

american *CAMP* association®

CAMPCOUNTS 2021

Survey Results



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INTRODUCTION

BACKGROUND

The American Camp Association (ACA) Research Team supports and facilitates rigorous research to expand the value and visibility of the camp experience and provide research-informed resources for camps. This includes survey research related to camp business, operations, programs, and trends. Prior to 2020, ACA's business research program was divided into three distinct, rotating reports: a business operations report (distributed in 2018, 2015, and 2011); a sites, facilities, & programs report (distributed in 2020, 2017, and 2014); and a staffing, compensation, & benefits report (distributed in 2018, 2016, 2013, and 2010). These reports were comprised of data collected from ACA member camps across the nation, representing all five ACA regions. Beginning in 2020, these distinct efforts were combined into a single research survey report, CampCounts, to be carried forward into future years. Furthermore, non-ACA members were invited to participate for the first time. In 2021, ACA collaborated with YMCA of the USA (Y-USA) to combine and streamline the annual business survey efforts for both organizations.

The purpose of the CampCounts survey is to support camp professionals in their operational decision-making and to support ACA's advocacy efforts. Responses are anonymous and reported in aggregate by the following segments: primary program type (day and overnight), business model, budget size, and region. This report details findings from CampCounts 2021. Results are compared to CampCounts 2020 and other previous ACA business reports (now combined into CampCounts) where possible.

METHODS

Population

The primary contacts for ACA member camps and YMCA member camps were invited to participate in this study via direct email. Camps not in ACA's direct email list were later invited to participate via an anonymous link in both the ACA's and Y-USA's online newsletters. Respondents were asked to ensure only one representative from their camp completed the survey such that each response represents a single camp.

Online Survey

The 94-item survey was distributed via Qualtrics survey software. Branching logic was used to customize the survey so that respondents only answered questions that were relevant to their summer 2021 operational status (operated day camp programs and/or operated overnight camp programs). YMCA camps also received a customized set of questions. Given this structure, respondents did not complete all 94 items. Average time to completion was 1464 minutes; Median time to completion was 124 minutes. The survey was launched via email invitation on October 11, 2021, with a planned survey close of October 22, 2021. Due to a low response rate, the survey deadline was extended and promoted via an anonymous link. The survey closed on October 29, 2021, and all responses (including partial responses) were recorded on November 3, 2021.

Response

A total of 2333 emails were sent. From these, 348 surveys were started, and 178 responses were completed, resulting in a 51-percent completion rate and a 7.6-percent response rate. A total of 32 responses were completed from the anonymous link promoted through ACA's and Y-USA's online newsletters.

Cleaning

Screening procedures were employed to clean the data prior to analyzing it. Responses were removed if they responded to less than 10 percent of relevant items, resulting in 210 usable responses that were included in the analysis. Items were analyzed on a per-item basis, meaning the results represent a different number of responses. The number of responses analyzed for each item is indicated as *N*= throughout the report.

Reporting

Results are reported according to the segments described in the table below. We compared the response segments to ACA membership, which, at the time of this report, was just shy of 3,000 camps in the US. While ACA membership is one snapshot of camps in the US, we believe it only represents about 20 percent of all camps in the country, and it is likely the camps that are ACA members and/or are accredited may not represent the full distribution of camps. This is particularly relevant regarding business model, given the collaboration on this survey with Y-USA and thus, the potential overrepresentation of YMCA-affiliated camps within the present sample.

SAMPLE PROFILE BY SEGMENTS

Table 1 Full sample profile by segments

Segment		Description	# of Responses	% of Segment	% of ACA Member Camps
Program Types Offered*	Day- Any (Day-A)	1% or more day camp programming	117	56%	NA
	Overnight- Any (ON-A)	1% or more overnight camp programming	138	66%	NA
	Other- Any (Other-A)	1% or more CIT/LIT, family camp, groups/retreats/conferences/rental, outdoor ed, specialized camps for people with diverse abilities, or other programming	162	77%	NA
	Total for Program Types Offered		210		
Primary Program Type	Day- Primary (Day-P)	50% or more day camp programming	65	31%	46%
	Overnight- Primary (ON-P)	50% or more overnight camp programming	114	54%	35%
	Other- Primary (Other-P)	50% or more CITLIT, family camp, groups/retreats/conferences/rental, outdoor ed, specialized camps for people with diverse abilities, or other programming	31	15%	NA
	Total for Program Type		210		
Camp Owner/Sponsor	Independent nonprofit (NFP)	501(c)(3) status but not affiliated with an agency or umbrella organization	51	24%	16%
	For-profit (FP)	Commercial status, sometimes affiliated with an umbrella organization	39	19%	21%
	Municipal/government (Gov)	City, county, state, or federal programs	2	1%	2%
	Nonprofit affiliated with another entity (NP-Aff)**	501(c)(3) status affiliated with an agency, faith/religious organization, school, etc.	117	56%	21%
	Total for Camp Owner/Sponsor		209		
Typical Annual Operating Budget	\$200,000 or less	Respondents were asked to report their typical operating budget in a typical year	11	5%	29%
	\$200,001-\$500,000		36	18%	15%
	\$500,001-\$1,000,000		53	26%	17%
	\$1,000,001-\$5,000,000		88	44%	29%
	\$5,000,001 or more		14	7%	9%
	Total for Typical Operating Budget		202		

*Note: Subgroups within this segment are not mutually exclusive, and some camps may be represented in multiple subgroups.

**Note: See Appendix A for the sample distribution of nonprofit affiliations.

FINDINGS

CAMP PROFILE

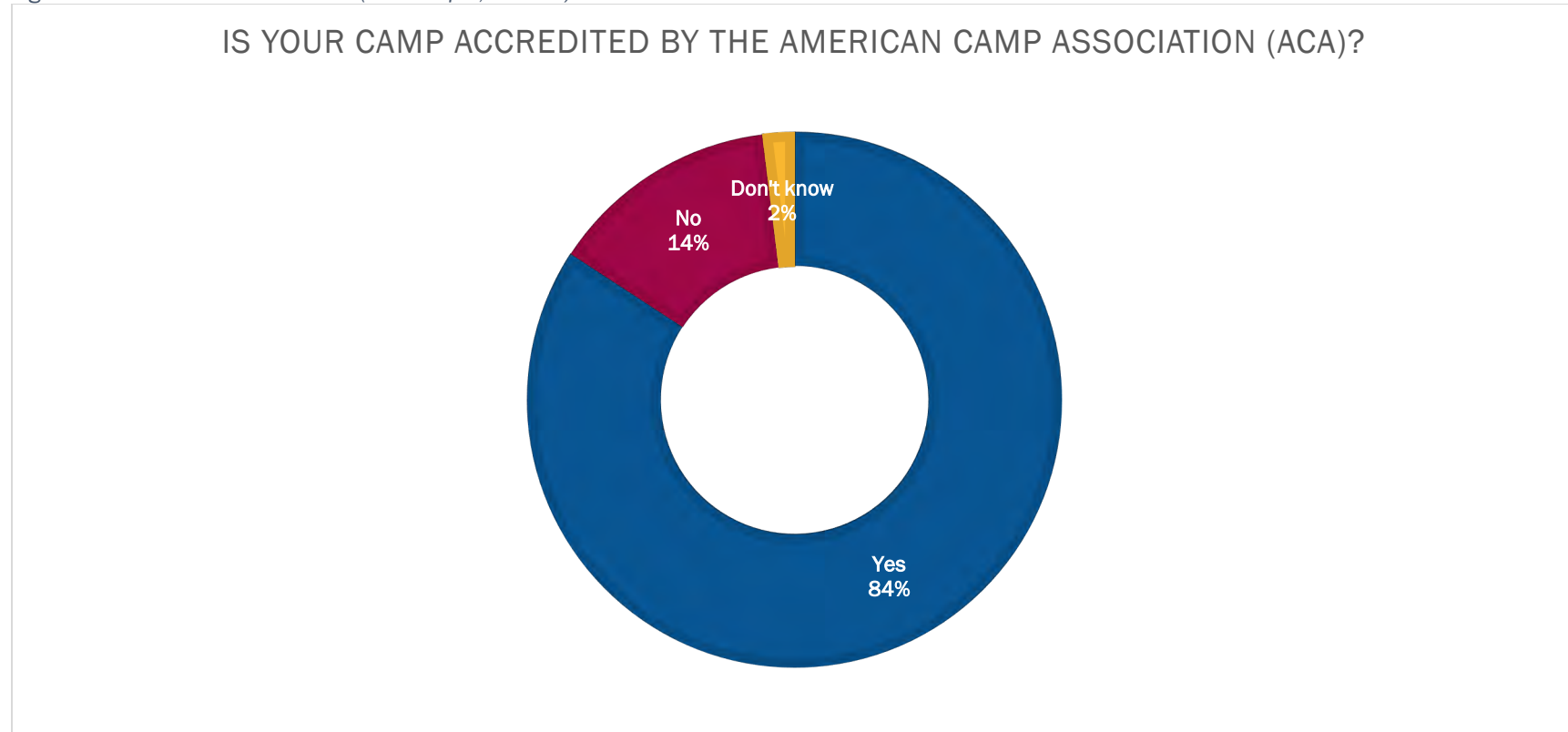
Most of the camps responding to the CampCounts 2021 survey were ACA accredited (see Figure 1). More specifically, 84 percent reported being ACA accredited, 14 percent reported not being ACA accredited, and only 2 percent reported not knowing if their camp was ACA accredited. Table 2 details ACA accreditation by segments. Camps offering any amount of overnight camp programs and other alternative camp programs were more likely to be ACA accredited than camps offering any amount of day camp programs. Camps offering primarily (50 percent or more) overnight camp programs had the highest rate of ACA accreditation among the primary programming segments, and for-profit and municipal/government-affiliated camps had the highest rate of ACA accreditation among the camp owner/sponsor segments.

When asked about programming in a typical year, just over half of all camps responding to the survey reported offering at least some day camp programming, and nearly three quarters of all camps reported offering at least some overnight camp programming (see Figure 2). About half of the camps reported offering some counselor-in-training/junior counselor programming or groups/retreats/conferences/rentals programming in a typical year. More than a third of the camps reported offering some family camp programming, and more than a quarter of the camps reported offering some outdoor education programming in a typical year. Around 10 percent of the camps reported offering specialized camps for people with diverse abilities or some other type of camp programming in a typical year. These findings are broken down by segments in Table 3.

When asked about programming in 2021, overnight camp was the most reported programming type, with two-thirds of camps reporting offering at least some (if not mostly or all) overnight camp programming (see Figure 3). This was followed by 56 percent of camps reporting offering at least some day camp programming, and 48 percent of camps reporting offering at least some counselor-in-training/junior counselor programming. The next most prevalent programming types, in order, were groups/retreats/conferences/rentals, family camp, outdoor education, other alternative programming types, followed by specialized camps for people with diverse abilities. These findings are broken down by segments in Table 4.

ACA ACCREDITATION

Figure 1 ACA accreditation status (full sample, N=209)



*An example of how to read Figure 1: 84% of the camps responding to the CampCounts 2021 survey were ACA accredited.

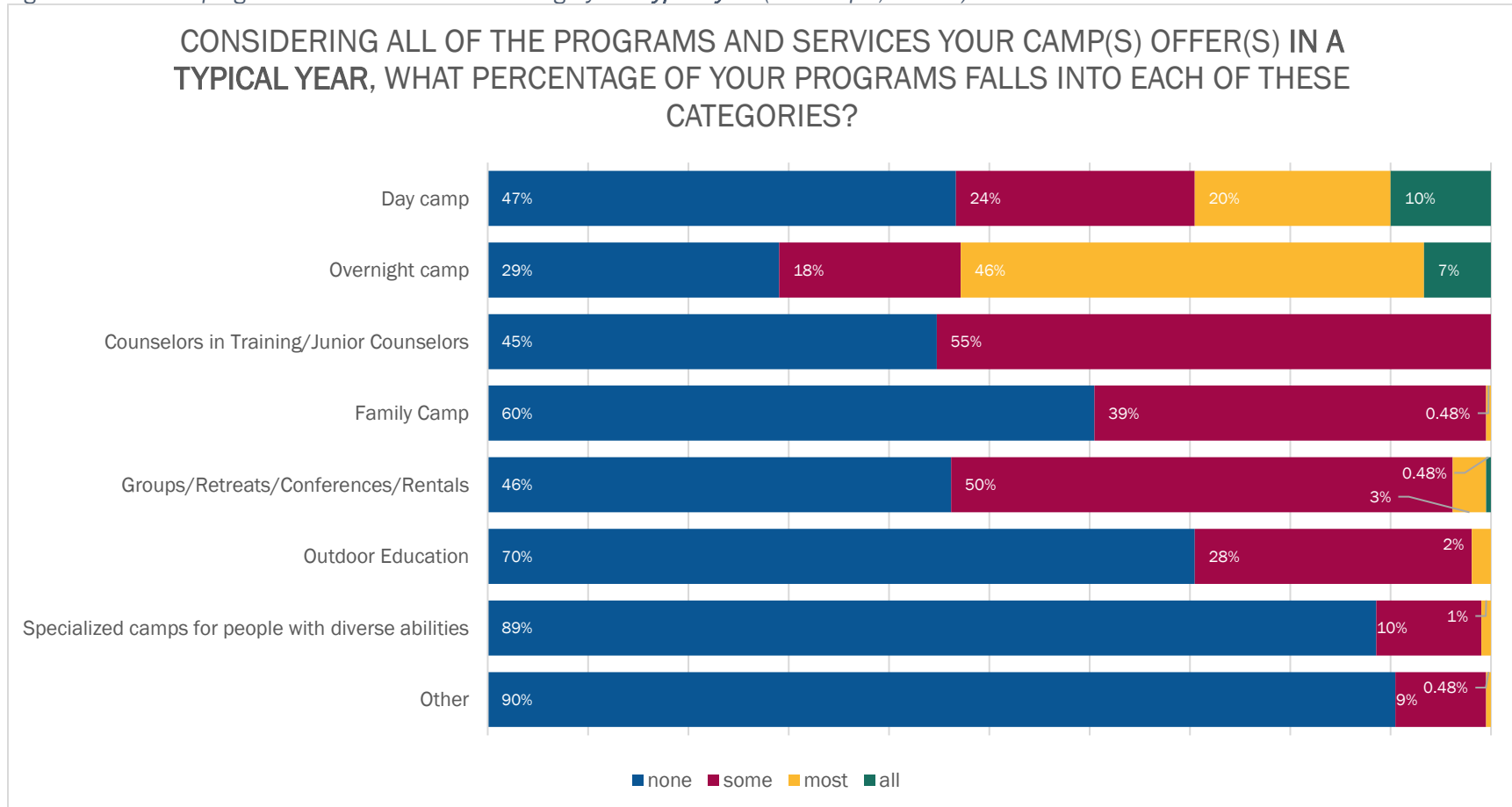
Table 2 ACA accreditation status by segment

	Full Sample	Program Types Offered			Primary Program Type				Owner/Sponsor				
		Day-A	ON-A	Other-A	Day-P	ON-P	Other-P	Total	NFP	FP	Gov	NP-Aff	Total
Yes	176	92	121	139	47	103	26	176	40	36	2	98	176
No	29	21	14	19	16	10	3	29	7	3	0	19	29
Don't Know	4	4	2	3	2	0	2	4	4	0	0	0	4
Total	209	117	137	161	65	113	31	209	51	39	2	117	209

*An example of how to read Table 2: Of the 113 camps that primarily offered overnight camp programming (ON-P), 10 camps were not ACA accredited. Thus, 8.84% of primarily overnight camps were not ACA accredited.

CAMP OPERATIONS BY TYPE IN A TYPICAL YEAR

Figure 2 Percent of programs and services in each category *in a typical year* (full sample, N=210)



*Note: “none” = 0% of programs fell into that category, “some” = 1%–49% of programs fell into that category, “most” = 50%–99% of programs fell into that category, “all” = 100% of programs fell into that category.

**An example of how to read Figure 2: In a typical year, 28% of camps in the CampCounts 2021 sample offered some Outdoor Education programming.

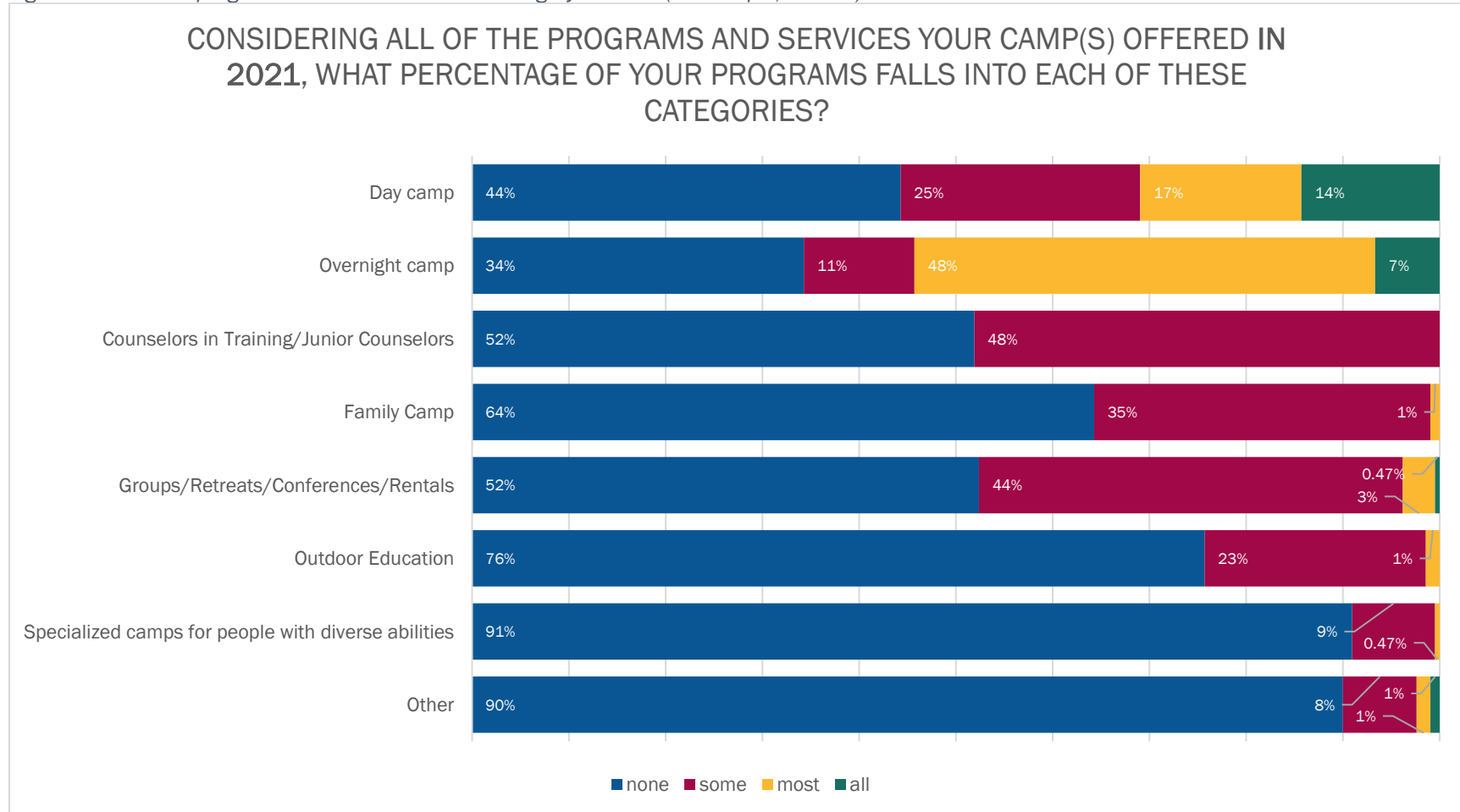
Table 3 Mean percent of programs and services in each category in *a typical year* by segment

	Full Sample	Program Types Offered			Primary Program Type			Owner/Sponsor			
		Day-A	ON-A	Other-A	Day-P	ON-P	Other-P	NFP	FP	Gov	NP-Aff
Day Camp	29.82	53.36	5.43	19.94	86.30	3.56	7.92	17.51	35.97	69.00	32.71
Overnight Camp	46.24	25.66	66.79	49.82	4.85	74.93	27.55	51.51	56.08	0.00	41.06
Counselors in Training/Junior Counselors	3.00	2.70	3.00	3.73	2.19	2.19	2.50	2.67	2.16	3.50	3.50
Family Camp	2.84	2.84	3.45	3.34	0.46	0.46	6.81	4.04	0.41	5.00	3.11
Groups/Retreats/Conferences/Rentals	10.22	6.48	12.82	12.96	2.89	8.84	30.68	9.43	3.46	0.00	13.09
Outdoor Education	5.39	6.42	6.59	6.99	1.05	4.94	16.16	8.39	1.33	20.00	5.24
Specialized camps for people with diverse abilities	1.33	1.27	0.63	1.72	0.57	0.54	5.84	3.76	0.03	2.50	0.69
Other	1.16	1.50	1.16	6.16	1.69	0.48	2.55	2.69	0.56	0.00	0.73

*An example of how to read Table 4: Among all the program types offered by for-profit camps (FP), overnight camp programs comprised, on average, 56.08% of their overall program offerings in a typical year.

CAMP OPERATIONS BY TYPE IN 2021

Figure 3 Percent of programs and services in each category *in 2021* (full sample, N=210)



*Note: “none” = 0% of programs fell into that category, “some” = 1%–49% of programs fell into that category, “most” = 50%–99% of programs fell into that category, “all” = 100% of programs fell into that category.

**An example of how to read Figure 3: In 2021, overnight camp programs comprised the majority (50%–99%) of programming offerings for 48% of the camps in the CampCounts 2021 sample.

Table 4 Mean percent of programs and services in each category *in 2021* by segment

	Full Sample	Program Types Offered			Primary Program Type			Owner/Sponsor			
		Day-A	ON-A	Other-A	Day-P	ON-P	Other-P	NFP	FP	Gov	NP-Aff
Day Camp	32.73	58.75	7.42	22.44	91.30	4.59	13.42	21.12	36.20	69.00	36.30
Overnight Camp	46.38	24.28	70.58	50.49	1.38	80.38	15.71	51.01	58.00	0.00	40.89
Counselors in Training/Junior Counselors	2.77	2.40	3.50	3.59	1.77	3.62	1.77	2.74	2.29	1.00	2.94
Family Camp	2.86	2.56	2.75	3.71	0.48	2.35	9.74	1.71	0.49	10.00	4.06
Groups/Retreats/Conferences/Rentals	8.19	5.17	10.62	10.62	1.76	5.72	30.52	9.86	1.59	0.00	9.88
Outdoor Education	3.23	4.19	4.19	4.19	0.75	2.25	12.03	5.80	0.46	15.00	2.85
Specialized camps for people with diverse abilities	0.73	0.94	0.94	0.94	0.32	0.31	3.13	1.78	0.03	5.00	0.44
Other	3.10	4.02	4.02	4.02	2.23	0.73	13.68	5.98	0.95	0.00	2.65

*An example of how to read Table 4: Among all the program types offered by camps that primarily offered day camp programs (50% or more day camp programming, Day-P), Counselors in Training/Junior Counselor programs comprised, on average, 1.77% of their overall program offerings in 2021.

CAMP PROGRAMS

Of the 210 camps responding to the CampCounts 2021 survey, 60 percent reported offering in-person programming the prior year in Summer 2020 (see Figure 4). Reported daily per-person fees varied substantially by program category as well as by segment (see Table 6). Among the primary program type segments (day camp, overnight camp, or other alternative programming), the lowest average daily per-person fee was reported by camps that primarily offer some other type of camp programming besides day or overnight camp and was for their outdoor education programs (\$24.33). The highest average daily per-person fee among the primary program type segments was reported by overnight camps for overnight camp programs (\$448.53).

Spotlight on Daily Per-Person Fees According to Primary Programming Type

Compared to previous years, average daily per-person fees for both day and overnight camp programs saw a sharp increase in 2021 among both camps that primarily offer day camp programs and those that primarily offer overnight camp programs. When asked to identify the primary reason for fee increases from 2019 to 2020, the commonly reported response was “increased cost of inputs (e.g., COVID-related supplies or other program supplies)” followed by “to cover increased cost of living.” Respondents to CampCounts 2021 were not asked to identify the primary reason for fee increases from 2020 to 2021, however, given the ongoing impacts of the COVID-19 pandemic throughout 2021, as well as the increased cost of living from 2020 to 2021¹, it is possible that these factors remained impactful for camps when determining their 2021 daily per-person fees.

