
Participating in Synagogue/temple youth group	27	30	22
<b>Selected at least one of the temple-related for <u>more</u> involved</b>	<b>50%</b>	<b>51%</b>	<b>48%</b>
<b>Temple-Related: SAME/MORE Since Camp</b>			
Participating in Synagogue/temple services	89	85	80
Attending Hebrew School	70	63	48
Volunteering at Hebrew school	48	58	34
Participating in Synagogue/temple youth group	62	62	56
<b>Selected at least one of the temple-related for same/more involved</b>	<b>93%</b>	<b>89%</b>	<b>88%</b>
<b>Jewish Community-Related: MORE Since Camp</b>			
Teen programs at your Jewish Community Center (JCC)	10	14	13
Theater programs at your Jewish Community Center (JCC)	4	5	5
Seeing Jewish films at your Jewish Community Center (JCC)	7	9	12
ADL's <i>World of Difference</i> program	1	1	2
Community service project that was organized by a Jewish organization	28	26	33
Working in a soup kitchen on Christmas, Easter, etc to allow other people to celebrate their holiday	14	14	13
Youth philanthropy program such as B'nai Tzedek or Rose Youth Foundation	5	5	5
Another Jewish service learning program	18	19	17
<b>Selected at least one of the Jewish Community-related for <u>more</u> involved</b>	<b>59%</b>	<b>64%</b>	<b>67%</b>
<b>Jewish Community-Related: SAME/MORE Since Camp</b>			
Teen programs at your Jewish Community Center (JCC)	32	39	29
Theater programs at your Jewish Community Center (JCC)	18	21	14
Seeing Jewish films at your Jewish Community Center (JCC)	31	33	14
ADL's <i>World of Difference</i> program	9	10	7
Community service project that was organized by a Jewish organization	59	59	63
Working in a soup kitchen on Christmas, Easter, etc to allow other people to celebrate their holiday	42	42	41
Youth philanthropy program such as B'nai Tzedek or Rose Youth Foundation	25	20	17
Another Jewish service learning program	48	47	36
<b>Selected at least one of the Jewish Community-related for same/more involved</b>	<b>82%</b>	<b>78%</b>	<b>80%</b>
<b>SUMMARY</b>			
<b>Selected at least one Temple <u>or</u> Community activity as less/same/more</b>	<b>96%</b>	<b>96%</b>	<b>97%</b>
<b>Selected at least one Temple <u>or</u> Community activity as same/more</b>	<b>95</b>	<b>94</b>	<b>93</b>
<b>Selected at least one Temple <u>or</u> Community activity as <u>more</u></b>	<b>59</b>	<b>64</b>	<b>67</b>

Addendum 6 (continued)

	2011 1st Time Campers	2011 2nd Time Campers	2011 Non- Returners From 2010
<b>STAYING INVOLVED WITH CAMP</b>			
Attend a camp sponsored reunion	17%	20%	3%
Organize a mini-camp reunion	6	9	3
Attend a camp reunion organized by a camp friend	9	17	5
Attend family camp	9	5	3
Arrange for your camp friends to have Friday night (Shabbat) dinner at your house	7	7	5
Invite your camp friends to do something social-go bowling, see a movie, go skiing, etc.	28	45	25
Invite a camp friend to sleep over at your house	28	40	20
Arrange to spend a long weekend at the home of a camp friend	8	24	18
Visit an out of town camp friend	16	29	15
Join a specific camp Facebook group	26	42	22
Start your own or join a friend's Jewish- or camp-related online group	12	16	7
Blog on www.JVibe.com	5	4	5
Participate in another online Jewish community	13	19	15
Come up with an idea and invite your camp friends	31	24	33
<b>SUMMARY</b>			
<b>Selected at least one type of camp involvement</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Selected at least two types of camp involvement</b>	<b>47</b>	<b>60</b>	<b>27</b>
<b>Selected at least three types of camp involvement</b>	<b>30</b>	<b>46</b>	<b>23</b>
<b>Selected four or more types of camp involvement</b>	<b>19</b>	<b>35</b>	<b>22</b>
<b>Since camp, have you done either of the following?</b>			
Travel to Israel on a family trip or as part of a group of other kids your age	6%	3%	17%
Attend an Israel rally	5	8	3

PCAIT study fielded April/May, 2012

## Addendum 7

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### Review of JWest Benefits Related to Additional Camp Collaboration/Networking

- Created more positive/stronger word-of-mouth about Jewish camping in the West
- Created support system for Western camps for recruiting and discussing issues/brainstorming with other camps
- Learned about other camps and did some great outreach and networking
- More collaboration among the West Coast camps than had been experienced prior to the program. Shifting the primary message from "\_\_\_\_ Camp is the best" to "Jewish Camp is great - and there's a good fit for everyone" was a definite win for Jewish Camp in general.
- A great opportunity for Western camps to brainstorm together
- JWest created camaraderie/cohort of folks to bounce ideas off of each other - great professional networking opportunities

## Addendum 8

### JWest Parents' comments about the value of Jewish Camp OHC Recipient Study, June/July 2012

*The scholarship was a huge incentive for sending Elsa to Jewish overnight camp and we're so glad we did. Our daughter came back literally glowing with enthusiasm. Being surrounded by so many Jewish kids her age was an experience she had never had before - and it was quite moving. She especially appreciated experiencing Shabbat with so many other kids. She looks forward to seeing some of the same kids this summer. Thanks for helping her with this life-changing experience!*

*This incentive program is a testament to Jewish Giving. Often times money is given for worthy causes in Israel. But I believe this idea keeps Judaism alive in the United States. My son has either been bullied directly about being Jewish or has had to be subjected to anti-Jewish comments by classmates during the last two years. By being in a Jewish Camp and by being surrounded by Jewish counselors who have been inspiring as role models, he has had his batteries recharged and his self esteem has been lifted. Thanks so much; this has changed my son's life!*

*Because of the grant, we were able to send our daughter to camp last summer. She had a terrific time and told us when we picked her up that she couldn't wait to go back. She loved the experience and felt connected. She also liked that she didn't have to explain her dietary preferences like she did at a secular camp. She is returning to the same Jewish camp this summer and convinced her best friend to apply for a grant and go too. They can't wait to enjoy camp together this summer! Thank you for the opportunity. She hopes to go each summer and become a CIT and ultimately a camp counselor.*

*Last year was my children's first time going to overnight camp. Before, we rarely went to services and weren't synagogue members. When the children came back from Camp Alonim, they wanted to join the temple and the religious school--it came from them! They wanted to be part of a Jewish community. My daughter is now learning for her Bat Mitzvah. To be able to pay for that, I took on myself to teach in the religious school and after a few months, I've been offered to be the school director. Thanks to all of that, we feel that we are really part of our Jewish community and my kids feel Jewish and proud being Jewish.*

*My son absolutely loves Camp Mountain Chai and starts lobbying to go the summer before camp! He even was willing to use his own Bar Mitzvah gift money to pay for it if it was necessary. He always wants to stay longer and makes new friends every time. He talks about becoming a camp counselor when he is old enough. He will remember camp for a lifetime! Thank you for helping us get him there and give him this gift!*

*Thanks to One Happy Camper\*, my child was able to attend Jewish Summer Camp. Without this experience, I think he would have never had a connection to the Jewish community past his Bar Mitzvah. Thank you One Happy Camper for helping create a lifelong Jew!*

\*referring to the application system but their incentive was provided by JWest