	2021 Day Camp Fee	2020 Day Camp Fee	2017 Day Camp Fee	2021 Overnight Camp Fee	2020 Overnight Camp Fee	2017 Overnight Camp Fee
Day Camps	\$178.49	\$64.70	\$76.00	\$181.73	\$90.00	\$149.00
Overnight Camps	\$86.91	\$54.48	\$60.00	\$448.53	\$210.39	\$172.00

**Note: 2020 results are from ACA’s CampCounts 2020 Report, for which the number of respondents who shared fee information was low, so the results should be interpreted with caution. The 2017 results are from ACA’s 2018 Business Operations Study Report.*

When segmented according to camp owner/sponsor, the lowest average daily per-person fee was reported by for-profit camps for outdoor education programs (\$29.25), and the highest average daily person fee was reported by nonprofit camps affiliated with another agency for their overnight camp programs (\$500.08). Looking ahead to 2022, 84 percent of all the camps responding to this survey reported anticipating their fees would increase from 2021 to 2022 (see Figure 5). The most commonly anticipated fee increase was from 3 percent to 5 percent.

¹ According to the US Department of Labor’s Bureau of Labor Statistics, the Consumer Price Index for All Urban Consumers: All Items (CPIAUCSL) increased 6.8 percent from November 2020 to November 2021, before seasonal adjustment. The CPIAUCSL is a measure of the average monthly change in the price for goods and services paid by urban consumers between any two time periods. Source: <https://www.bls.gov/news.release/pdf/cpi.pdf>

Spotlight on Daily Per-Person Fees According to Camp Owner/Sponsor

Compared to previous years, the average daily per-person fee for day camp rose significantly among nonprofit camps, both independent and affiliated (149.5 percent and 198.4 percent, respectively). Overnight camp fees at independent nonprofit camps saw a much milder increase of 5.3 percent from 2020 to 2021, whereas overnight camps fees at nonprofit camps affiliated with another agency rose 414 percent overall. While for-profit camps also saw a substantial increase in daily per-person fees for both day (42.3 percent) and overnight (23.4 percent) camp programs, the increases were much less dramatic, compared to those reflected in the nonprofit camp segments.

	NFP	FP	NP-Aff
2021 Day Camp Daily Fee	\$147.19	\$163.6	\$126.92
2020 Day Camp Daily Fee	\$59.00	\$114.99	\$42.53
2017 Day Camp Daily Fee	\$80 (day-primary)	\$118 (day-primary)	\$60 (day-primary)
	\$58 (overnight-primary)	\$101 (overnight-primary)	\$51 (overnight-primary)
2021 Overnight Camp Daily Fee	\$295.38	\$258.73	\$500.08
2020 Overnight Camp Daily Fee	\$280.33	\$209.68	\$97.21
2017 Overnight Camp Daily Fee	\$204 (day-primary)	\$248 (day-primary)	\$99 (day-primary)
	\$153 (overnight-primary)	\$284 (overnight-primary)	\$113 (overnight-primary)

**Note: 2020 results are from ACA's CampCounts 2020 Report, for which the number of respondents who shared fee information was low, so the results should be interpreted with caution. 2017 results are from ACA's 2018 Business Operations Study Report. Due to previous data collection methods, 2017 data is segmented according to camps that primarily offered day camp programming and camps that primarily offered overnight camp programming.*

When asked about session lengths offered, the most commonly reported session length for both day and overnight camp sessions was one week (five to seven days; see Figure 6). Furthermore, regardless of the program types offered by a camp, the primary program type of a camp, or the camp owner/sponsor, weeklong day and overnight camps (five to seven days in length) served the most unique campers (see Tables 8 and 9). More specifically, camps offering 50 percent or more day camp programming served the most unique day camp campers, on average, per weeklong session (854.47). Although camps offering 50 percent or more day camp programming also reported the most unique overnight camp campers, on average, per weeklong session (884), this is based on a total of three camps. Therefore, the average number of unique overnight campers reported by camps offering 50 percent or more overnight camp programming (532.96) is likely a more accurate representation of the highest average number of unique overnight campers according to the primary program type segment.

2020 PROGRAM OFFERINGS

Figure 4 2020 In-person programming (full sample, N=210)

DID YOU OFFER IN-PERSON PROGRAMMING IN **SUMMER 2020**? SELECT “YES” EVEN IF YOUR IN-PERSON PROGRAM WAS A NEW PROGRAM FORMAT FOR YOUR CAMP.

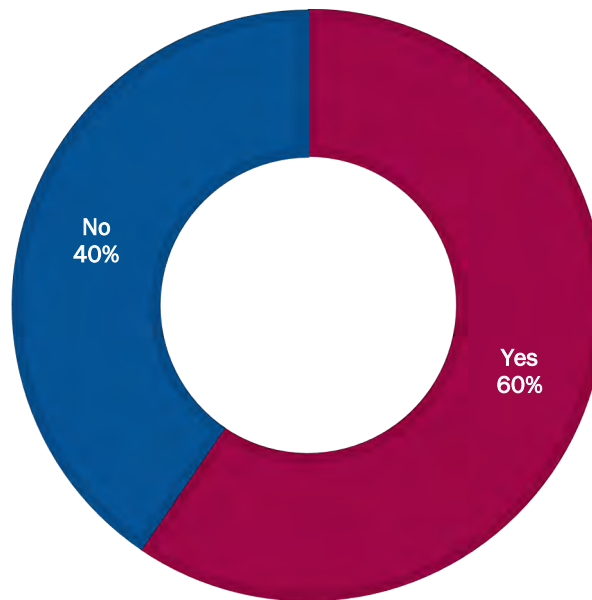


Table 5 2020 In-person programming by segment

	Full Sample	Program Types Offered			Primary Program Type				Owner/Sponsor				
		Day-A	ON-A	Other-A	Day-P	ON-P	Other-P	Total	NFP	FP	Gov	NP-Aff	Total
Yes	125	86	70	94	53	56	16	125	23	25	1	76	125
No	85	31	68	68	12	58	15	85	28	14	1	41	85
Total	210	117	138	162	65	114	31	210	51	39	2	117	210

CAMP FEES

Daily Per-Person Fees

Table 6 Daily per-person fees (in dollars) by program category, by segment

Please provide typical or published daily per-person fees (e.g., standard/sticker price/full price without any discounts) for each of the following activities in 2021 in dollars (\$). Don't factor in financial assistance. If you use tiered fees, please report what you consider typical. If you do not offer a listed activity, leave blank.												
Program Category	Day-Any				Overnight-Any				Other-Any			
	Min	Max	Mean	Median	Min	Max	Mean	Median	Min	Max	Mean	Median
Day Camp	0	675	155.05	130	0	315	113.31	75	0	675	129.57	82
Overnight Camp	0	5134	390.43	169.79	0	5134	430.35	225.76	0	5134	420.40	200
Counselors in Training/ Junior Counselors	0	5134	376.10	90	0	5134	638.49	173	0	5134	368.32	96.15
Family Camp	0	1960	228.02	86	0	1960	213.20	111.25	0	1960	182.61	100
Groups/Retreats/ Conferences/Rentals	0	3000	208.04	51	0	250	80.38	77.5	0	3000	145.57	60
Outdoor Education	0	650	81.5	28.5	0	575	79.54	34.50	0	650	63.39	33.5
Specialized camps for people with diverse abilities	0	1050	140.75	20	0	650	95.83	0	0	1050	132.95	0
Program Category	Day-Primary				Overnight-Primary				Other-Primary			
	Min	Max	Mean	Median	Min	Max	Mean	Median	Min	Max	Mean	Median
Day Camp	0	675	178.49	144.5	0	344	86.91	60	0	640	153.25	47.5
Overnight Camp	0	600	181.73	81.5	0	5134	448.53	234.26	0	950	212.63	125
Counselors in Training/ Junior Counselors	0	675	130.09	39.165	0	5134	416.63	105.58	0	1300	242.49	70
Family Camp	0	1150	259	50	0	600	145.73	100	0	600	122.06	77.5
Groups/Retreats/ Conferences/Rentals	0	2100	127.14	37.5	0	3000	139.44	60	0	2000	156.88	57.5

Outdoor Education	0	650	187.5	12.5	0	345	51.98	40	0	85	24.33	20				
Specialized camps for people with diverse abilities	0	395	79.43	0	0	1050	116.00	0	0	650	167.8	70				
Program Category	NFP				FP				Gov				NP-Aff			
	Min	Max	Mean	Median	Min	Max	Mean	Median	Min	Max	Mean	Median	Min	Max	Mean	Median
Day Camp	0	640	147.1 9	72.5	0	675	163.6	132	140	195	167.5	167.5	0	600	126.9 2	100
Overnight Camp	0	252 0	295.3 8	181.5	96	373	258.7 3	255	NA	NA	NA	NA	0	513 4	500.0 8	192
Counselors in Training/ Junior Counselors	0	167 5	161.7 7	72	0	675	167.6 4	90	NA	NA	NA	NA	0	513 4	447.5 3	100
Family Camp	0	196 0	192	60	50	215	122.8 1	118.7 5	NA	NA	NA	NA	0	115 0	179	100
Groups/Retreats/ Conferences/Rentals	0	200 0	200.3 6	67.5	30	350	100	65	NA	NA	NA	NA	0	300 0	132.4 3	55
Outdoor Education	0	650	78.4 1	26	0	52	29.2 5	32.5	NA	NA	NA	NA	0	575	56.3 2	31
Specialized camps for people with diverse abilities	0	105 0	125	0	0	142	63	55	NA	NA	NA	NA	0	900. 6	137.3 5	0

Anticipated Changes in Camp Fees

Figure 5 Anticipated changes in daily per-person fees from 2021 to 2022 (full sample, N=205)



Table 7 Anticipated changes in daily per-person fees from 2021 to 2022, by segment

	Full Sample	Program Types Offered			Primary Program Type				Owner/Sponsor				
		Day-A	ON-A	Other-A	Day-P	ON-P	Other-P	Total	NFP	FP	Gov	NP-Aff	Total
Decrease	0	0	0	0	0	0	0	0	0	0	0	0	0
Stay the Same	32	21	16	21	15	10	7	32	14	2	1	15	32
Increase	173	94	119	136	50	102	21	173	35	37	1	99	173
Total	205	115	135	157	65	112	28	205	49	39	2	114	205

SESSION LENGTH

Figure 6 Session length offerings (full sample)

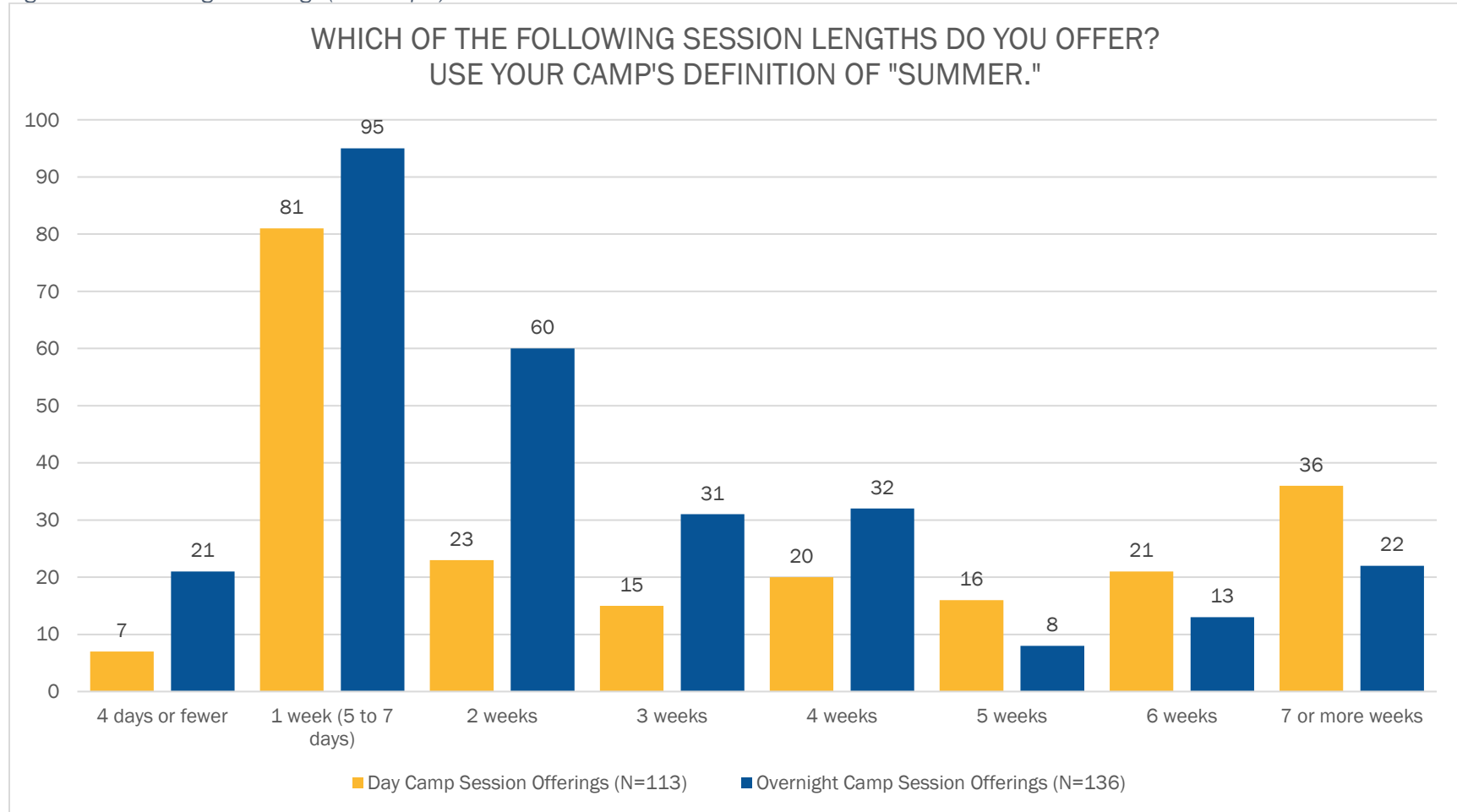


Table 8 Unique campers by day camp session length, by segment

How many unique/unduplicated campers attended the summer day camp 2021 session length below?																
Session Length	Day-Any				Overnight-Any				Other-Any							
	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count				
4 days or fewer	12	312	101.29	7	12	74	35.33	3	12	175	66.17	6				
1 week (5 to 7 days)	0	11171	524	81	0	7897	395.30	44	0	7897	398.73	63				
2 weeks	0	577	140.22	23	0	369	127.80	5	0	577	130.21	14				
3 weeks	0	162	44.67	15	0	36	14	4	0	162	45.40	10				
4 weeks	0	429	84	20	0	78	30	3	0	429	76.09	11				
5 weeks	0	200	33.50	16	0	14	8.33	3	0	114	24.40	10				
6 weeks	0	375	65.95	21	0	7	4	3	0	200	38.36	11				
7 weeks	0	2800	262.64	36	0	450	121.20	5	0	1482	220.74	19				
Session Length	Day-Primary				Overnight-Primary				Other-Primary							
	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count				
4 days or fewer	51	312	142.67	3	20	74	47	2	12	175	93.5	2				
1 week (5 to 7 days)	0	11171	854.47	38	0	953	217.97	32	8	708	272.64	11				
2 weeks	0	577	143.67	18	5	369	159.75	4	0	0	0	1				
3 weeks	0	162	55.82	11	10	36	18.67	3	0	0	0	1				
4 weeks	0	429	93.53	17	12	78	45	2	0	0	0	1				
5 weeks	0	200	39.31	13	11	14	12.5	2	0	0	0	1				
6 weeks	0	375	76.28	19	5	7	6	2	0	0	0	1				
7 weeks	0	2800	299.16	31	8	115	61.5	2	0	33	19.33	3				
Session Length	NFP				FP				Gov				NP-Aff			
	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count
4 days or fewer	12	175	69	3	NA	NA	NA	0	NA	NA	NA	0	51	312	125.5	4
1 week (5 to 7 days)	0	600	157.6 4	14	0	1720	584.1 3	8	8	350	179	2	0	1117 1	617.6 5	57
2 weeks	0	150	60	4	0	466	177.2 9	7	NA	NA	NA	0	0	577	145.3 3	12
3 weeks	0	49	19.67	3	0	162	57	5	NA	NA	NA	0	0	159	46.57	7
4 weeks	0	78	38.33	3	0	348	103.3 3	9	NA	NA	NA	0	0	429	79.38	8
5 weeks	0	25	13	3	0	200	49.71	7	NA	NA	NA	0	0	114	24.83	6
6 weeks	0	20	9.5	4	0	375	85.00	9	NA	NA	NA	0	0	200	72.75	8
7 weeks	0	300	88	6	0	2800	391.5 5	11	NA	NA	NA	0	0	1482	243.1 6	19

Table 9 Unique campers by overnight camp session length, by segment

How many unique/unduplicated campers attended the summer overnight camp 2021 session length below?																
Session Length	Day-Any				Overnight-Any				Other-Any							
	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count				
4 days or fewer	30	184	86.14	7	0	1484	152.1	21	0	1484	152.10	21				
1 week (5 to 7 days)	6	2543	642.53	43	0	2543	537.03	94	0	2543	563.94	87				
2 weeks	2	2164	285.95	22	0	2739	264.07	60	0	2739	275.53	55				
3 weeks	0	843	169.82	11	0	843	153.26	31	0	843	159.31	26				
4 weeks	0	1164	209.00	7	0	1192	226.34	32	0	1192	255.74	27				
5 weeks	0	120	42.67	3	0	120	22	8	0	120	23.43	7				
6 weeks	0	250	125	2	0	1180	175.62	13	0	1180	171.83	12				
7 weeks	0	236	84	4	0	870	105	22	0	870	113.72	18				
Session Length	Day-Primary				Overnight-Primary				Other-Primary							
	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count				
4 days or fewer	NA	NA	NA	0	0	1484	209.50	12	0	263	75.56	9				
1 week (5 to 7 days)	6	2500	884	3	0	2200	532.96	72	78	2543	477.20	20				
2 weeks	50	50	50	1	0	2739	284.33	52	28	247	144.14	7				
3 weeks	NA	NA	NA	0	0	843	163.38	29	0	13	6.50	2				
4 weeks	NA	NA	NA	0	0	1192	233.65	31	0	0	0	1				
5 weeks	120	120	120	1	0	35	9.33	6	0	0	0	1				
6 weeks	250	250	250	1	4	1180	184.82	11	0	0	0	1				
7 weeks	NA	NA	NA	0	0	870	110.00	21	0	0	0	1				
Session Length	NFP				FP				Gov				NP-Aff			
	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count
4 days or fewer	0	61	24.75	4	0	0	0	0	NA	NA	NA	0	0	1484	182.06	17
1 week (5 to 7 days)	1	981	373.22	23	0	880	131.60	10	NA	NA	NA	0	6	2543	652.9	61
2 weeks	3	2739	299	14	0	660	179.21	14	NA	NA	NA	0	4	2164	286.55	31
3 weeks	0	316	88.78	9	0	843	201.33	12	NA	NA	NA	0	10	488	153.6	10
4 weeks	0	486	165.50	8	0	1020	186.15	13	NA	NA	NA	0	5	1192	318.09	11
5 weeks	0	35	14.33	3	0	12	4	3	NA	NA	NA	0	1	120	60.50	2
6 weeks	0	20	9.33	3	4	385	161.4	5	NA	NA	NA	0	5	1180	289.60	5
7 weeks	0	236	65.00	8	0	870	159.1	10	NA	NA	NA	0	4	98	49.75	4

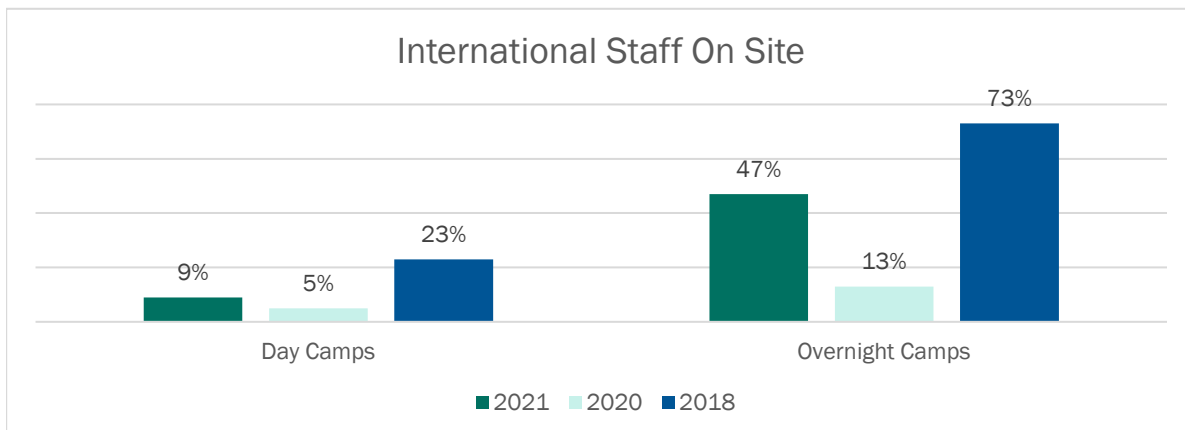
CAMP STAFF

Of the camps responding to this survey, camps that ran *any amount* of day programming employed the most day camp employees, on average (59.6 people), compared to camps that ran any amount of overnight programming or some amount of alternative programming (see Table 10). Similarly, camps that *primarily* ran day camp programming (50 percent or more of their total program offerings) employed more day camp employees, on average, than camps that primarily ran overnight camp or alternative camp programming (90.98 people on average, compared to 16.21 and 19.29, respectively). When segmented according to camp owner/sponsor, for-profit camps employed the largest number of day camp employees (145.94, on average), and government camps employed the smallest number of day camp employees (17, on average). Table 10 further details day camp employees by full time exempt / full time nonexempt / part-time status, seasonal / temporary status, international status, and volunteer status, according to programming and camp owner/sponsor segments.

Shifting to consider overnight camp employees, camps offering *any amount* of alternative programming employed the most overnight camp employees, on average (82.21), compared to camps that ran some amount of day camp programming or some amount of overnight programming (see Table 11). Meanwhile, camps that *primarily* ran overnight camp programs employed more overnight camp employees, on average, than camps that primarily ran day camp or alternative camp programming (87.16 people, on average, compared to 37.50 and 50.52, respectively). When segmented according to camp owner/sponsor, for-profit camps once again employed the largest number of overnight camp employees (117.96, on average). Table 11 further details overnight camp employees by full time exempt / full time

Spotlight on International Staff

In response to the challenges of the COVID-19 global pandemic, the U.S. Department of State temporarily suspended routine visa services at all US Embassies and Consulates, resulting in significantly fewer international summer camp staff members in 2020. While not back to pre-pandemic levels, the number of international summer camp staff members rose substantially in 2021, with 9% of day camps reporting having at least one international staff member (up from 5% in 2020), and 47% of overnight camps reporting having at least one international staff member (up from 13% in 2020).



*Note: 2020 results are from ACA's CampCounts 2020 Survey Report. 2018 results are from ACA's 2018 Staffing, Compensation & Benefits Survey Report.

nonexempt / part-time status, seasonal / temporary status, international status, and volunteer status, according to programming and camp owner/sponsor segments.

Overall, 75 percent of camps that ran some amount of day camp programming and 61 percent of camps that ran some amount of overnight camp programming reported that at least some of their camp staff in 2021 were also camp staff in the previous summer (see Figure 7). When asked about staffing needs, 59 percent of camps that ran some amount of day camp programming and half the camps that ran some amount of overnight camp programming reported being able to meet their summer camp staffing needs in 2021 (see Figure 8). Meanwhile, one-third of camps offering some amount of day camp programming and 43 percent of camps offering some amount of overnight camp programming reported that they were not able to meet their staffing needs because there were not enough qualified staffers. Of the camps that were not able to meet their staffing needs because there were not enough qualified staffers, the most commonly reported number of additional staffers desired was between one and five additional staffers for camps offering some amount of day camp programming, and between six and ten additional staffers for camps offering some amount of overnight camp programming (see Figure 9).

When asked about early staff resignations, 56 percent of the camps responding to this survey that offered some amount of day camp programming reported having day camp staff resign in advance of their contracted end date (see Figure 10), and 71 percent of the camps that offered some amount of overnight camp programming reported having overnight camp staff resign in advance of their contracted end date (see Figure 11).

Of the camps that reported having staff resign in advance of their contracted end date, more than half reported that less than 5 percent of their staff resigned in advance of their contracted end date (see Figure 12). The next most commonly reported percentage of summer camp staff to resign in advance of their contracted end date was 5–10 percent.

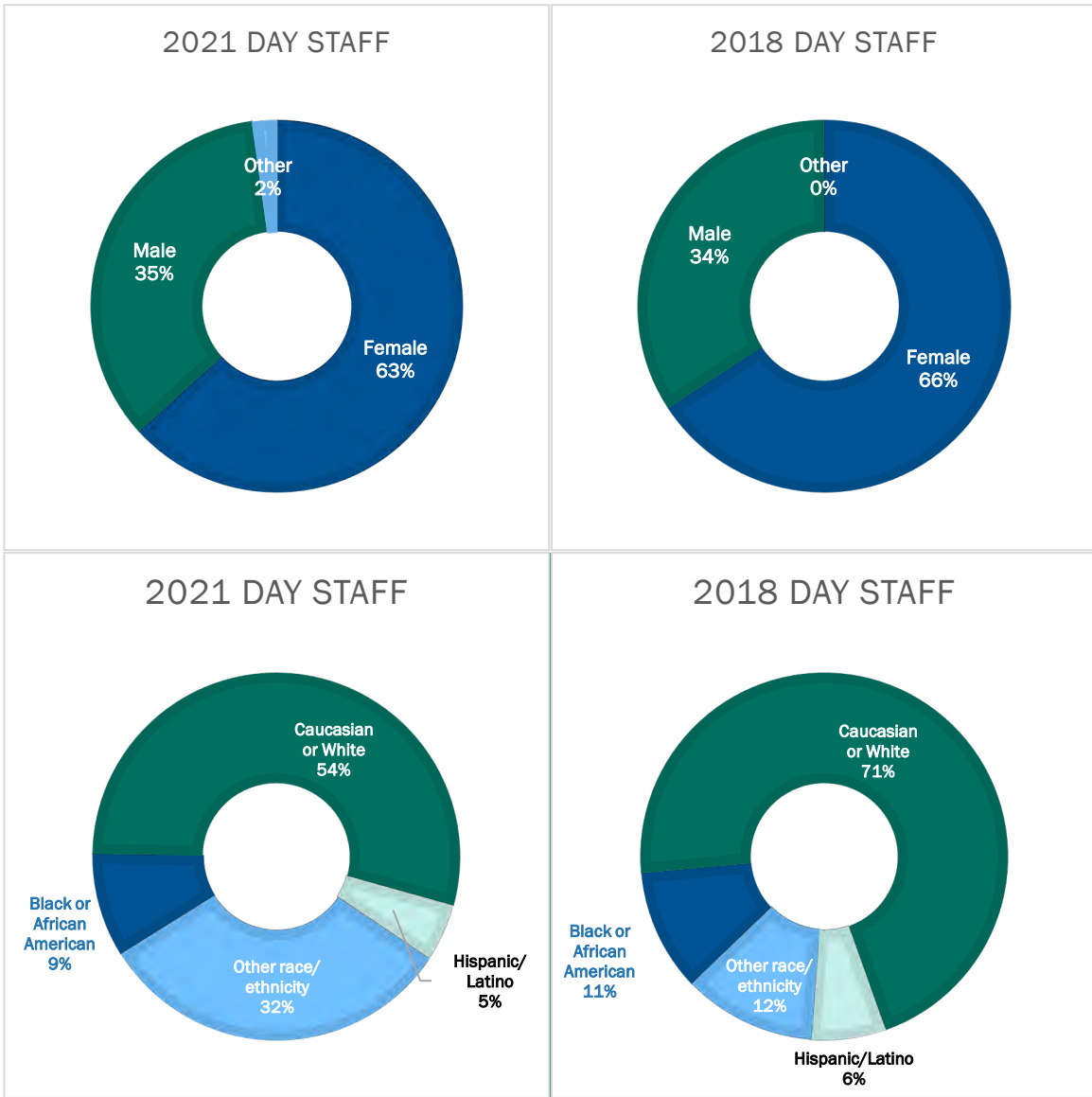
Regarding day camp staff wages, with the exception of camps offering any amount of overnight camp programming and for-profit camps, the most commonly reported full-time, seasonal day camp position was counselor. Among camps that primarily offered day camp programming, the mean gross weekly wage of counselors was \$656.06, and the median gross weekly wage was \$440 (see Table 12). Descriptive statistics (minimum, maximum, mean, median, and count) for gross weekly wages of summer day camp full-time, seasonal positions are detailed in Table 12. Regarding overnight camp staff wages, counselors were again the most commonly reported full-time seasonal overnight camp position, with a mean gross weekly wage of \$439.99 among camps that primarily offered overnight camp programming, and a median gross weekly wage of \$275 (see Table 13). Descriptive statistics (minimum maximum, mean, median, and count) for gross weekly wages of

summer overnight camp full-time seasonal positions are detailed in Table 13. Note that the median may be considered a more stable measure of central tendency for the salary/wage reporting detailed in this section of the report. More than half of the camps responding to this survey that offered some amount of day or overnight camp programming reported that staff wages increased from 2020 to 2021 (see Figure 13).

When asked about employee demographics, summer day camp staff in 2021 were most likely to be female (63 percent, on average; see Figure 14 and Table 16), 18–20 years old (38 percent on average, see Figure 16 and Table 18), and Caucasian or White (54 percent on average; see Figure 18 and Table 20). Similarly, overnight camp staff in 2021 were also most likely to be female (58 percent on average, see Figure 15 and Table 17), 18–20 years old (50 percent on average; see Figure 17 and Table 19), and Caucasian or White (72 percent on average; see Figure 19 and Table 21). Mean percentages of both day and overnight camp employees by gender, age, and race/ethnicity are broken down by segments in Tables 16 through 21.

Spotlight on Day Camp Staff Demographics

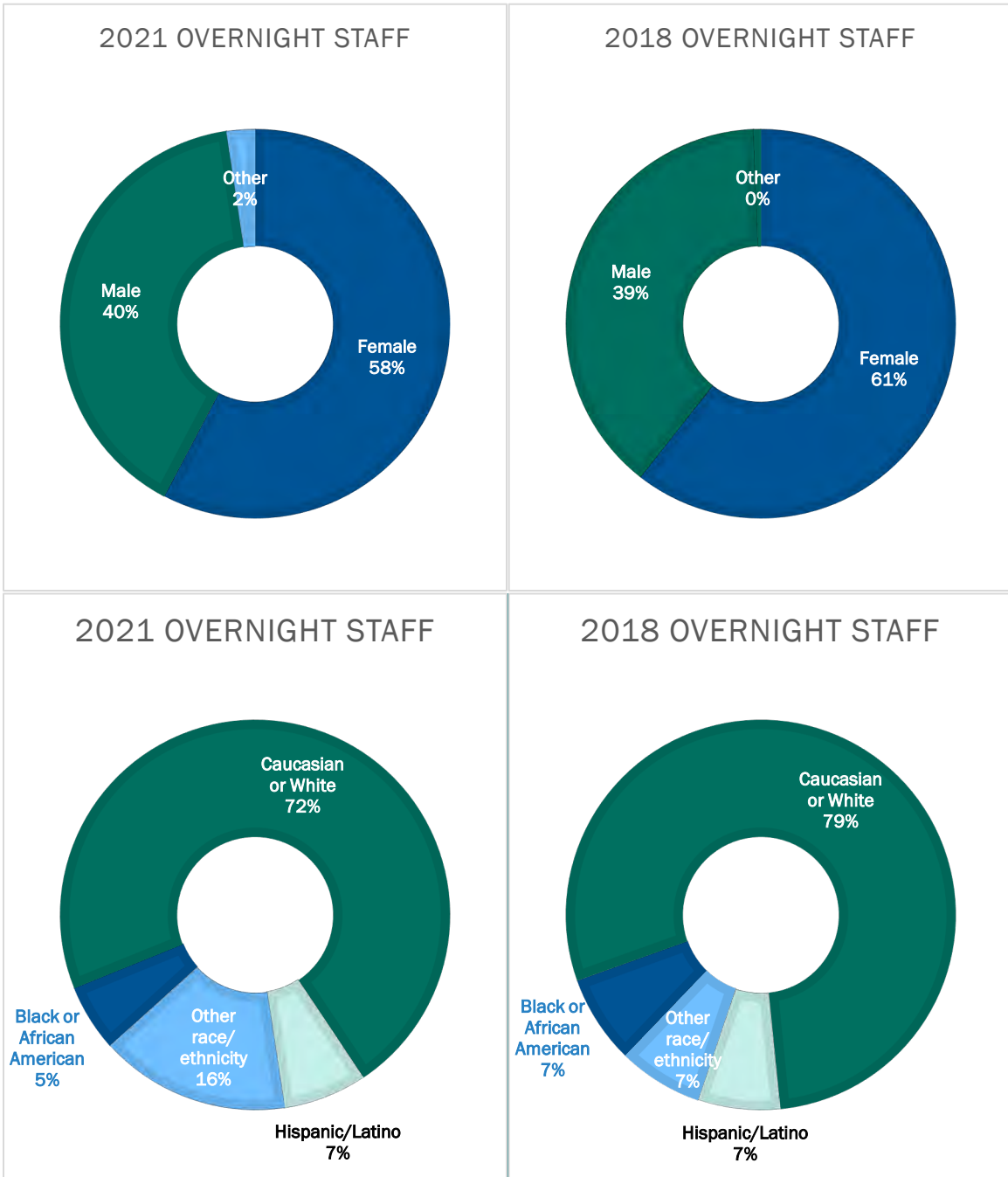
As with previous years, camps responding to the CampCounts 2021 survey indicated employing a variety of day camp staff members. Compared to 2018, on average, camps reported employing more day staff identifying as male along with staff identifying as neither male nor female. While camps reported fewer Black or African-American day camp employees as well as fewer Hispanic/Latino day camp employees in 2021 compared to 2018, they also reported fewer Caucasian or White day camp employees and considerably more day camp employees of other races and ethnicities, suggesting an overall increase in the racial and ethnic diversity among day camp staff.



*Note: 2018 results are from ACA's 2018 Staffing, Compensation & Benefits Survey Report.

Spotlight on Overnight Camp Staff Demographics

Like the day camp staff trends reported above, on average, camps reported employing more overnight staff identifying as male along with staff identifying as neither male nor female in 2021 compared to 2018. Camps again reported fewer Black or African-American overnight camp employees as well as fewer Caucasian or White overnight camp employees, on average, in 2021 compared to 2018. The average number of Hispanic/Latino overnight camp employees remained at 5 percent, and the percentage of overnight camp employees of other races and ethnicities increased considerably, again suggesting an overall increase in the racial and ethnic diversity among overnight camp staff.



*Note: 2018 results are from ACA's 2018 Staffing, Compensation & Benefits Survey Report.

TOTAL NUMBER OF EMPLOYEES

Table 10 Day camp employees, by segment

- How many staff did your camp employ for **summer day camp** in the summer of 2021?
- More specifically, among the ___ staff your camp employed for **summer day camp** in 2021, how many would you categorize as each of the following?
- Of the above reported staff, how many were seasonal or temporary employees?
- Of the above reported staff, how many were international staff?
- What was the total number (#) of **summer day camp** program volunteers in 2021?

Program Category	Day-Any				Overnight-Any				Other-Any							
	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count				
Full time exempt	0	175	8	113	0	165	6.71	48	0	165	7.87	79				
Full time non-exempt	0	285	12.06	113	0	53	3.63	48	0	285	10.62	79				
Part time	0	496	39.54	113	0	100	12.75	48	0	496	27.66	79				
All Staff	0	503	59.6	113	0	165	23.08	48	0	503	46.15	79				
Seasonal/Temporary	0	496	51.39	111	0	165	21.32	47	0	496	41.91	78				
International	0	12	.32	111	0	12	0.68	47	0	12	0.44	78				
Volunteers	0	120	4.45	112	0	23	2.02	48	0	85	3.35	78				
Program Category	Day-Primary				Overnight-Primary				Other-Primary							
	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count				
Full time exempt	0	175	11.38	65	0	30	3.82	34	0	5	2.43	14				
Full time non-exempt	0	285	19.55	65	0	14	2.24	34	0	10	1.14	14				
Part time	0	496	60.05	65	0	100	10.15	34	0	41	15.71	14				
All Staff	0	503	90.98	65	0	101	16.21	34	4	45	19.29	14				
Seasonal/Temporary	0	496	77.02	64	1	100	16.18	33	0	44	17.21	14				
International	0	2	0.06	64	0	12	0.88	33	0	3	0.21	14				
Volunteers	0	120	5.14	64	0	23	1.62	34	0	85	8.14	14				
Program Category	NFP				FP				Gov				NP-Aff			
	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count
Full time exempt	0	60	5.23	22	0	175	2012	17	0	5	2.5	2	0	60	5.23	22
Full time non-exempt	0	54	6.05	22	0	285	40.12	17	0	28	14	2	0	54	6.05	22
Part time	0	71	9.14	22	0	394	85.71	17	0	1	0.5	2	0	71	9.14	22
All Staff	0	73	20.41	22	4	400	145.94	17	6	28	17	2	0	73	20.41	22
Seasonal/Temporary	0	71	2025	20	0	290	117.53	17	1	10	5.5	2	0	71	20.25	20
International	0	8	0.45	20	0	0	0	17	0	0	0	2	0	8	0.45	20
Volunteers	0	85	7.73	22	0	120	11.35	17	0	0	0	2	0	85	7.73	22

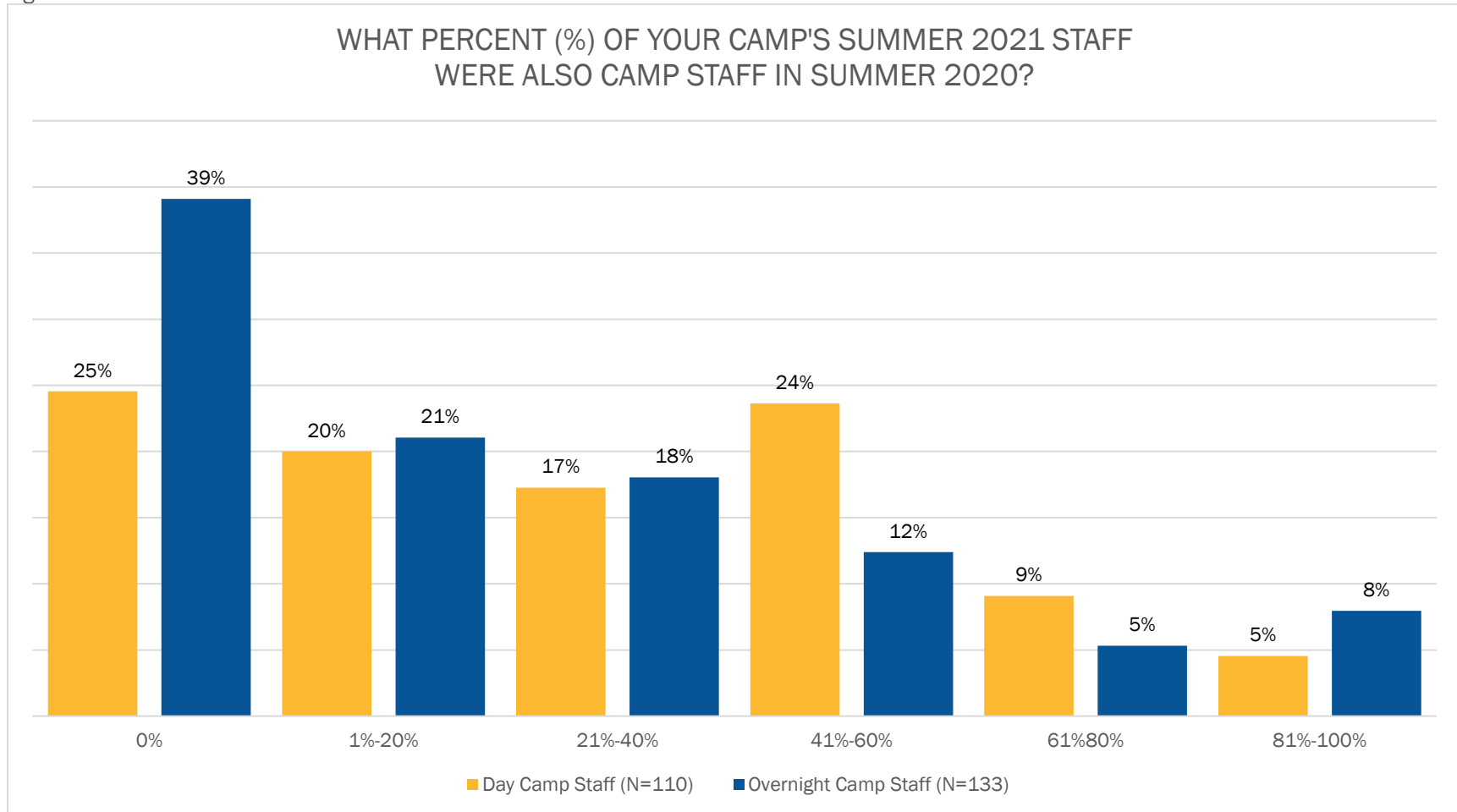
Table 11 Overnight camp employees, by segment

- How many staff did your camp employ for **summer overnight camp** in the summer of 2021?
- More specifically, among the ___ staff your camp employed for **summer overnight camp** in 2021, how many would you categorize as each of the following?
- Of the above reported staff, how many were seasonal or temporary employees?
- Of the above reported staff, how many were international staff?
- What was the total number (#) of **summer overnight camp** program volunteers in 2021?

Program Category	Day-Any				Overnight-Any				Other-Any							
	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count				
Full time exempt	0	260	17.8	50	0	260	18.53	135	0	260	17.87	120				
Full time non-exempt	0	80	9.20	50	0	225	16.82	135	0	225	16.57	120				
Part time	0	310	43.42	50	0	426	45.29	135	0	426	47.77	120				
All Staff	0	324	70.42	50	0	438	80.64	135	0	438	82.21	79.58				
Seasonal/Temporary	9	310	68.33	49	2	426	74.27	133	0	426	76.07	118				
International	0	44	4.02	49	0	79	6	134	0	79	6.17	119				
Volunteers	0	119	10	50	0	119	9.54	135	0	119	9.52	120				
Program Category	Day-Primary				Overnight-Primary				Other-Primary							
	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count				
Full time exempt	1	95	24.75	4	0	260	19.75	111	0	74	10	21				
Full time non-exempt	0	25	6.5	4	0	225	18.76	111	0	43	7.76	21				
Part time	0	13	6.25	4	0	426	48.66	111	0	288	32.76	21				
All Staff	13	95	37.50	4	0	438	87.16	111	0	300	50.52	21				
Seasonal/Temporary	9	95	34.75	4	7	426	80.75	109	0	285	44.62	21				
International	0	0	0	4	0	79	7.15	110	0	12	0.86	21				
Volunteers	0	10	2.5	4	0	119	8.98	111	0	100	13.38	21				
Program Category	NFP				FP				Gov				NP-Aff			
	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count
Full time exempt	0	172	19.77	35	0	130	23.68	25	NA	NA	NA	0	0	172	19.77	35
Full time non-exempt	0	62	10.4	35	0	225	30.44	25	NA	NA	NA	0	0	62	10.4	35
Part time	0	310	35.49	35	0	426	63.84	25	NA	NA	NA	0	0	310	35.49	35
All Staff	0	324	65.56	35	22	438	117.96	25	NA	NA	NA	0	0	324	65.66	35
Seasonal/Temporary	2	310	60.56	34	21	426	112.08	25	NA	NA	NA	0	2	310	60.56	34
International	0	44	3.18	34	0	79	13.32	25	NA	NA	NA	0	0	44	3.18	34
Volunteers	0	119	16.37	35	0	20	1.04	25	NA	NA	NA	0	0	119	16.37	35

STAFF RETENTION

Figure 7 Staff Retention



STAFFING NEEDS

Figure 8 Staffing needs

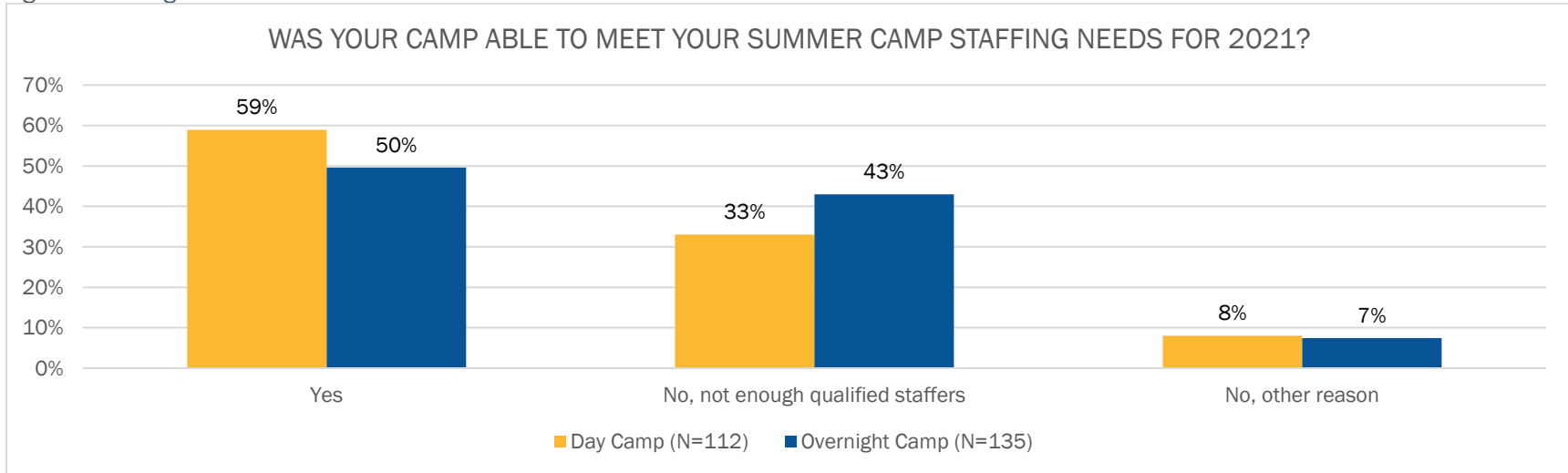
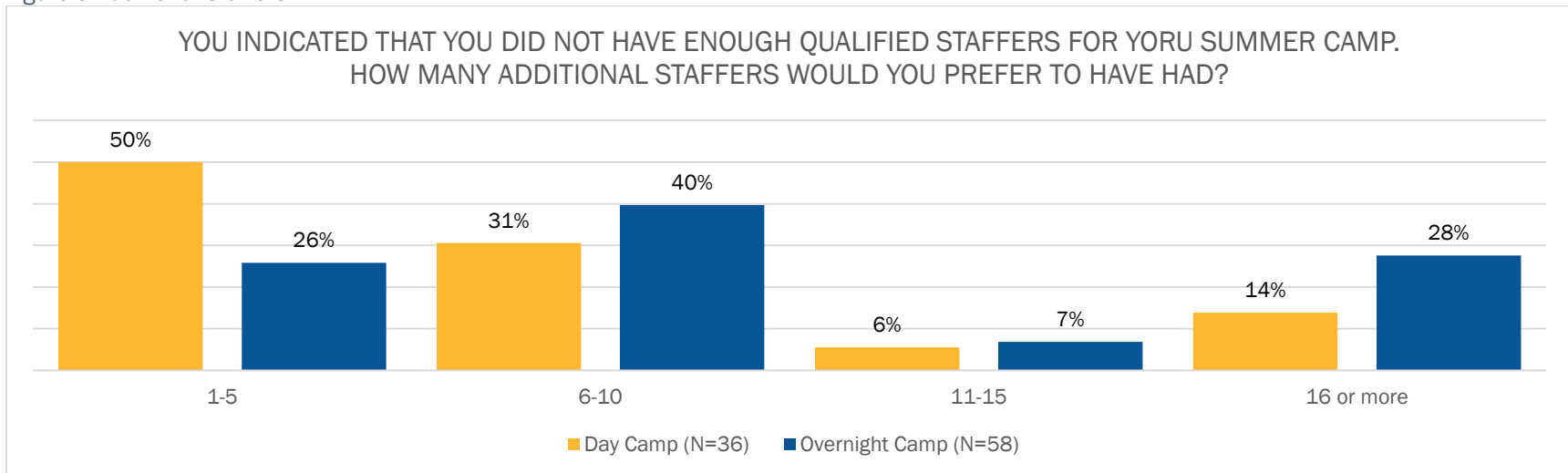


Figure 9 Additional Staffers



STAFF RESIGNATIONS

Figure 10 Day camp staff resignations (full sample, N=112)

DID ANY **SUMMER DAY CAMP** STAFF (SEASONAL OR FULL-TIME) RESIGN IN ADVANCE OF THEIR CONTRACTED END DATE?

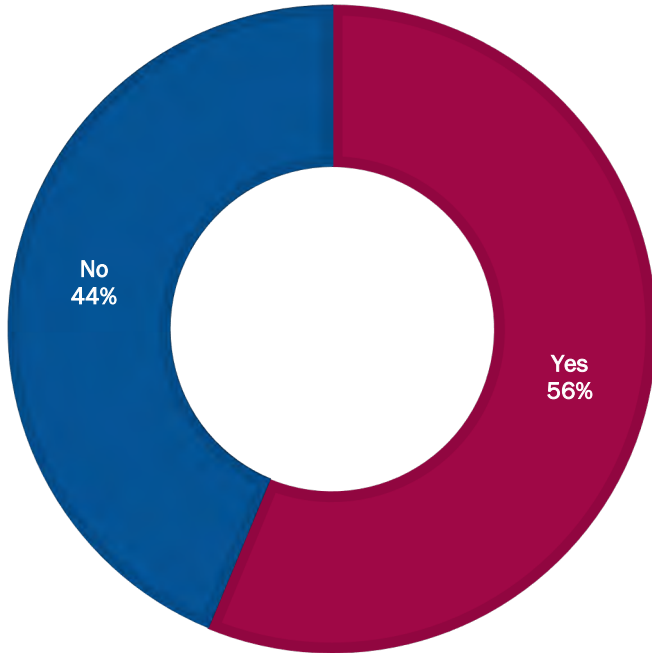


Figure 11 Overnight camp staff resignations (full sample, N=136)

DID ANY **SUMMER OVERNIGHT CAMP** STAFF (SEASONAL OR FULL-TIME) RESIGN IN ADVANCE OF THEIR CONTRACTED END DATE?

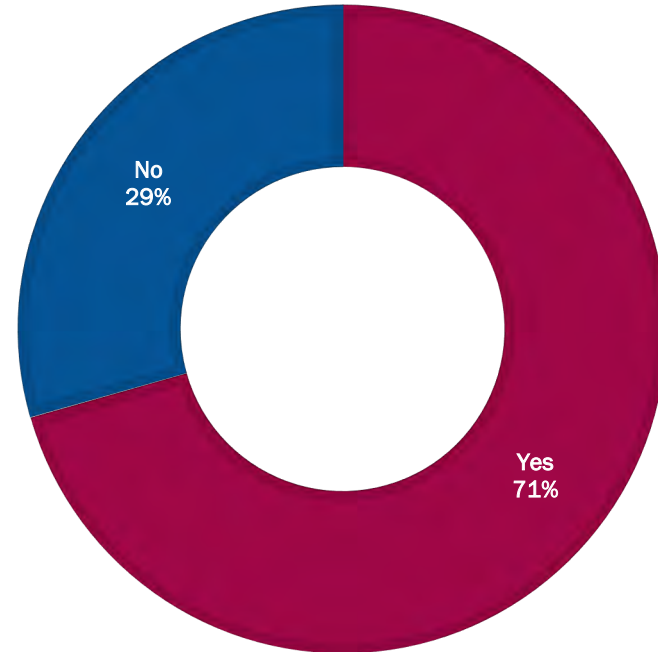
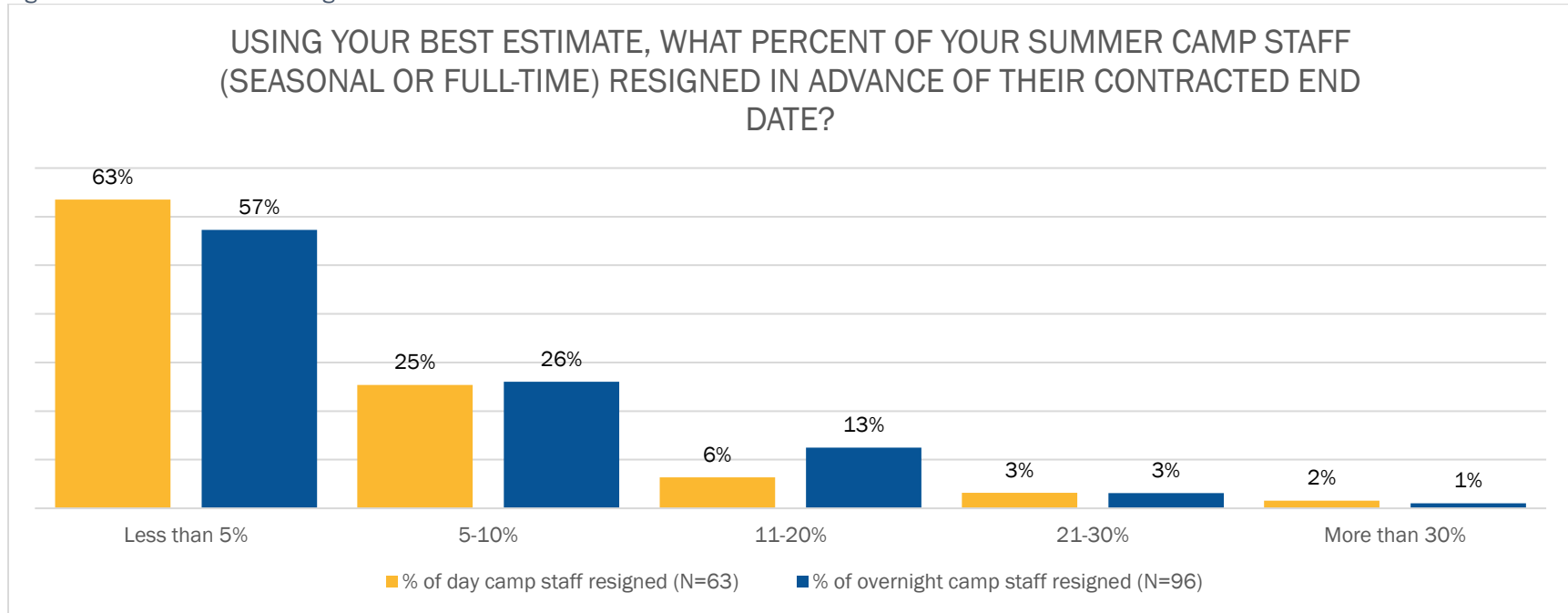


Figure 12 Percent of Staff Resignations



STAFF WAGES

Table 12 Day camp staff weekly wages, in dollars

For each position your summer day camp has on a full-time, seasonal basis, what was the position's gross weekly wage (before taxes and deductions)?																				
Program Category	Day-Any					Overnight-Any					Other-Any									
	Min	Max	Mean	Med	Count	Min	Max	Mean	Med	Count	Min	Max	Mean	Med	Count					
Summer Camp Director	0	9000	1090.0 ₁	846.88	82	0	9000	1000.8 ₂	700	33	0	9000	997.02	800	60					
Assistant Camp Director	0	6500	857.81	640	58	0	6500	685.73	425	21	0	6500	700.21	550	42					
Program Director	0	10000	793.35	500	55	0	900	372.00	400	20	0	7500	637.09	462.5	38					
Program Staff	0	7000	603.95	400	61	0	475	228.90	250	20	0	7000	648.28	350	43					
Activity Director	0	6000	699.53	420	47	0	450	186.54	300	12	0	6000	671.80	369	32					
Head/Lead Counselor	0	5200	709.81	480	69	0	540	293.79	317	18	0	4635	559.48	429	44					
Counselor	0	5000	575.47	360	99	0	3000	392.94	250	32	0	3347	495.58	350	70					
Program Category	Day-Primary					Overnight-Primary					Other-Primary									
	Min	Max	Mean	Med	Count	Min	Max	Mean	Med	Count	Min	Max	Mean	Med	Count					
Summer Camp Director	0	3077	1155.7 ₇	1030	49	0	9000	1170.1 ₃	765.5	22	0	800	598.63	692	8					
Assistant Camp Director	0	2100	821.31	832.5	36	0	6500	885.92	425	12	0	600	271	375	5					
Program Director	0	7500	780.07	627.5	34	0	900	362.47	320	15	0	635	283.75	250	4					
Program Staff	0	7000	799.53	555	40	0	640	198.75	237.5	12	0	6000	1088.7 ₅	350	8					
Activity Director	0	6000	719.20	490	34	0	400	146.43	0	7	0	6000	1389.1 ₇	462.5	6					
Head/Lead Counselor	0	5200	754.48	527.5	48	0	2000	403.36	308.5	14	0	3360	1071.2 ₅	462.5	4					
Counselor	0	5000	656.06	440	58	0	3000	505.71	250	31	0	3080	644.22	400	9					
Program Category	NFP					FP					Gov					NP-Aff				
	Min	Max	Mean	Med	Count	Min	Max	Mean	Med	Count	Min	Max	Mean	Med	Count	Min	Max	Mean	Med	Count
Summer Camp Director	0	1700	905.0 ₉	780	12	110	9000	1878.4 ₈	1421	16	25	720	372.5	372.5	2	0	3077	919.6 ₉	800	52
Assistant Camp Director	0	1300	417.8 ₆	375	7	200	6500	1493.6 ₄	1000	11	600	600	600	600	1	0	1600	626.2 ₆	600	38
Program Director	0	1062.5	525.2 ₈	615	9	500	1155	779.5	760	10	20	20	20	20	1	0	7500	620.3 ₅	462.5	34
Program Staff	0	1085	402.5	300	11	110	1100	477.7 ₃	425	11	17	17	17	17	1	0	7000	724.8 ₄	400	38
Activity Director	0	1085	291.8 ₆	150	8	110	675	438.7 ₅	500	8	NA	NA	NA	NA	0	0	6000	701.0 ₉	400	30
Head/Lead Counselor	0	2000	619.0 ₉	490	12	150	1100	553.0 ₈	560	13	NA	NA	NA	NA	0	0	4635	575.6 ₄	424	42
Counselor	0	5000	961.4 ₁	420	17	100	3000	518.3 ₃	330	15	10	480	245	245	2	0	3347	421.0 ₂	320	63

Table 13 Overnight camp staff weekly wages, in dollars

For each position your summer overnight camp has on a full-time, seasonal basis, what was the position's gross weekly wage (before taxes and deductions)?																				
Program Category	Day-Any					Overnight-Any					Other-Any									
	Min	Max	Mean	Med	Count	Min	Max	Mean	Med	Count	Min	Max	Mean	Med	Count					
Summer Camp Director	0	9000	1432.29	879.8	38	0	9000	1411.62	1000	93	0	9000	1393.60	1000	83					
Assistant Camp Director	0	6500	843.29	549.3	26	0	9700	957.20	700	74	0	6500	836.67	700	68					
Program Director	10	1388	573.8	550	25	0	7500	783.43	525.5	86	0	7500	392.77	529	77					
Program Staff	0	4000	565.25	330	33	0	6000	526.15	350	91	0	6000	511.72	350	81					
Activity Director	0	2800	418.71	317	21	0	6035	463.08	346.5	72	0	2800	388.15	340	64					
Head/Lead Counselor	225	4500	510.19	337.5	32	0	6000	601.02	360	97	0	6000	528.59	350	87					
Counselor	9	3000	428.36	260	45	0	4500	421.12	275	124	0	4500	382.06	270	111					
Program Category	Day-Primary					Overnight-Primary					Other-Primary									
	Min	Max	Mean	Med	Count	Min	Max	Mean	Med	Count	Min	Max	Mean	Med	Count					
Summer Camp Director	900	1500	1266.67	1400	3	0	9000	1547.07	1153	75	500	1500	843.62	794.23	12					
Assistant Camp Director	750	800	775	775	2	0	9700	1054.21	701	61	0	1500	516.43	450	7					
Program Director	600	600	600	600	1	0	7500	824.71	550	75	325	1057	592.25	577	8					
Program Staff	187	540	363.5	363.5	2	0	6000	554.56	335	74	250	760	384	360	10					
Activity Director	NA	NA	NA	NA	0	0	6035	479.18	341.5	60	240	600	365.5	345	10					
Head/Lead Counselor	750	4500	2625	2625	2	0	6000	588.42	372.5	83	235	500	335	325	11					
Counselor	137	600	425.67	540	3	0	4500	439.99	275	104	200	500	280.53	250	15					
Program Category	NFP					FP					Gov					NP-Aff				
	Min	Max	Mean	Med	Count	Min	Max	Mean	Med	Count	Min	Max	Mean	Med	Count	Min	Max	Mean	Med	Count
Summer Camp Director	0	8500	1575.92	1200	25	610.9	9000	2178.95	1800	21	NA	NA	NA	NA	0	0	4326	994.14	865	47
Assistant Camp Director	500	9700	1452.33	800	15	450	6500	1482.90	1153	19	NA	NA	NA	NA	0	0	1630	543.07	500	40
Program Director	280	6035	881.65	625	23	425	4500	1030.88	750	17	NA	NA	NA	NA	0	0	7500	647.16	450	45
Program Staff	0	2400	591.67	430	21	215	4000	679.44	397.5	18	NA	NA	NA	NA	0	0	6000	447.05	300	51
Activity Director	0	6035	933.33	425	15	0	850	438.24	435	17	NA	NA	NA	NA	0	0	600	295.29	317	39
Head/Lead Counselor	250	5000	625.42	360	19	250	3500	661	500	21	NA	NA	NA	NA	0	0	6000	576.07	350	56
Counselor	200	3750	539.86	300	29	200	3000	484.38	307.5	24	NA	NA	NA	NA	0	0	4500	354.79	250	71

Figure 13 Staff wage changes from 2020 (full sample)

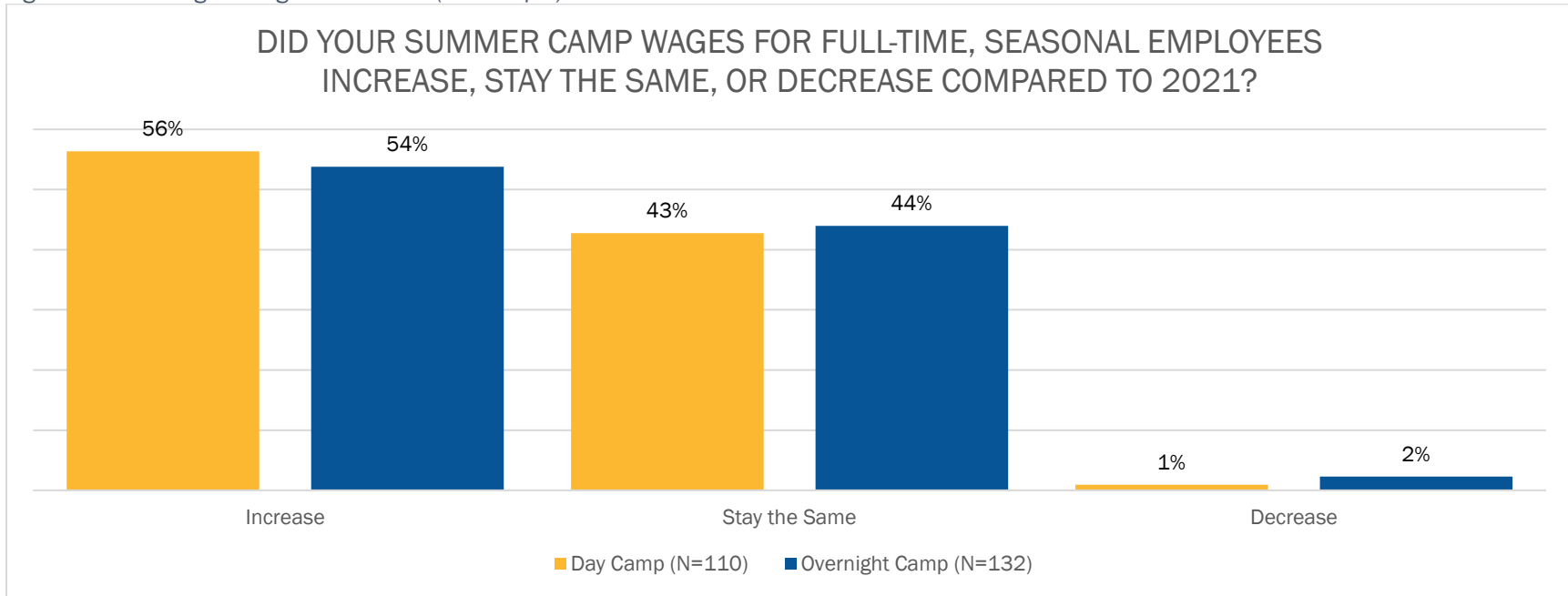


Table 14 Day Camp staff wage changes from 2020, by segment

	Full Sample	Program Types Offered			Primary Program Type				Owner/Sponsor				
		Day-A	ON-A	Other-A	Day-P	ON-P	Other-P	Total	NFP	FP	Gov	NP-Aff	Total
Increase	62	62	25	44	38	16	8	62	10	12	0	40	62
Stay the same	47	47	21	32	26	16	5	47	9	5	2	31	47
Decrease	1	1	0	1	1	0	0	1	0	0	0	1	1
Total	110	110	46	77	65	32	13	110	19	17	2	72	110

Table 15 Overnight Camp staff wage changes from 2020, by segment

	Full Sample	Program Types Offered			Primary Program Type				Owner/Sponsor				
		Day-A	ON-A	Other-A	Day-P	ON-P	Other-P	Total	NFP	FP	Gov	NP-Aff	Total
Increase	71	28	71	65	3	59	9	71	15	15	0	40	71
Stay the same	58	20	57	49	1	46	11	58	17	9	0	32	58
Decrease	3	1	3	3	0	3	0	3	0	1	0	2	3
Total	132	49	131	117	4	108	20	132	32	25	0	74	132

STAFF DEMOGRAPHICS

Figure 14 Day camp employees by gender, mean summary (full sample, N=113)

ABOUT WHAT PERCENT OF YOUR CAMP'S 2021 **SUMMER DAY CAMP** STAFF FALL INTO EACH OF THE FOLLOWING GENDER CATEGORIES?

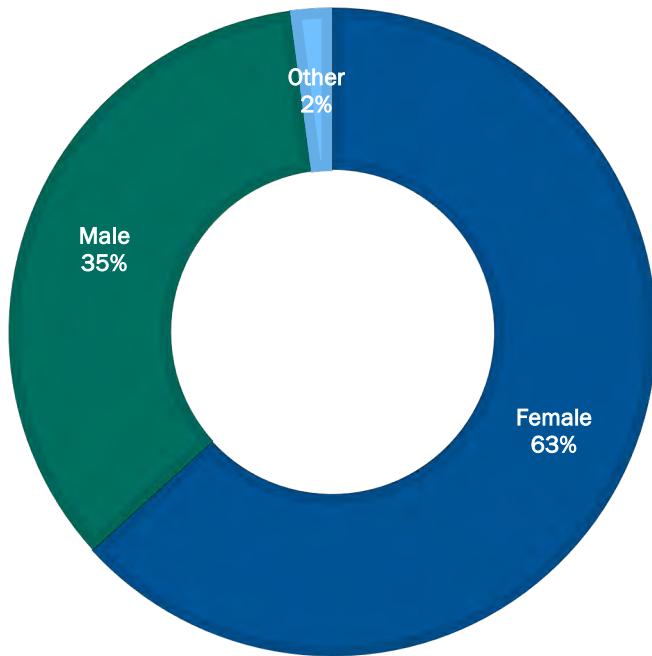


Figure 15 Overnight camp employees by gender, mean summary (full sample, N=136)

ABOUT WHAT PERCENT OF YOUR CAMP'S 2021 **SUMMER OVERNIGHT CAMP** STAFF FALL INTO EACH OF THE FOLLOWING GENDER CATEGORIES?

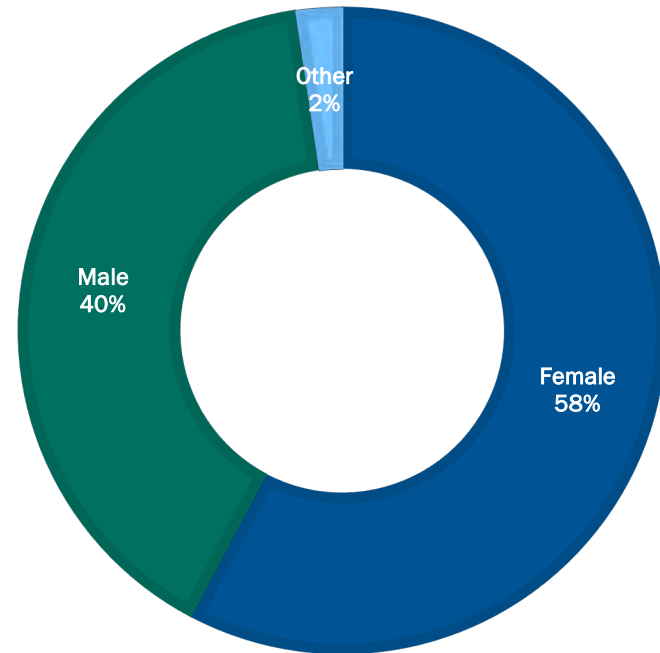


Table 16 Mean percent of day camp employees by gender, by segment

	Full Sample	Program Types Offered			Primary Program Type			Owner/Sponsor			
		Day-A	ON-A	Other-A	Day-P	ON-P	Other-P	NFP	FP	Gov	NP-Aff
Female	62.83	62.83	66.32	63.65	60.85	66.86	62.21	66.27	58.06	50	63.26
Male	35.14	35.14	31.31	34.14	37.45	30.58	35.50	31.64	40	50	34.66
Other, including nonbinary, nonconforming, transgender, and unknown	2.03	2.03	2.38	2.20	1.69	2.56	2.29	2.09	1.94	0	2.08

Table 17 Mean percent of overnight camp employees by gender, by segment

	Full Sample	Program Types Offered			Primary Program Type			Owner/Sponsor			
		Day-A	ON-A	Other-A	Day-P	ON-P	Other-P	NFP	FP	Gov	NP-Aff
Female	57.73	59.42	57.42	57.51	50	57.54	61.24	56.20	54.28	NA	59.03
Male	39.95	38.68	40.24	40.16	50	40.16	36.90	41.40	44.40	NA	38.32
Other, including nonbinary, nonconforming, transgender, and unknown	2.32	1.90	2.34	2.34	0	2.30	2.86	2.40	1.32	NA	2.64

Figure 16 Day camp employees by age, mean summary (full sample, N=113)

ABOUT WHAT PERCENT OF YOUR CAMP'S 2021 SUMMER DAY CAMP STAFF FALL INTO EACH OF THE FOLLOWING AGE CATEGORIES?

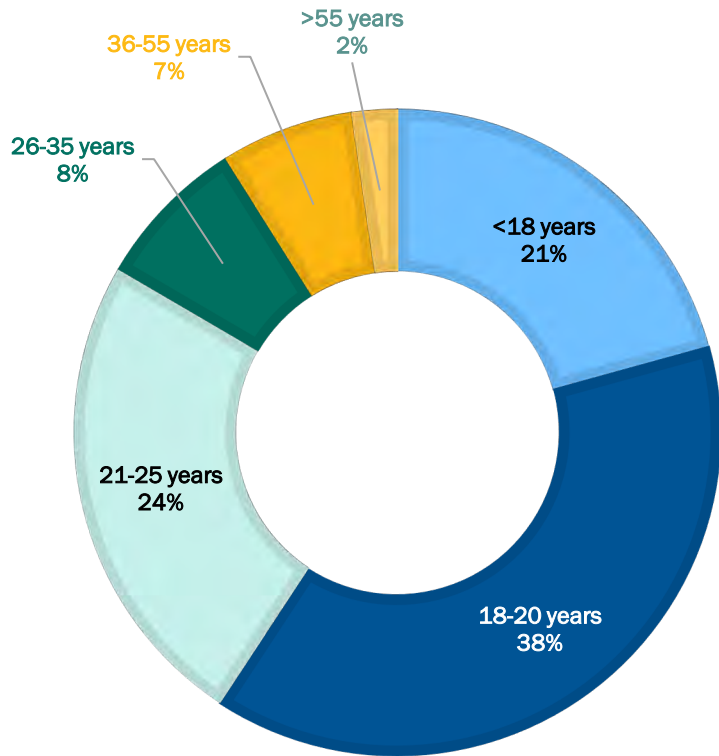


Figure 17 Overnight camp employees by age, mean summary (full sample, N=136)

ABOUT WHAT PERCENT OF YOUR CAMP'S 2021 SUMMER OVERNIGHT CAMP STAFF FALL INTO EACH OF THE FOLLOWING AGE CATEGORIES?

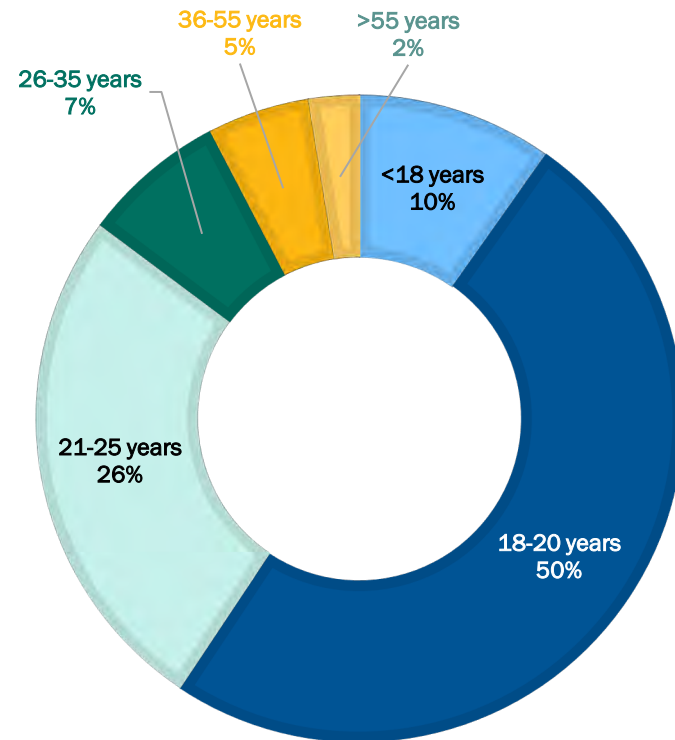


Table 18 Mean percent of day camp employees by age, by segment

	Full Sample	Program Types Offered			Primary Program Type			Owner/Sponsor			
		Day-A	ON-A	Other-A	Day-P	ON-P	Other-P	NFP	FP	Gov	NP-Aff
Younger than 18 years	20.71	20.71	22.53	20.65	20.71	27.28	10.79	11.91	32.41	5.00	21.08
18-20 years	38.52	38.52	45.90	39.31	38.52	44.39	41.93	36.05	32.41	5.00	41.65
21-25 years	24.18	24.18	23.69	25.14	25.29	20.47	28.00	24.00	16.12	40.00	25.69
26-35 years	7.65	7.65	4.40	7.12	9.23	4.18	8.71	9.14	8.59	20.00	6.63
36-55 years	6.66	6.66	2.21	5.76	8.71	8.71	8.57	8.57	8.71	8.71	3.42
56+ years	2.27	2.27	1.27	2.03	2.63	2.63	2.00	2.00	1.76	1.76	1.53

Table 19 Mean percent of overnight camp employees by age, by segment

	Full Sample	Program Types Offered			Primary Program Type			Owner/Sponsor			
		Day-A	ON-A	Other-A	Day-P	ON-P	Other-P	NFP	FP	Gov	NP-Aff
Younger than 18 years	9.79	11.13	9.49	10.01	2.00	9.48	12.90	9.00	6.28	NA	11.42
18-20 years	49.55	52.96	49.73	50.74	58.25	48.67	52.57	45.51	42.40	NA	54.06
21-25 years	25.87	23.93	26.06	25.08	18.75	27.06	20.90	24.14	31.72	NA	24.75
26-35 years	7.17	5.96	7.22	6.81	7.50	7.57	4.95	10.31	10.00	NA	4.78
36-55 years	5.11	5.11	5.14	5.14	9.00	9.00	4.95	4.95	6.96	NA	6.96
56+ years	2.52	2.52	2.35	2.35	4.50	4.50	3.71	3.71	2.64	NA	2.64

Figure 18 Day camp employees by race/ethnicity, mean summary (full sample, N=113)

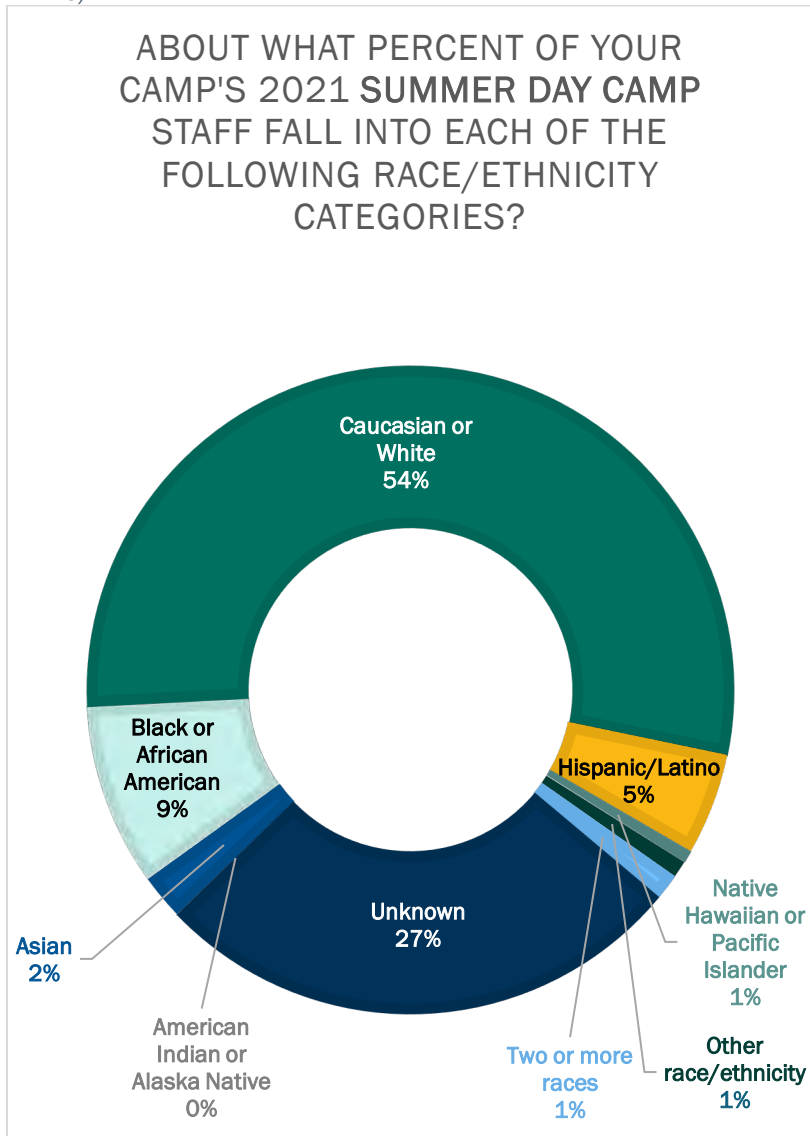


Figure 19 Overnight camp employees by race/ethnicity, mean summary (full sample, N=136)

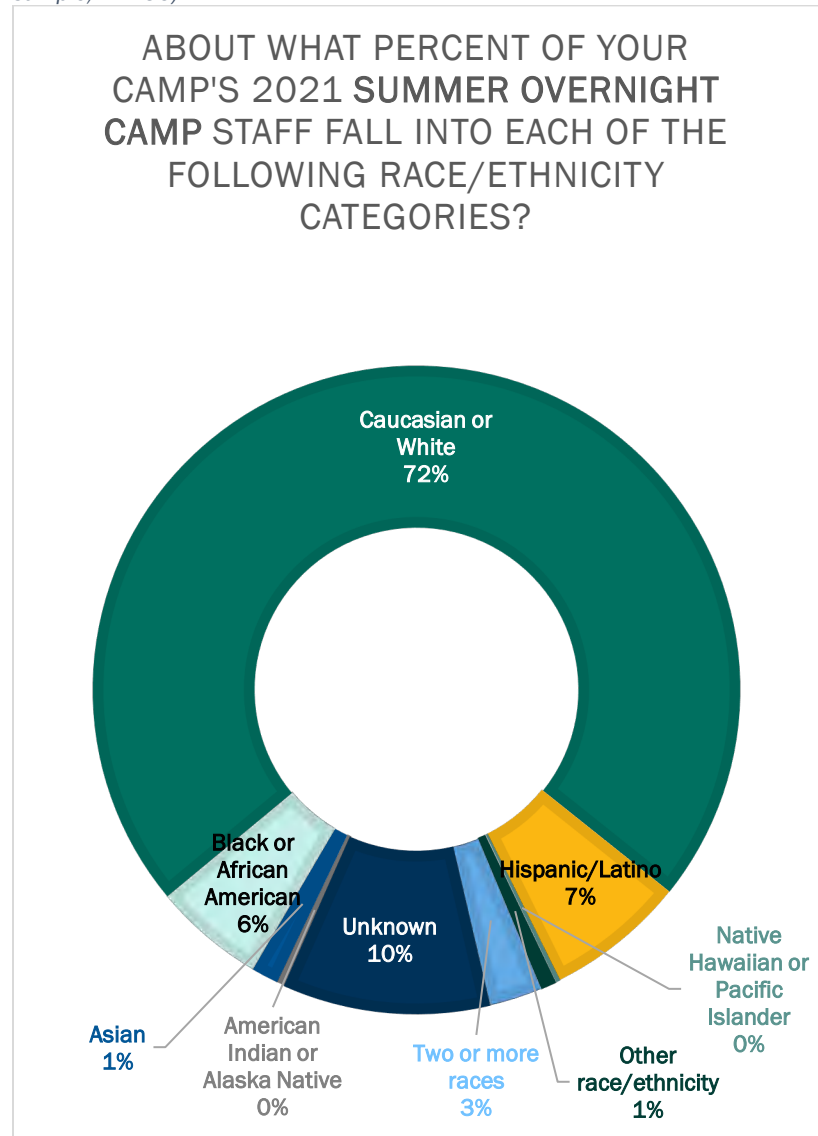


Table 20 Mean percent of day camp employees by race/ethnicity, by segment

	Full Sample	Program Types Offered			Primary Program Type			Owner/Sponsor			
		Day-A	ON-A	Other-A	Day-P	ON-P	Other-P	NFP	FP	Gov	NP-Aff
American Indian or Alaska Native	0.03	0.03	0.02	0.01	0.05	0.00	0.00	0.00	0.12	0.00	0.01
Asian	2.25	2.25	2.25	2.33	2.60	2.24	0.71	2.45	2.00	0.00	2.32
Black or African American	9.12	9.12	9.12	8.13	11.94	4.44	7.36	17.00	5.41	40.00	6.73
Caucasian or White	54.08	54.08	54.08	58.15	50.15	55.17	69.71	59.55	46.00	46.00	54.16
Hispanic/Latino	5.06	5.06	5.06	5.06	4.33	6.69	4.50	1.77	9.47	0.00	5.17
Native Hawaiian or Pacific Islander	0.61	0.61	0.77	0.77	0.52	0.97	0.14	2.41	0.00	0.00	0.22
Other race/ethnicity	0.84	0.84	0.73	0.73	1.00	0.41	1.14	1.27	0.00	0.00	0.93
Two or more races	1.30	1.30	1.21	1.21	1.25	1.03	2.14	1.91	1.71	0.00	1.05
Unknown	26.71	26.71	22.67	22.67	28.15	29.06	14.29	13.64	35.29	0.00	29.42

Table 21 Mean percent of overnight camp employees by race/ethnicity, by segment

	Full Sample	Program Types Offered			Primary Program Type			Owner/Sponsor			
		Day-A	ON-A	Other-A	Day-P	ON-P	Other-P	NFP	FP	Gov	NP-Aff
American Indian or Alaska Native	0.41	0.50	0.41	0.28	0.00	0.49	0.05	0.63	0.24	NA	0.36
Asian	1.35	1.14	1.29	1.25	0.00	1.40	1.38	1.14	1.32	NA	1.48
Black or African American	5.55	5.27	5.59	5.37	1.25	5.76	5.29	7.51	4.72	NA	4.96
Caucasian or White	71.75	64.97	71.76	71.52	95.00	69.64	78.48	68.80	76.40	NA	71.23
Hispanic/Latino	6.97	6.12	6.95	7.23	0.75	7.42	5.76	4.00	14.04	NA	6.10
Native Hawaiian or Pacific Islander	0.22	0.18	0.22	0.25	0.00	0.23	0.24	0.37	0.22	NA	0.23
Other race/ethnicity	0.79	0.72	0.79	0.73	1.25	0.81	0.57	0.94	0.20	NA	0.92
Two or more races	2.63	2.79	2.58	2.60	1.75	2.68	2.52	3.57	2.28	NA	2.35
Unknown	10.33	18.36	10.41	10.76	0.00	11.58	5.71	13.03	0.80	NA	12.39

CAMP PARTICIPANTS

Regardless of whether a camp offered any amount of day camp programming, any amount of overnight camp programming, or any amount of alternative programming, the camps responding to this survey, on average, served the most unique/unplacated campers through groups/retreats/conferences/rental programs all year in 2021, including summer (see Table 22). Segmented according to primary programming type, day camps and camps primarily offering some alternative type of programming served the most unique/unduplicated campers through group/retreats/conferences/rental programs, and overnight camps served the most unique/unduplicated campers through outdoor education programs. Segmented according to camp owner/sponsor, unaffiliated nonprofit camps and for-profit camps served the most unique/unduplicated campers, on average, all year in 2021 through outdoor education programs, while nonprofit camps affiliated with another entity served the most unique/unduplicated campers, on average, all year in 2021 through groups/retreats/conferences/rental programs.

Looking at campers served during summer 2021 only, overnight camp programs and groups/retreats/conferences/rental programs most often served the most unique/unduplicated campers, on average (see Table 23). Segmented according to primary programming type, day camps and camps primarily offering some alternative type of programming served the most unique/unduplicated summertime campers, on average, through group/retreats/conferences/rental programs, and overnight camps served the most unique/unduplicated summertime campers, on average, through overnight camp programs. Segmented according to camp owner/sponsor, unaffiliated nonprofit camps and for-profit camps served the most unique/unduplicated summertime campers, on average, through groups/retreats/conferences/rental programs, while nonprofit camps affiliated with another entity served the most unique/unduplicated summertime campers, on average, through overnight camp programs.

Spotlight on Unique Campers Served

While 2020 saw a dramatic decrease in the average number of unique campers served at both day and overnight camps due to the COVID-19 global pandemic, 2021 offered a spark of hope for the overall camp industry. Though day camps, on average, did not reach their pre-pandemic number of unique campers served, they still saw a 96-percent increase in the average number of unique campers served. Overnight camps, on the other hand, *surpassed* pre-pandemic averages for unique campers served, with a 64-percent increase in unique campers served, on average, compared to 2020, and a 22-percent increase in unique campers served, on average, compared to 2019.

	Day Campers	Overnight Campers
Average Number of Unique Campers Served in 2021	531	766
Average Number of Unique Campers Served in 2020	270	466
Average Number of Unique Campers Served in 2019	691	627

**Note: 2020 results are from ACA's CampCounts 2020 Report, for which the number of respondents who shared enrollment information was low, so the results should be interpreted with caution. The 2019 results are from ACA's 2020 Sites, Facilities, & Programs Study Report.*

When looking at camper demographics, summer day camp participants in 2021 were most likely to be male (50 percent, on average; see Figure 20 and Table 24), 6–9 years old (51

percent, on average; see Figure 22 and Table 26), Caucasian or White (46 percent, on average; see Figure 24 and Table 28), and from middle-income households (53 percent, on average; see Figure 26 and Table 30). Summer overnight camp participants in 2021 were most likely to be female (52 percent, on average; see Figure 21 and Table 25), 10–12 years old (43 percent, on average; see Figure 23 and Table 27), Caucasian or White (61 percent, on average; see Figure 25 and Table 29), and from middle-income households (41 percent, on average; see Figure 27 and Table 31). Regarding campers of diverse abilities, most campers of diverse abilities (if enrolled) were mainstreamed as part of traditional sessions (see Figure 28 and Tables 32 and 33). While day camps most commonly reported serving campers with a cognitive or developmental disability, overnight camps most commonly reported serving camps with a psychological disability.

Two questions (regarding international campers and camper distance traveled) were asked of camps offering any amount of overnight camp programming that were not asked of camps offering any amount of day camp or alternative camp programming. The results of these questions are detailed in Table 34 (international campers) and Figure 29 and Table 35 (camper distance traveled). For-profit camps had the highest number of international campers, on average (3.26), followed by unaffiliated nonprofit camps (1), nonprofit camps affiliated with another entity (0.8), and finally government camps (0). Regarding camper distance traveled to overnight camp, the most commonly reported distance was 100–249 miles, followed by 50–99 miles and 25–59 miles.

When asked about camp capacity and occupancy, on average, summer day camps had 1211.81 available spots, of which 842.33 were filled, resulting in an average of 69.5 percent occupancy overall (see Figure 30 and Table 36). On average, summer overnight camp had 1059.31 available spots, 711.57 of which were filled, resulting in an average of 67.2 percent occupancy overall (see Figure 30 and Table 37). Overall, 70 percent of the camps responding to this survey that offered some amount of day camp programming in 2021 reported that at least some of their 2021 summer day camp population had also attended their summer day camp in 2020 (see Figure 31 and Table 38). Conversely, 64 percent of the camps responding to this survey that offered some amount of overnight camp programming in 2021 reported that none of their 2021 summer overnight camp population had also attended their summer overnight camp in 2020. It is possible that this is influenced by the decreased number of overnight camps that were able to operate in-person programming in 2020 due to early COVID-19 restrictions on summer overnight camp operations.

UNIQUE/UNDUPLICATED CAMPERS

All Year in 2021, Including Summer

Table 22 Average number of unique/unduplicated campers by program category, all year

How many **unique/unduplicated campers*** did this camp serve **all year in 2021** including summer** in the categories below? Include both in-person and virtual/distance campers. Enter '0' if your camp did not offer that category.

*By unique/unduplicated, we mean don't double count a participant who attended multiple sessions of the same type. If a camper attends a week of overnight camp once in June and another week in August, she counts as one overnight camper. If she attends overnight camp in June, and an outdoor education session in September, she is counted in both overnight camp and outdoor education totals.

**If you still have programs in session and/or remaining during this calendar year, please estimate your anticipated total number of participants.

Program Category	Day-Any				Overnight-Any				Other-Any			
	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count
Day Camp	7	7879	531.41	116	7	7879	396.88	50	7	7879	298.5	84
Overnight Camp	45	2527	782.36	50	45	10586	765.61	137	45	10586	544.5	112
Counselors in Training/ Junior Counselors	1	188	35.55	71	1	300	36.84	89	1	300	35.875	112
Family Camp	15	875	198.41	37	12	875	163.59	70	12	1400	190.09	77
Groups/Retreats/ Conferences/Rentals	8	8000	998.53	49	8	8000	1037.2 7	92	8	8000	1040.2 1	102
Outdoor Education	13	4000	966.88	25	11	4000	928.13	40	11	4000	923.87	46
Specialized camps for people with diverse abilities	15	188	83.5	14	26	188	81	15	4	1350	130.73	22
Program Category	Day-Primary				Overnight-Primary				Other-Primary			
	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count
Day Camp	13	7879	764.51	65	7	953	224.8	35	24	645	221.54	13
Overnight Camp	146	2161	703.75	4	53	10586	763.11	113	61	5226	691.95	19
Counselors in Training/ Junior Counselors	3	150	33.03	32	4	300	37.89	71	1	118	22.07	15
Family Camp	25	200	91.25	4	12	875	162.82	55	15	1400	293.19	16

Groups/Retreats/ Conferences/Rentals	30	5000	947.2	10	8	8000	835.17	70	28	4712	1745.4 8	21				
Outdoor Education	30	800	373.8	5	11	4000	841.26	31	13	4000	1280.1 7	12				
Specialized camps for people with diverse abilities	4	85	28.2	5	26	188	73.82	11	62	1350	364.6	5				
Program Category	NFP				FP				Gov				NP-Aff			
	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count
Day Camp	7	600	221.2 6	23	75	280 0	1031.53	17	120	400	260	2	20	787 9	520.2 4	74
Overnight Camp	53	522 6	593.8 4	37	92	170 0	514.7 2	25	NA	NA	NA	0	45	1058 6	927.9 7	75
Counselors in Training/ Junior Counselors	1	118	24.78	27	15	300	60.29	17	10	10	10	1	1	188	34	74
Family Camp	12	140 0	228.7 7	13	42	180	77.13	8	NA	NA	NA	0	24	875	197.2 5	56
Groups/Retreats/ Conferences/Rentals	8	471 2	750.8 8	24	60	500 0	1234.17	12	NA	NA	NA	0	15	800 0	1094.25	67
Outdoor Education	13	400 0	941.9 2	13	300	300 0	128 0	3	NA	NA	NA	0	11	400 0	880.43	30
Specialized camps for people with diverse abilities	26	135 0	398. 5	4	39	40	39.5	2	NA	NA	NA	0	4	188	75.19	16

*Note: Entries of '0' were removed for the purposes of this analysis, and data presented in the table reflects only camps that indicated at least 1 participant in the given program category.

Summer 2021 Only

Table 23 Average number of unique/unduplicated campers by program category, summer only

How many **unique/unduplicated campers*** did this camp serve in **summer 2021 only**** in the categories below? Include both in-person and virtual/distance campers. Enter '0' if your camp did not offer that category. Use your camp's definition of "summer".

*By unique/unduplicated, we mean don't double count a participant who attended multiple sessions of the same type. If a camper attends a week of overnight camp once in June and another week in August, she counts as one overnight camper. If she attends overnight camp in June, and an outdoor education session in September, she is counted in both overnight camp and outdoor education totals.

**If you still have summer programs in session and/or remaining during this calendar year, please estimate your anticipated total number of participants.

Program Category	Day-Any				Overnight-Any				Other-Any			
	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count
Day Camp	7	7879	531.92	113	7	7879	399.02	48	7	7879	492.43	81
Overnight Camp	45	2527	762.32	50	45	5000	694.72	135	45	5000	749.25	120
Counselors in Training/ Junior Counselors	1	188	31.76	70	1	300	37.27	84	1	300	36.15	107
Family Camp	25	750	144.52	21	30	551	126.21	43	25	750	151.29	49
Groups/Retreats/ Conferences/Rentals	10	4600	500.92	25	2	4712	572.6	47	2	4712	621.19	53
Outdoor Education	18	580	321.17	6	12	3000	488.83	12	12	3000	456	14
Specialized camps for people with diverse abilities	4	172	73.36	14	26	172	77.15	13	4	540	92.2	20
Program Category	Day-Primary				Overnight-Primary				Other-Primary			
	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count
Day Camp	13	7879	752.4	65	7	953	222.16	34	12	645	214.58	12
Overnight Camp	146	5161	703.75	4	53	3557	679.86	111	61	5000	694.39	18
Counselors in Training/ Junior Counselors	3	150	32.66	32	5	300	38.74	66	1	118	22.07	16
Family Camp	25	86	55	3	30	551	135.84	32	30	750	217.36	14

Groups/Retreats/ Conferences/Rentals	30	4600	942.67	6	2	3000	545.38	29	14	4714	731.88	16				
Outdoor Education	18	509	263.5	2	20	3000	532	8	12	580	420.2	5				
Specialized camps for people with diverse abilities	4	75	26.2	5	26	172	66.67	9	62	540	202.6	5				
Program Category	NFP				FP				Gov				NP-Aff			
	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count
Day Camp	7	600	216.5 5	22	75	280 0	1014.82	17	120	350	235	2	20	787 9	522.5 1	72
Overnight Camp	53	500 0	599.1 1	35	92	170 0	510.2 8	25	NA	NA	NA	0	45	252 7	794. 8	75
Counselors in Training/ Junior Counselors	1	118	26.2 8	25	15	300	62.3 8	16	10	10	10	1	1	188	33.4 0	72
Family Camp	40	475	188.5 6	9	42	180	81	7	NA	NA	NA	0	25	750	156.0 3	33
Groups/Retreats/ Conferences/Rentals	2	471 2	816.3 8	8	100	460 0	1483.33	9	NA	NA	NA	0	10	200 0	362.2 8	36
Outdoor Education	18	580	366	3	85	300 0	1056.67	3	NA	NA	NA	0	12	509	264. 5	8
Specialized camps for people with diverse abilities	26	540	196	4	39	40	39.5	2	NA	NA	NA	0	4	172	70.0 7	14

*Note: Entries of '0' were removed for the purposes of this analysis, and data presented in the table reflects only camps that indicated at least 1 participant in the given program category.

CAMPER DEMOGRAPHICS

Figure 20 Day camp participants by gender, mean summary (full sample, N=113)

ABOUT WHAT PERCENT OF YOUR CAMP'S 2021 **SUMMER DAY CAMPERS** FALL INTO EACH OF THE FOLLOWING GENDER CATEGORIES?

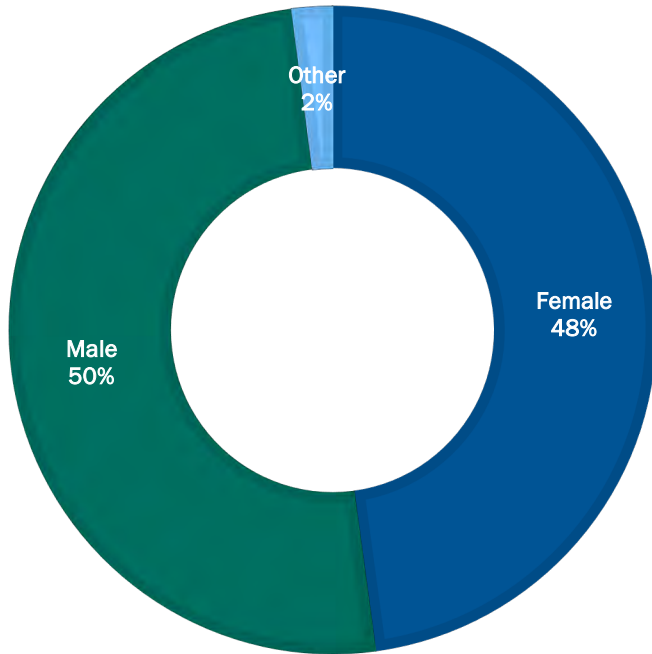


Figure 21 Overnight camp participants by gender, mean summary (full sample, N=136)

ABOUT WHAT PERCENT OF YOUR CAMP'S 2021 **SUMMER OVERNIGHT CAMPERS** FALL INTO EACH OF THE FOLLOWING GENDER CATEGORIES?

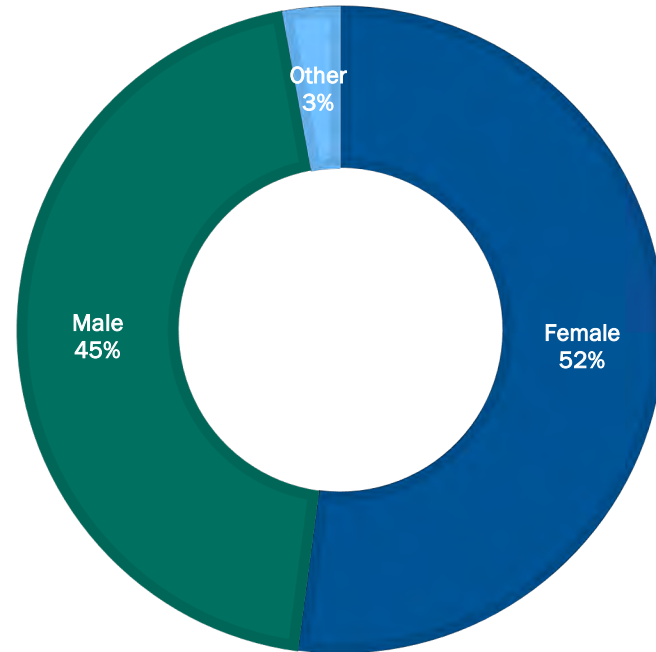


Table 24 Mean percent of day camp participants by gender, by segment

	Full Sample	Program Types Offered			Primary Program Type			Owner/Sponsor			
		Day-A	ON-A	Other-A	Day-P	ON-P	Other-P	NFP	FP	Gov	NP-Aff
Female	47.85	47.85	49.73	47.99	47.68	46.68	46.64	47.27	48.91	30	48.27
Male	50.15	50.15	49.52	49.75	49.58	50.53	51.86	50.59	49.96	70	49.50
Other, including nonbinary, nonconforming, transgender, and unknown	2.01	2.01	0.75	2.26	2.75	0.79	1.50	2.14	1.12	0.00	2.23

Table 25 Mean percent of overnight camp participants by gender, by segment

	Full Sample	Program Types Offered			Primary Program Type			Owner/Sponsor			
		Day-A	ON-A	Other-A	Day-P	ON-P	Other-P	NFP	FP	Gov	NP-Aff
Female	52.10	55.21	51.74	51.94	47.25	51.38	56.81	50.06	45.27	NA	54.68
Male	45.03	42.61	45.36	45.09	52.25	46.38	36.48	45.03	51.91	NA	43.33
Other, including nonbinary, nonconforming, transgender, and unknown	2.88	2.18	2.90	2.97	0.05	2.24	6.71	4.91	2.82	NA	1.99

Figure 22 Day camp participants by age, mean summary (full sample, N=113)

ABOUT WHAT PERCENT OF YOUR CAMP'S 2021 SUMMER DAY CAMPERS FALL INTO EACH OF THE FOLLOWING AGE CATEGORIES?

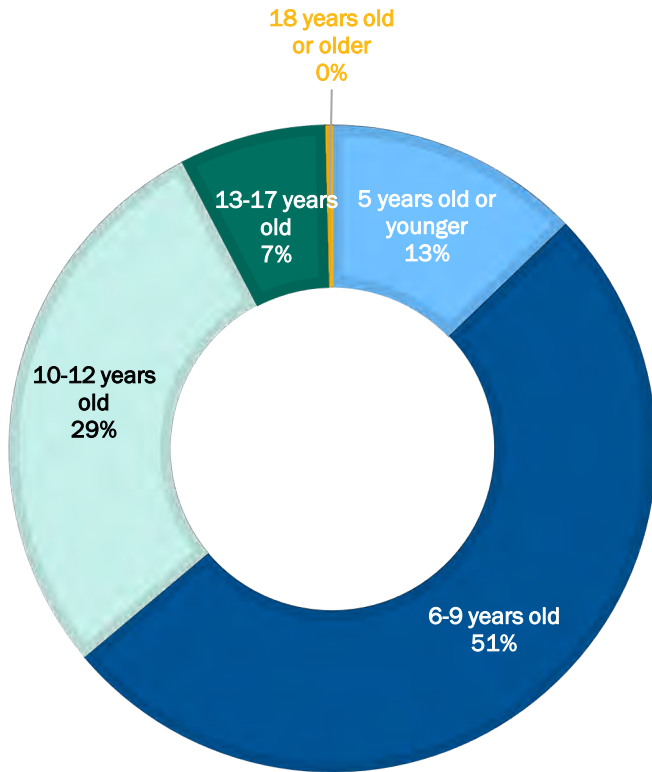


Figure 23 Overnight camp participants by age, mean summary (full sample, N=136)

ABOUT WHAT PERCENT OF YOUR CAMP'S 2021 SUMMER OVERNIGHT CAMPERS FALL INTO EACH OF THE FOLLOWING AGE CATEGORIES?

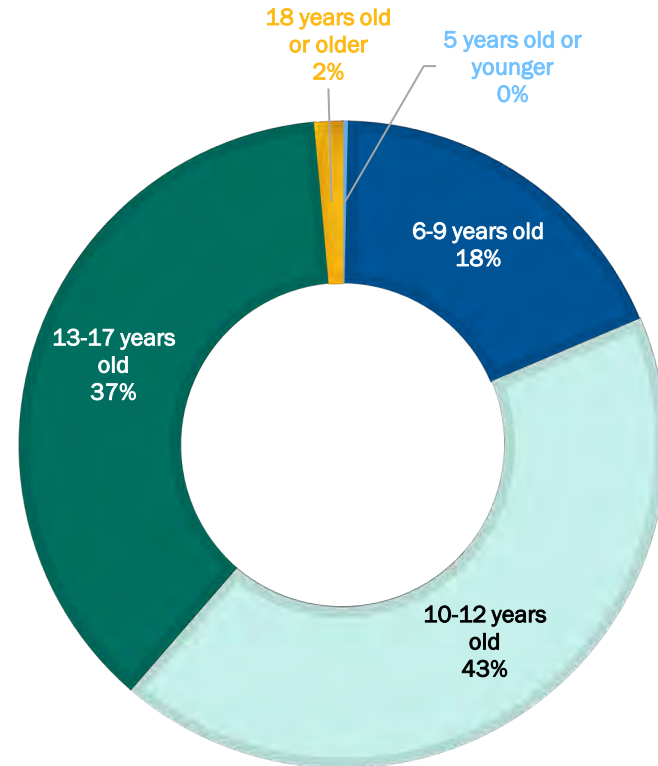


Table 26 Mean percent of day camp participants by age, by segment

	Full Sample	Program Types Offered			Primary Program Type			Owner/Sponsor			
		Day-A	ON-A	Other-A	Day-P	ON-P	Other-P	NFP	FP	Gov	NP-Aff
5 years old or younger	12.81	12.81	10.15	11.36	14.53	11.32	8.43	13.77	18.47	0.00	11.53
6-9 years old	51.06	51.06	58.71	52.54	46.68	60.79	47.71	45.00	43.94	30.00	55.17
10-12 years old	28.45	28.45	27.70	28.22	28.89	25.43	33.79	30.00	29.12	44.00	27.39
13-17 years old	7.35	7.35	3.45	7.15	7.15	7.15	7.93	9.86	8.47	26.00	5.80
18 years old or older	0.33	0.33	0.00	0.47	0.47	0.47	2.14	1.36	0.00	0.00	0.00

Table 27 Mean percent of overnight camp participants by age, by segment

	Full Sample	Program Types Offered			Primary Program Type			Owner/Sponsor			
		Day-A	ON-A	Other-A	Day-P	ON-P	Other-P	NFP	FP	Gov	NP-Aff
5 years old or younger	0.34	0.22	0.34	0.38	0.00	0.05	1.90	0.57	0.20	NA	0.28
6-9 years old	18.29	21.38	18.43	18.58	23.75	17.60	20.90	14.97	15.55	NA	20.80
10-12 years old	42.73	44.87	43.04	43.28	59.50	42.05	43.10	43.34	37.48	NA	44.02
13-17 years old	37.27	32.79	36.80	36.75	16.75	38.97	32.19	39.09	45.10	NA	33.91
18 years old or older	1.38	1.38	1.39	1.39	0.00	1.33	1.90	2.03	1.68	NA	0.99

Figure 24 Day camp participants by race/ethnicity, mean summary (full sample, N=113)

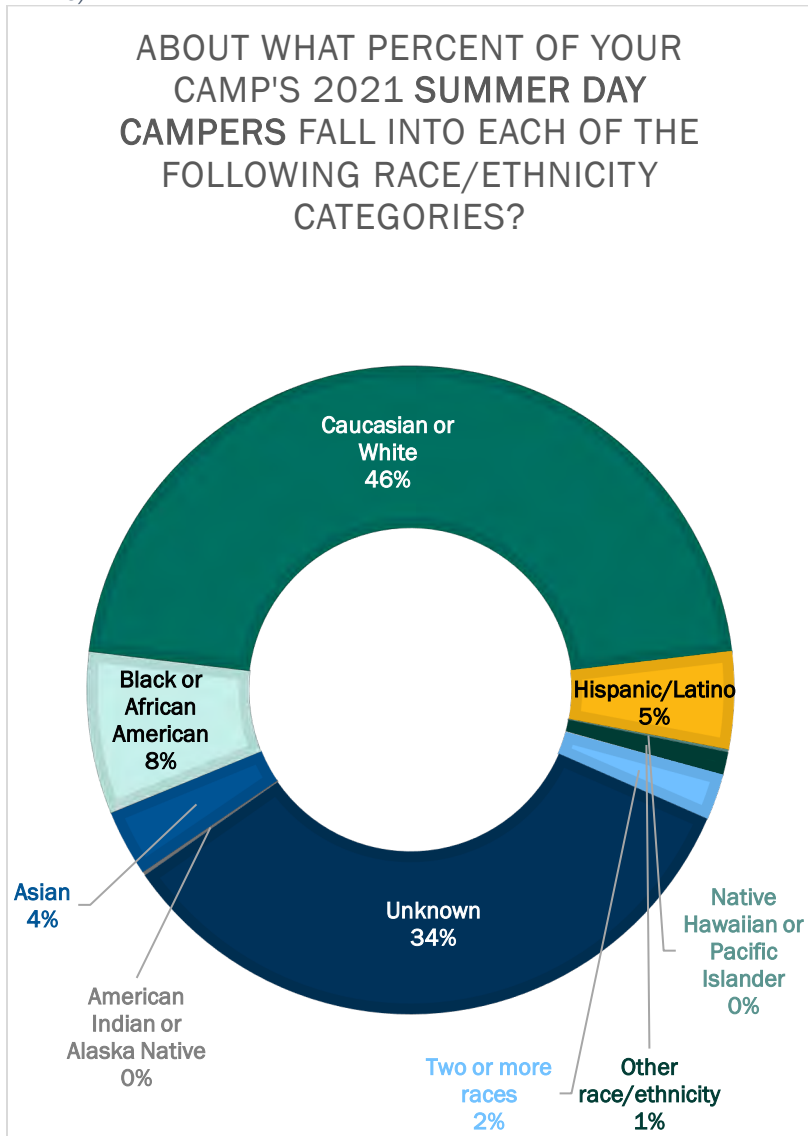


Figure 25 Overnight camp participants by race/ethnicity, mean summary (full sample, N=136)

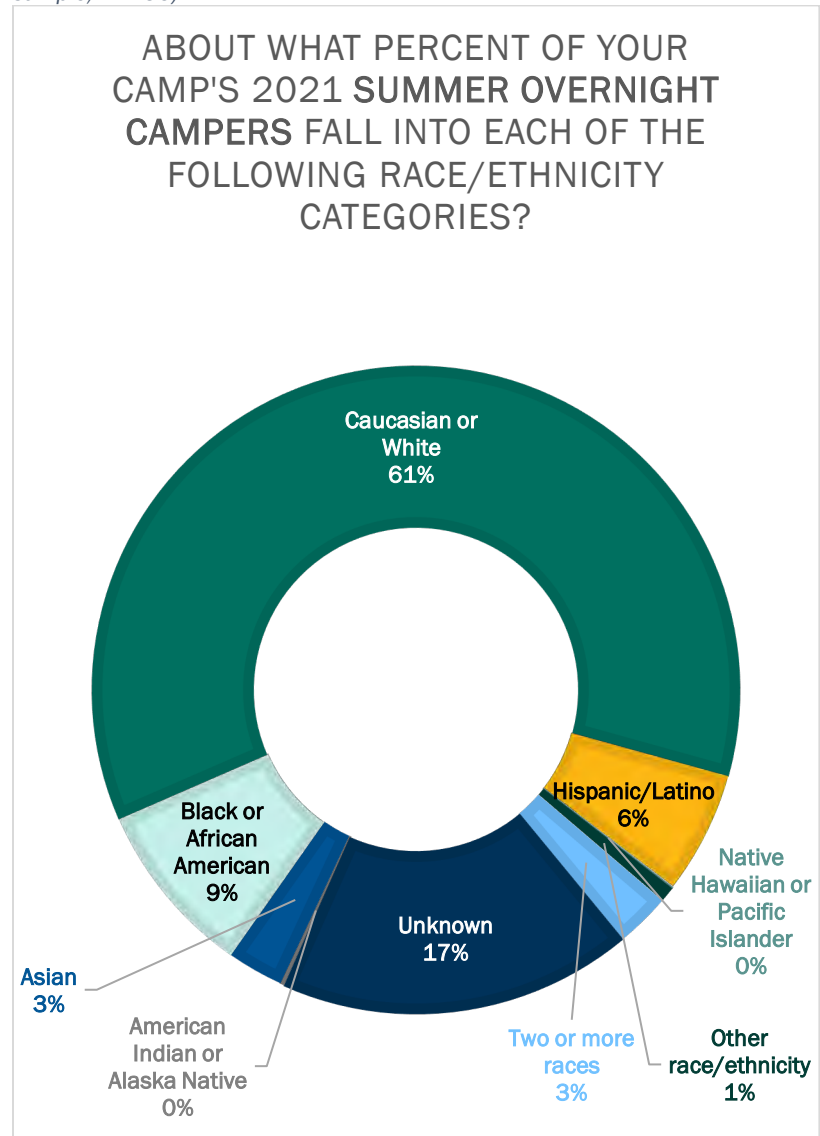


Table 28 Mean percent of day camp participants by race/ethnicity, by segment

	Full Sample	Program Types Offered			Primary Program Type			Owner/Sponsor			
		Day-A	ON-A	Other-A	Day-P	ON-P	Other-P	NFP	FP	Gov	NP-Aff
American Indian or Alaska Native	0.22	0.22	0.38	0.30	0.15	0.24	0.50	0.45	0.00	0.00	0.21
Asian	3.32	3.32	1.88	3.09	4.57	1.68	1.50	3.95	5.18	0.00	2.78
Black or African American	8.09	8.09	4.71	6.71	10.63	4.00	6.21	15.95	5.71	2.50	6.40
Caucasian or White	46.22	46.22	55.48	51.18	41.47	53.26	51.14	51.50	40.24	45.00	46.05
Hispanic/Latino	4.83	4.83	4.63	4.97	5.25	4.74	3.14	4.77	9.12	2.50	3.90
Native Hawaiian or Pacific Islander	0.14	0.14	0.21	0.19	0.25	0.00	0.00	0.00	0.00	0.00	0.22
Other race/ethnicity	1.13	1.13	0.48	1.04	1.76	0.32	0.14	1.32	0.59	0.00	1.23
Two or more races	2.32	2.32	2.98	2.75	1.97	3.26	1.64	3.64	3.88	0.00	1.61
Unknown	33.73	33.73	29.27	29.76	33.95	32.50	35.71	18.41	18.41	20.00	37.60

Table 29 Mean percent of overnight camp participants by race/ethnicity, by segment

	Full Sample	Program Types Offered			Primary Program Type			Owner/Sponsor			
		Day-A	ON-A	Other-A	Day-P	ON-P	Other-P	NFP	FP	Gov	NP-Aff
American Indian or Alaska Native	0.24	0.32	0.24	0.28	0.75	0.23	0.19	0.26	0.04	NA	0.31
Asian	2.80	2.46	2.74	2.77	1.00	2.81	3.05	3.39	3.00	NA	2.43
Black or African American	8.77	7.00	8.80	7.96	7.25	9.15	7.05	12.00	5.62	NA	8.42
Caucasian or White	60.83	53.20	60.76	60.27	77.50	61.81	52.48	61.56	76.06	NA	55.01
Hispanic/Latino	6.09	7.14	6.06	6.16	6.25	6.20	5.52	5.77	8.24	NA	5.61
Native Hawaiian or Pacific Islander	0.13	0.04	0.13	0.12	0.25	0.14	0.05	0.37	0.00	NA	0.05
Other race/ethnicity	0.75	0.98	0.75	0.69	6.25	0.63	0.33	0.83	0.44	NA	0.83
Two or more races	2.72	2.48	2.70	2.58	0.75	2.86	2.33	3.69	2.24	NA	2.43
Unknown	17.67	26.38	17.80	19.18	0.00	16.16	16.16	12.14	4.36	NA	24.92

Figure 26 Day camp participants by household income, mean summary (full sample, N=113)

ABOUT WHAT PERCENT OF YOUR CAMP'S 2021 **SUMMER DAY** CAMPERS FALL INTO EACH OF THE FOLLOWING HOUSEHOLD INCOME CATEGORIES?

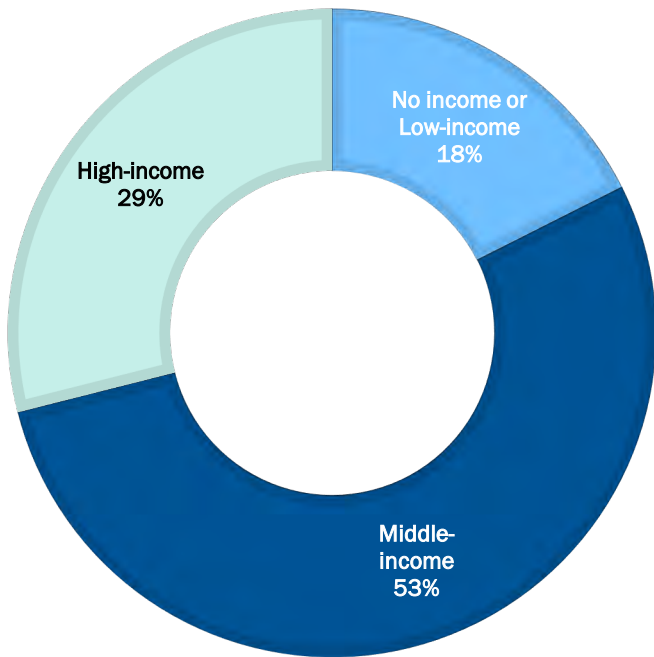


Figure 27 Overnight camp participants by household income, mean summary (full sample, N=136)

ABOUT WHAT PERCENT OF YOUR CAMP'S 2021 **SUMMER OVERNIGHT** CAMPERS FALL INTO EACH OF THE FOLLOWING HOUSEHOLD INCOME CATEGORIES?

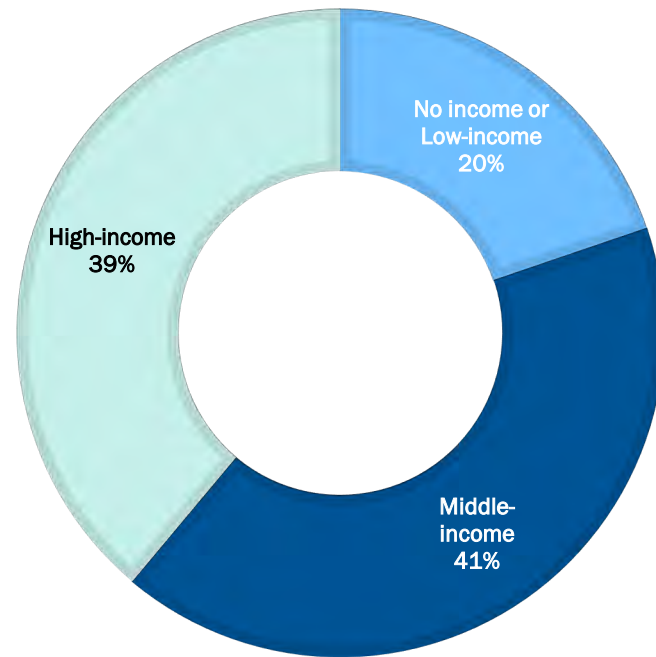


Table 30 Mean percent of day camp participants by household income, by segment

	Full Sample	Program Types Offered			Primary Program Type			Owner/Sponsor			
		Day-A	ON-A	Other-A	Day-P	ON-P	Other-P	NFP	FP	Gov	NP-Aff
No income or Low-income	17.60	17.60	19.08	18.63	17.35	16.06	22.50	29.41	4.06	20.00	17.13
Middle-income	53.46	53.46	57.79	54.91	49.65	56.74	63.21	51.14	39.65	75.00	56.83
High-income	28.94	28.94	23.13	26.46	33.00	27.21	14.29	19.45	56.29	5.00	26.04

Table 31 Mean percent of overnight camp participants by household income, by segment

	Full Sample	Program Types Offered			Primary Program Type			Owner/Sponsor			
		Day-A	ON-A	Other-A	Day-P	ON-P	Other-P	NFP	FP	Gov	NP-Aff
No income or Low-income	19.79	19.00	19.75	19.29	22.50	17.73	30.14	31.71	4.04	NA	19.73
Middle-income	41.31	47.34	41.24	43.27	47.50	39.88	47.67	39.31	22.96	NA	48.37
High-income	38.90	33.66	39.01	37.44	30.00	42.39	22.19	28.97	73.00	NA	31.89

CAMPER DIVERSE ABILITIES

Figure 28 Campers by diverse abilities (full sample)

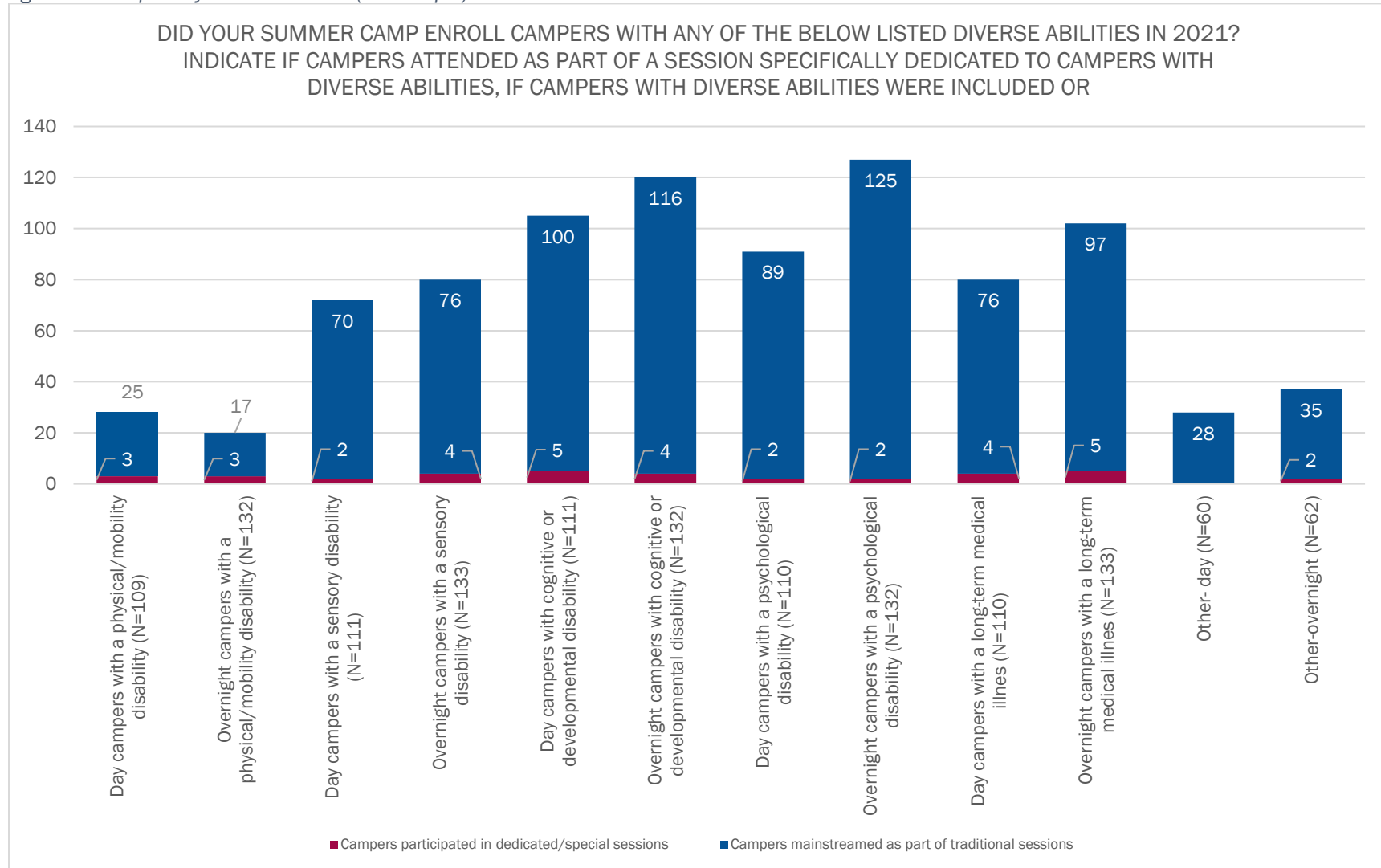


Table 32 Day camp participants by diverse abilities, by segment

Diverse Ability	Day-Any				Overnight-Any				Other-Any							
	DS	M	NC	Count	DS	M	NC	Count	DS	M	NC	Count				
Physical/mobility	3	25	83	109	1	9	38	47	3	19	56	76				
Sensory	2	70	41	111	1	25	22	47	2	46	32	78				
Cognitive/developmental	5	100	10	111	1	42	5	47	5	68	9	78				
Psychological	2	89	20	110	1	38	9	47	2	66	11	78				
Long-term medical illness	4	76	32	110	1	30	17	47	4	52	24	78				
Other	0	28	32	60	0	9	14	23	0	17	23	40				
Diverse Ability	Day-Primary				Overnight-Primary				Other-Primary							
	DS	M	NC	Count	DS	M	NC	Count	DS	M	NC	Count				
Physical/mobility	1	15	47	63	1	7	26	33	1	3	10	13				
Sensory	1	47	17	64	1	17	16	33	0	6	8	14				
Cognitive/developmental	2	59	5	64	1	30	3	33	2	11	2	14				
Psychological	0	51	12	63	1	28	5	33	1	10	3	14				
Long-term medical illness	1	46	16	63	1	23	10	33	2	7	6	14				
Other	0	19	19	38	0	7	10	17	0	2	3	5				
Diverse Ability	NFP				FP				Gov				NP-Aff			
	DS	M	NC	Count	DS	M	NC	Count	DS	M	NC	Count	DS	M	NC	Count
Physical/mobility	2	5	15	20	0	3	14	17	0	0	2	2	1	17	52	70
Sensory	1	10	12	22	0	15	2	17	0	0	2	2	1	45	25	70
Cognitive/developmental	2	18	4	22	0	17	0	17	1	0	1	2	2	65	5	70
Psychological	1	15	7	22	0	15	1	16	1	1	0	2	0	58	12	70
Long-term medical illness	2	12	10	22	0	16	1	17	1	1	0	2	1	47	21	69
Other	0	2	10	12	0	9	2	11	0	0	1	1	0	17	19	36

*Note: DS = campers participated in dedicated/special sessions, M = campers mainstreamed as part of traditional session, NC = no campers enrolled.

Table 33 Overnight camp participants by diverse abilities, by segment

Diverse Ability	Day-Any				Overnight-Any				Other-Any							
	DS	M	NC	Count	DS	M	NC	Count	DS	M	NC	Count				
Physical/mobility	1	13	35	48	3	17	112	131	3	16	99	117				
Sensory	2	37	12	49	4	76	54	132	3	70	47	118				
Cognitive/developmental	1	46	3	49	4	116	13	131	3	106	11	118				
Psychological	1	45	3	48	2	124	6	131	1	112	5	117				
Long-term medical illness	2	37	11	49	5	96	34	132	5	89	28	119				
Other	1	11	9	21	2	35	25	62	2	33	19	54				
Diverse Ability	Day-Primary				Overnight-Primary				Other-Primary							
	DS	M	NC	Count	DS	M	NC	Count	DS	M	NC	Count				
Physical/mobility	0	1	2	3	1	14	95	109	2	2	16	20				
Sensory	0	3	1	4	3	60	48	109	1	13	6	20				
Cognitive/developmental	0	3	1	4	3	96	11	108	1	17	2	20				
Psychological	0	3	1	4	2	104	4	109	0	18	1	19				
Long-term medical illness	0	3	1	4	3	82	26	109	2	12	7	20				
Other	0	0	2	2	2	28	21	51	0	7	2	9				
Diverse Ability	NFP				FP				Gov				NP-Aff			
	DS	M	NC	Count	DS	M	NC	Count	DS	M	NC	Count	DS	M	NC	Count
Physical/mobility	2	4	29	34	0	2	23	25	NA	NA	NA	0	1	11	60	72
Sensory	1	16	18	34	1	5	19	25	NA	NA	NA	0	2	55	17	73
Cognitive/developmental	1	30	4	34	1	21	2	24	NA	NA	NA	0	2	64	8	73
Psychological	1	32	2	34	1	22	2	25	NA	NA	NA	0	0	70	2	72
Long-term medical illness	3	27	7	35	0	15	9	24	NA	NA	NA	0	2	54	18	73
Other	0	10	8	18	1	5	3	9	NA	NA	NA	0	1	20	14	35

*Note: DS = campers participated in dedicated/special sessions, M = campers mainstreamed as part of traditional session, NC = no campers enrolled.

INTERNATIONAL CAMPERS (Overnight Camps Only)

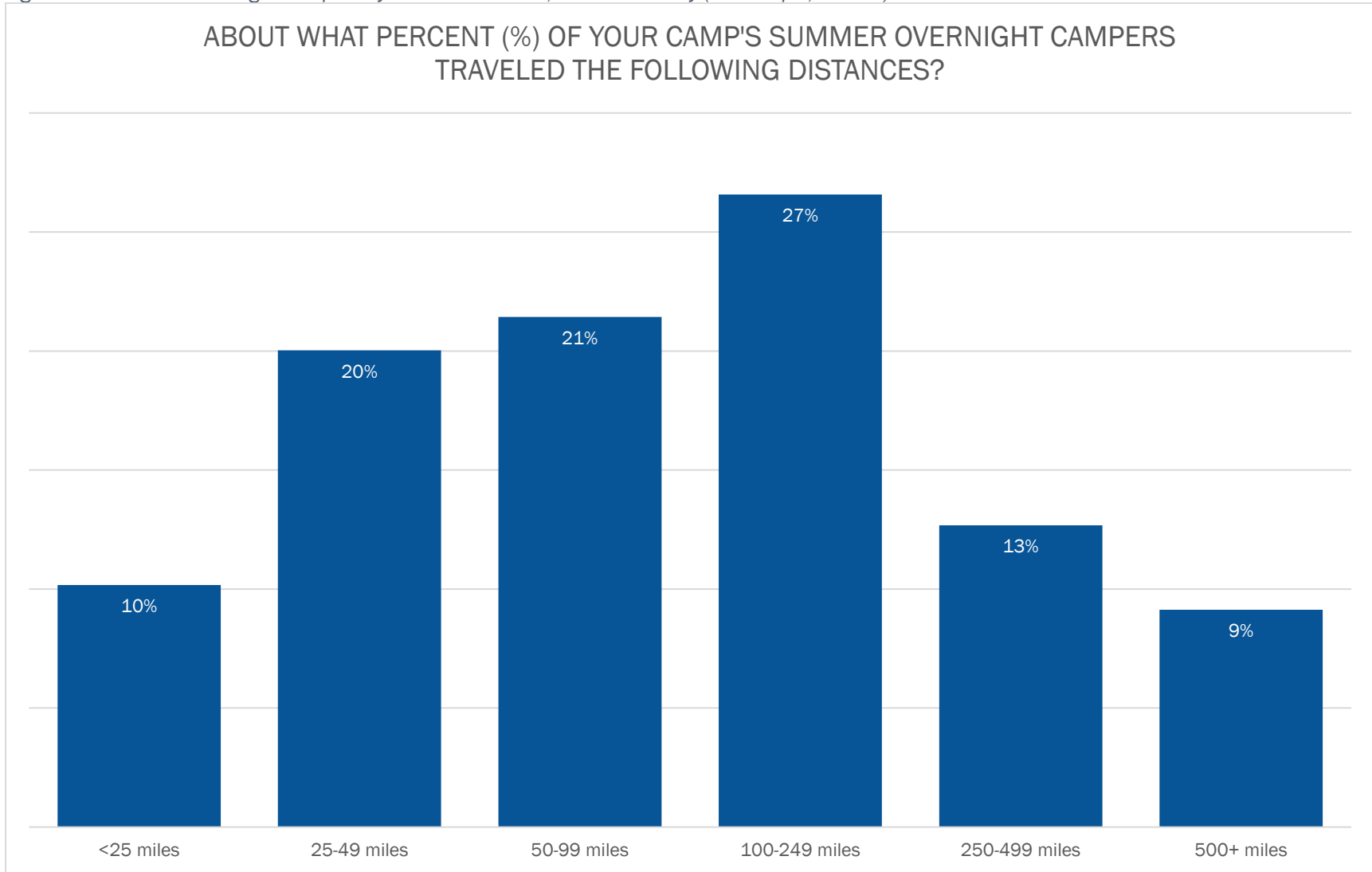
Table 34 International campers at overnight camp, by segment

About what percent (%) of your summer overnight campers were international campers in summer 2021?																
	Day-Any				Overnight-Any				Other-Any							
	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count				
International campers	0	30	1.35	49	0	30	1.32	133	0	30	1.31	118				
	Day-Primary				Overnight-Primary				Other-Primary							
	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count				
International campers	0	0	0	4	0	30	1.60	109	0	1	.05	21				
	NFP				FP				Gov				NP-Aff			
	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count
International campers	0	10	1	34	0	30	3.26	25	NA	NA	NA	0	0	24	0.80	74

*Note: This question was only asked of survey participants responding to the overnight camp section of the CampCounts 2021 survey.

CAMPER DISTANCE TRAVELED (Overnight Camps Only)

Figure 29 Percent of overnight campers by distance traveled, mean summary (full sample, N=136)



*Note: This question was only asked of survey participants responding to the overnight camp section of the CampCounts 2021 survey.

Table 35 Mean percent of overnight campers by distance traveled, by segment

	Full Sample	Program Types Offered			Primary Program Type			Owner/Sponsor			
		Day-A	ON-A	Other-A	Day-P	ON-P	Other-P	NFP	FP	Gov	NP-Aff
500 or more miles	9.13	7.61	9.20	7.90	2.25	10.82	1.52	10.46	23.32	NA	3.87
250-499 miles	12.68	6.82	12.77	11.68	7.75	13.43	9.62	13.17	26.32	NA	7.93
100-249 miles	26.57	19.09	26.77	25.80	6.25	27.68	24.57	30.46	35.68	NA	21.41
50-99 miles	21.43	24.94	21.59	21.72	35.50	20.13	25.62	21.34	9.16	NA	25.36
25-49 miles	20.03	24.36	20.18	21.81	30.75	19.40	21.33	16	3.40	NA	27.69
Less than 25 miles	10.17	17.18	9.50	11.10	17.50	8.55	17.33	8.57	2.12	NA	13.73

*Note: This question was only asked of survey participants responding to the overnight camp section of the CampCounts 2021 survey.

CAMP OCCUPANCY

Figure 30 Average camp occupancy (full sample)

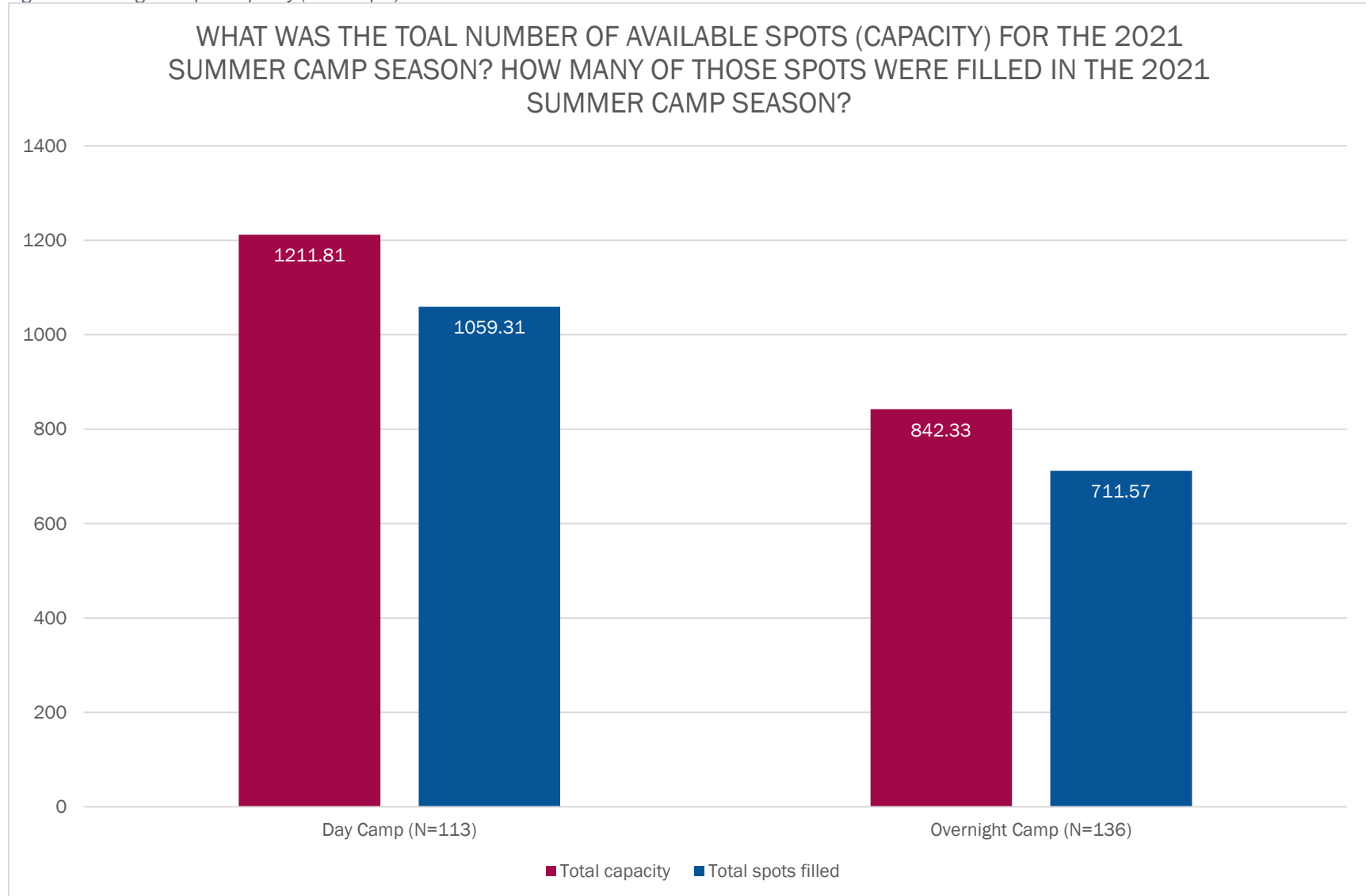


Table 36 Day camp occupancy, by segment

	Day-Any				Overnight-Any				Other-Any							
	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count				
Total capacity	10	15000	1221.8 ₁	113	10	11604	889.67	48	10	11604	1070.2 ₃	79				
Total spots filled	7	14590	1059.3 ₁	113	7	7879	704.88	48	7	7879	910.48	79				
Average % occupancy			86.7%				79.2%				85.1%					
	Day-Primary				Overnight-Primary				Other-Primary							
	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count				
Total capacity	20	15000	1798.7 ₂	65	10	1440	382.35	34	12	1870	581.93	14				
Total occupancy	13	14590	1566.6 ₆	65	7	1440	344.24	34	12	1775	440.36	14				
Average % occupancy			87.1%				90.0%				75.7%					
	NFP				FP				Gov				NP-Aff			
	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count
Total capacity	10	1560	477.8 ₂	22	100	1500	2183.53	17	150	1530	840	2	40	1400	1232.67	72
Total occupancy	7	1540	373.9 ₁	22	96	1459	2101.53	17	120	1261	690.5	2	20	1110	1032.90	72
Average % occupancy			78.3%				96.2%				82.2%				83.8%	

Table 37 Overnight camp occupancy, by segment

	Day-Any				Overnight-Any				Other-Any							
	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count				
Total capacity	78	3500	1008.9 ₂	50	58	3624	847.39	135	58	3624	917.3	120				
Total spots filled	78	2700	857	50	53	3383	716.19	135	53	3383	773.16	120				
Average % occupancy			84.9%				84.5%				84.3%					
	Day-Primary				Overnight-Primary				Other-Primary							
	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count				
Total capacity	150	2849	901.25	4	58	3624	858.73	111	78	2700	744.43	21				
Total occupancy	150	2670	832	4	53	3383	735.12	111	78	2700	564.19	21				
Average % occupancy			92.3%				85.6%				75.8%					
	NFP				FP				Gov				NP-Aff			
	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count
Total capacity	58	3624	557.4 ₃	35	120	2500	606.8	25	NA	NA	NA	0	150	3500	1057.13	75

Total occupancy	53	338 3	466.7 7	35	80	206 9	536.5 6	25	NA	NA	NA	0	88	280 0	885.76	75
Average % occupancy			83.7 %				88.4 %				NA				83.8 %	

CAMPER RETURN/RETENTION RATE

Figure 31 Camper retention, mean summary (full sample)

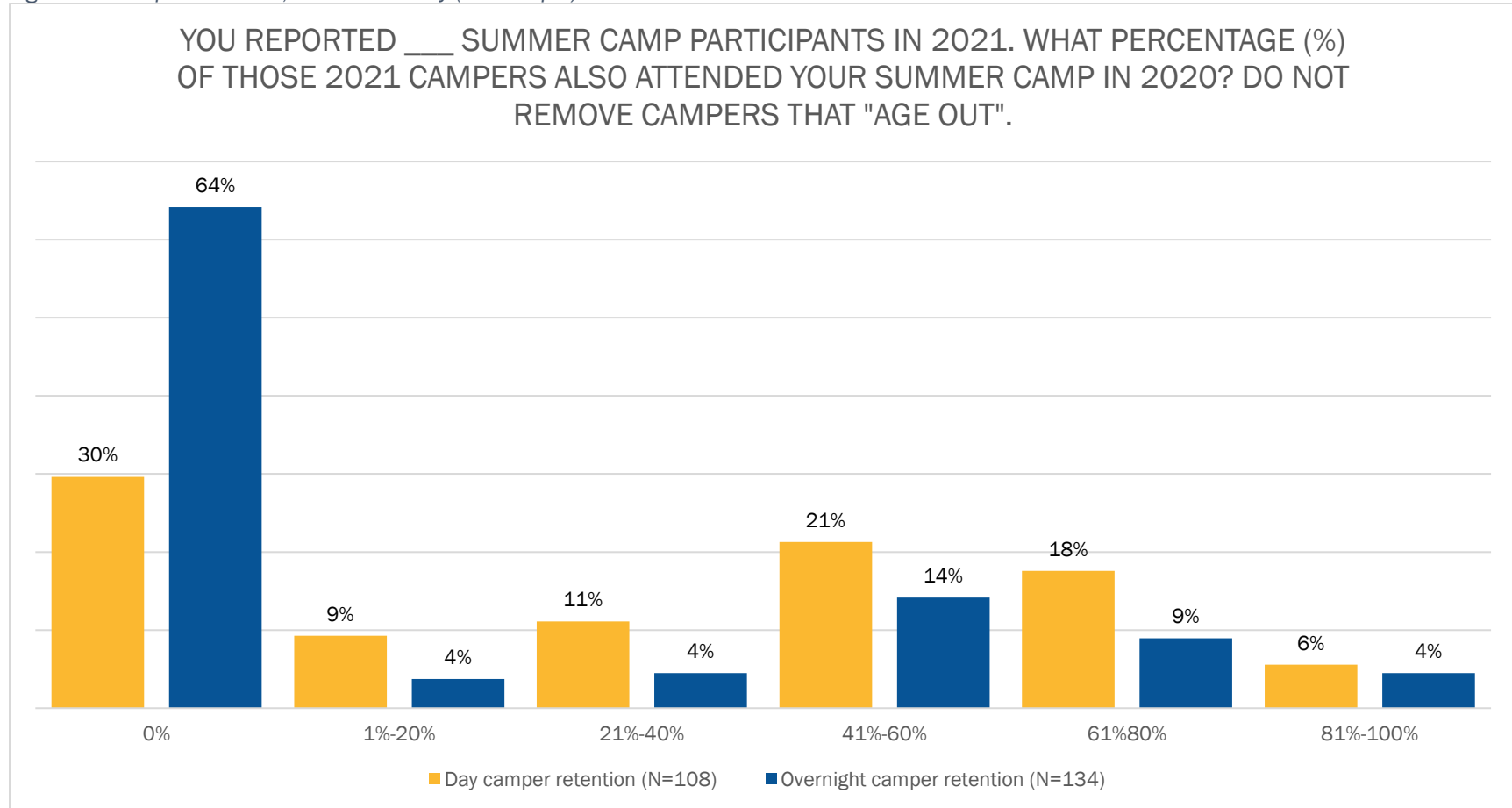


Table 38 Mean percent of camper retention, by segment

	Full Sample	Program Types Offered			Primary Program Type			Owner/Sponsor			
		Day-A	ON-A	Other-A	Day-P	ON-P	Other-P	NFP	FP	Gov	NP-Aff
Average day camper retention	38.08	38.08	32.40	34.67	44.42	28.42	32.38	28.14	47.06	10.00	39.84
Average overnight camper retention	19.69	19.64	19.84	18.48	15.00	20.80	14.86	24.03	22.92	NA	16.88

FINANCIAL ASSISTANCE

Of the camps responding to this survey, both those that ran some amount of day camp programming as well as those that ran some amount of overnight camp programming, about one-third reported subsidizing the cost of summer overnight camp for all campers in summer 2021 (see Figures 32 and 33 and Tables 39 and 40). Only 9 percent of camps that offered some amount of day camp programming and 19 percent of camps that offered some amount of overnight camp programming offered tiered pricing (see Figures 34 and 35 and Tables 41 and 42). Of the camps that offered some amount of day camp programming that also offered tiered pricing, 21–70 percent of their summer day camp campers paid less than the true cost of camp by selecting from tiered prices (see Figure 36 and Table 43). Among the camps that offered some amount of overnight camp programming that also offered tiered pricing, the most commonly reported percent of summer overnight campers who paid less than the true cost of camp by selecting from tiered prices was 51–60 percent (5 camps; see Figure 36 and Table 44).

Nearly three-fourths (71 percent) of the camps responding to this survey that ran some amount of day camp programming in 2021 and nearly two-thirds (63 percent) of the camps that ran some amount of overnight camp programming in 2021 reported no summer campers received means-tested² financial assistance (See Figures 37 and 38 and Tables 45 and 46).

Still, the total dollar value of means-tested financial assistance was higher, on average, for both day and overnight camps in 2021 compared to the total dollar value in 2020, regardless of programs offered, primary programs offered, or camp owner/sponsor (see Tables 47 and 48).

When asked about the sources of means-tested financial assistance, the most commonly reported sources for camps that offered some amount of day camp programming were internal from one's own camp, followed by external private donations and external foundations (see Figure 39). The most commonly reported sources of means-tested financial assistance among camps that offered some amount of overnight camp programming were internal from one's own network, followed by external foundations and other alternative sources.

² By **means-tested** we mean assistance required demonstration of financial need such as completing a financial assistance application, submitting income tax records, or being referred by an agency or organization serving children with financial need.

SUBSIDIES

Figure 32 Day camp subsidies (full sample, N=112)

DID YOU SUBSIDIZE THE COST OF
SUMMER DAY CAMP FOR ALL
CAMPERS IN SUMMER 2021?

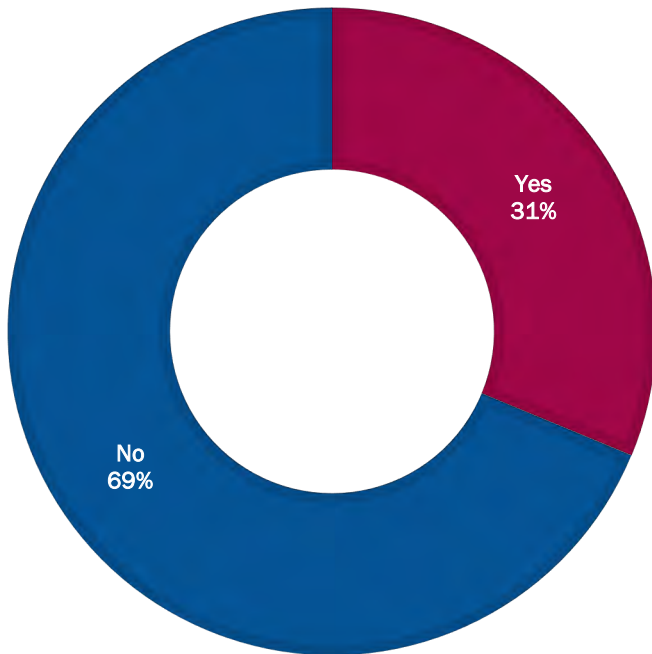


Figure 33 Overnight camp subsidies (full sample, N=136)

DID YOU SUBSIDIZE THE COST OF
SUMMER OVERNIGHT CAMP FOR ALL
CAMPERS IN SUMMER 2021?

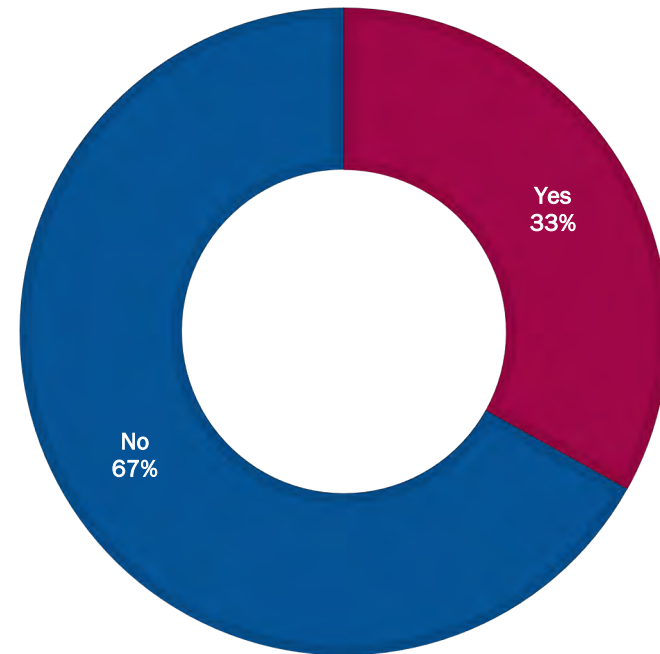


Table 39 Day camp subsidies, by segment

	Full Sample	Program Types Offered			Primary Program Type				Owner/Sponsor				
		Day-A	ON-A	Other-A	Day-P	ON-P	Other-P	Total	NFP	FP	Gov	NP-Aff	Total
Yes	35	35	16	25	18	13	4	35	11	4	1	19	35
No	77	77	31	53	47	21	9	77	11	13	1	52	77
Total	112	112	47	78	65	34	13	112	22	17	2	71	112

Table 40 Overnight camp subsidies, by segment

	Full Sample	Program Types Offered			Primary Program Type				Owner/Sponsor				
		Day-A	ON-A	Other-A	Day-P	ON-P	Other-P	Total	NFP	FP	Gov	NP-Aff	Total
Yes	45	15	44	39	0	38	7	45	17	4	NA	24	45
No	91	35	91	81	4	73	14	91	18	21	NA	51	90
Total	136	50	135	120	4	111	21	136	35	25	NA	75	135

TIERED PRICING

Figure 34 Day camp tiered pricing (full sample, N=112)

DID YOU OFFER TIERED PRICING FOR **SUMMER DAY CAMP** THROUGH WHICH FAMILIES CHOSE TO PAY THE "TRUE COST OF CAMP" OR CHOSE TO PAY A LOWER, SUBSIDIZED FEE, WITHOUT DEMONSTRATING FINANCIAL NEED?

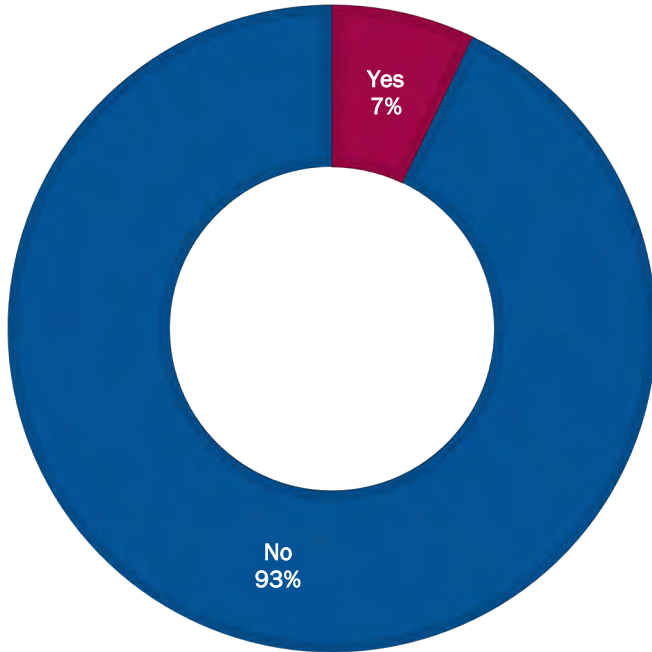


Figure 35 Overnight camp tiered pricing (full sample, N=136)

DID YOU OFFER TIERED PRICING FOR **SUMMER OVERNIGHT CAMP** THROUGH WHICH FAMILIES CHOSE TO PAY THE "TRUE COST OF CAMP" OR CHOSE TO PAY A LOWER, SUBSIDIZED FEE, WITHOUT DEMONSTRATING FINANCIAL NEED?

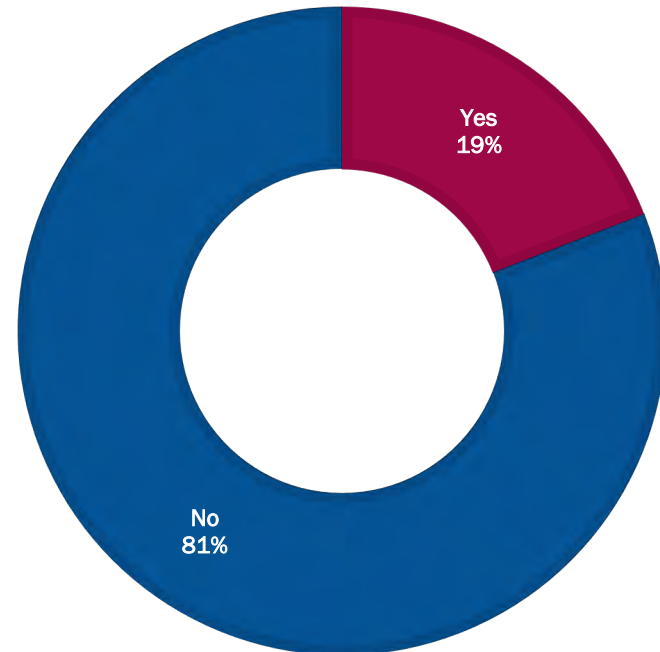


Table 41 Day camp tiered pricing, by segment

	Full Sample	Program Types Offered			Primary Program Type				Owner/Sponsor				
		Day-A	ON-A	Other-A	Day-P	ON-P	Other-P	Total	NFP	FP	Gov	NP-Aff	Total
Yes	8	8	6	8	2	4	2	8	2	0	0	6	8
No	104	104	41	70	63	30	11	104	20	17	2	65	104
Total	112	112	47	78	65	34	13	112	22	17	2	71	112

Table 42 Overnight camp tiered pricing, by segment

	Full Sample	Program Types Offered			Primary Program Type				Owner/Sponsor				
		Day-A	ON-A	Other-A	Day-P	ON-P	Other-P	Total	NFP	FP	Gov	NP-Aff	Total
Yes	26	10	26	24	0	21	5	26	7	1	NA	18	26
No	110	40	109	96	4	90	16	110	28	24	NA	57	109
Total	136	50	135	120	4	111	21	136	35	25	NA	75	135

Figure 36 Campers utilizing tiered pricing (full sample)

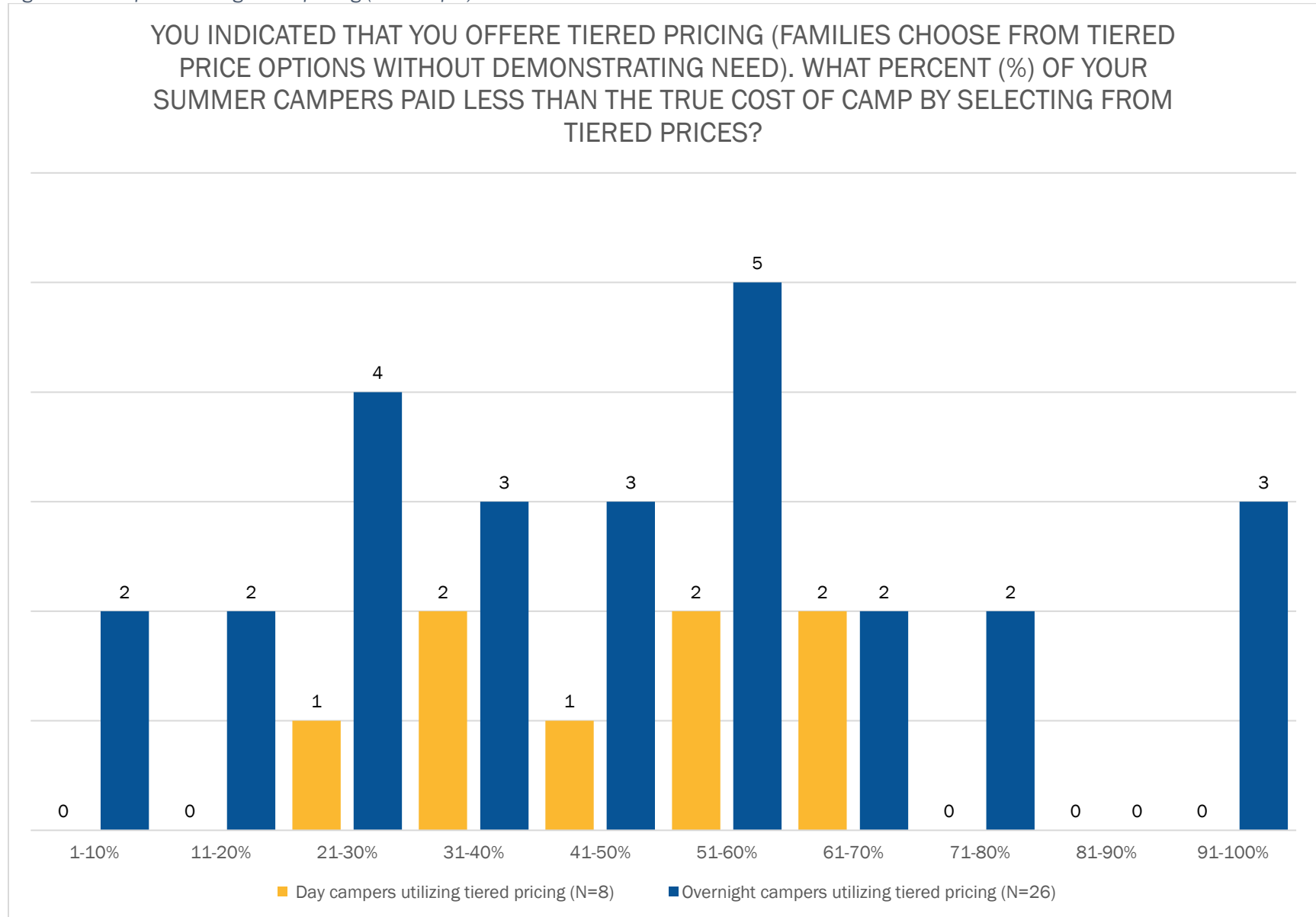


Table 43 Percent of day campers utilizing tiered pricing, by segment

	Full Sample	Program Types Offered			Primary Program Type				Owner/Sponsor				
		Day-A	ON-A	Other-A	Day-P	ON-P	Other-P	Total	NFP	FP	Gov	NP-Aff	Total
1-10%	0	0	0	0	0	0	0	0	0	0	0	0	0
11-20%	0	0	0	0	0	0	0	0	0	0	0	0	0
21-30%	1	1	1	1	0	0	1	1	0	0	0	1	1
31-40%	2	2	2	2	0	2	0	2	0	0	0	2	2
41-50%	1	1	1	1	0	0	1	1	1	0	0	0	1
51-60%	2	2	0	2	2	0	0	2	1	0	0	1	2
61-70%	2	2	2	2	0	2	0	2	0	0	0	2	2
71-80%	0	0	0	0	0	0	0	0	0	0	0	0	0
81-90%	0	0	0	0	0	0	0	0	0	0	0	0	0
91-100%	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	8	8	6	8	2	4	2	8	2	0	0	6	8

Table 44 Percent of overnight campers utilizing tiered pricing, by segment

	Full Sample	Program Types Offered			Primary Program Type				Owner/Sponsor				
		Day-A	ON-A	Other-A	Day-P	ON-P	Other-P	Total	NFP	FP	Gov	NP-Aff	Total
1-10%	2	1	2	1	0	2	0	2	0	1	NA	1	2
11-20%	2	1	2	2	0	2	0	2	0	0	NA	2	2
21-30%	4	1	4	4	0	3	1	4	1	0	NA	3	4
31-40%	3	1	3	3	0	2	1	3	2	0	NA	1	3
41-50%	3	2	3	3	0	3	0	3	1	0	NA	2	3
51-60%	5	3	5	5	0	4	1	5	0	0	NA	5	5
61-70%	2	0	2	2	0	2	0	2	0	0	NA	2	2
71-80%	2	1	2	1	0	1	1	2	1	0	NA	1	2
81-90%	0	0	0	0	0	0	0	0	0	0	NA	0	0
91-100%	3	0	3	3	0	2	1	3	2	0	NA	1	3
Total	26	10	26	24	0	21	5	26	7	1	NA	28	26

MEANS-TESTED FINANCIAL ASSISTANCE

Figure 37 Day camp means-tested financial assistance (full sample, N=113)

ABOUT WHAT PERCENT OF **SUMMER DAY CAMPERS** RECEIVED MEANS-TESTED* FINANCIAL ASSISTANCE (I.E. NEED-BASED SCHOLARSHIPS) FOR EACH LISTED CATEGORY BELOW?

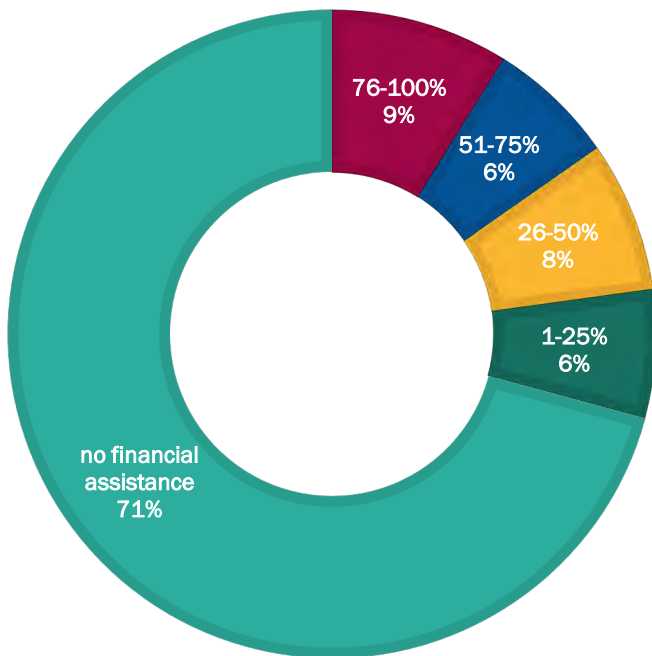


Figure 38 Overnight camp means-tested financial assistance (full sample, N=135)

ABOUT WHAT PERCENT OF **SUMMER OVERNIGHT CAMPERS** RECEIVED MEANS-TESTED* FINANCIAL ASSISTANCE (I.E. NEED-BASED SCHOLARSHIPS) FOR EACH LISTED CATEGORY BELOW?

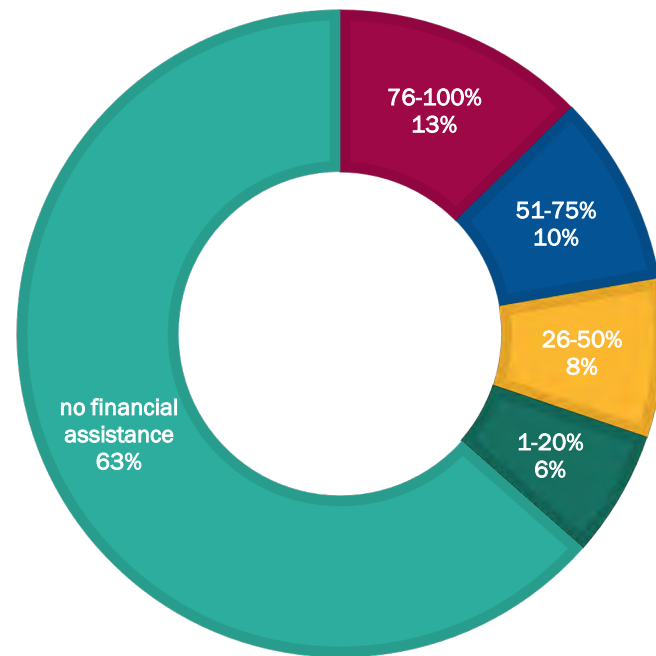


Table 45 Mean percent of day campers receiving means-tested financial assistance, by segment

	Full Sample	Program Types Offered			Primary Program Type			Owner/Sponsor			
		Day-A	ON-A	Other-A	Day-P	ON-P	Other-P	NFP	FP	Gov	NP-Aff
% of campers who received 76-100% assistance	8.89	8.89	11.98	10.47	4.54	13.03	19.07	18.18	7.18	0	6.71
% of campers who received 51-75% assistance	6.38	6.38	9.54	7.63	4.66	9.68	6.36	9.00	3.06	0	6.54
% of campers who received 26-50% assistance	7.56	7.56	7.06	7.87	7.16	5.41	14.64	8.41	0.41	0	9.20
% of campers who received 1-25% assistance	6.36	6.36	6.56	7.46	7.75	4.41	4.64	3.45	0.94	0	8.71
% of campers who did not receive financial assistance	70.83	70.83	70.80	66.57	75.89	67.47	55.29	60.95	88.41	100	68.85

Table 46 Mean percent of overnight campers receiving means-tested financial assistance, by segment

	Full Sample	Program Types Offered			Primary Program Type			Owner/Sponsor			
		Day-A	ON-A	Other-A	Day-P	ON-P	Other-P	NFP	FP	Gov	NP-Aff
% of campers who received 76-100% assistance	12.69	10.05	12.69	11.48	8.06	12.66	22.76	22.56	6.09	NA	12.09
% of campers who received 51-75% assistance	9.55	11.73	9.55	10.37	21.41	8.45	12.13	10.29	4.03	NA	11.10
% of campers who received 26-50% assistance	7.94	10.51	7.94	08.59	13.85	7.70	6.68	05.78	3.37	NA	10.46
% of campers who received 1-25% assistance	6.30	07.82	6.30	06.80	12.59	5.18	10.34	05.40	3.10	NA	07.81
% of campers who did not receive financial assistance	63.5	59.89	63.5	62.76	44.08	66.01	48.10	55.96	83.41	NA	58.55

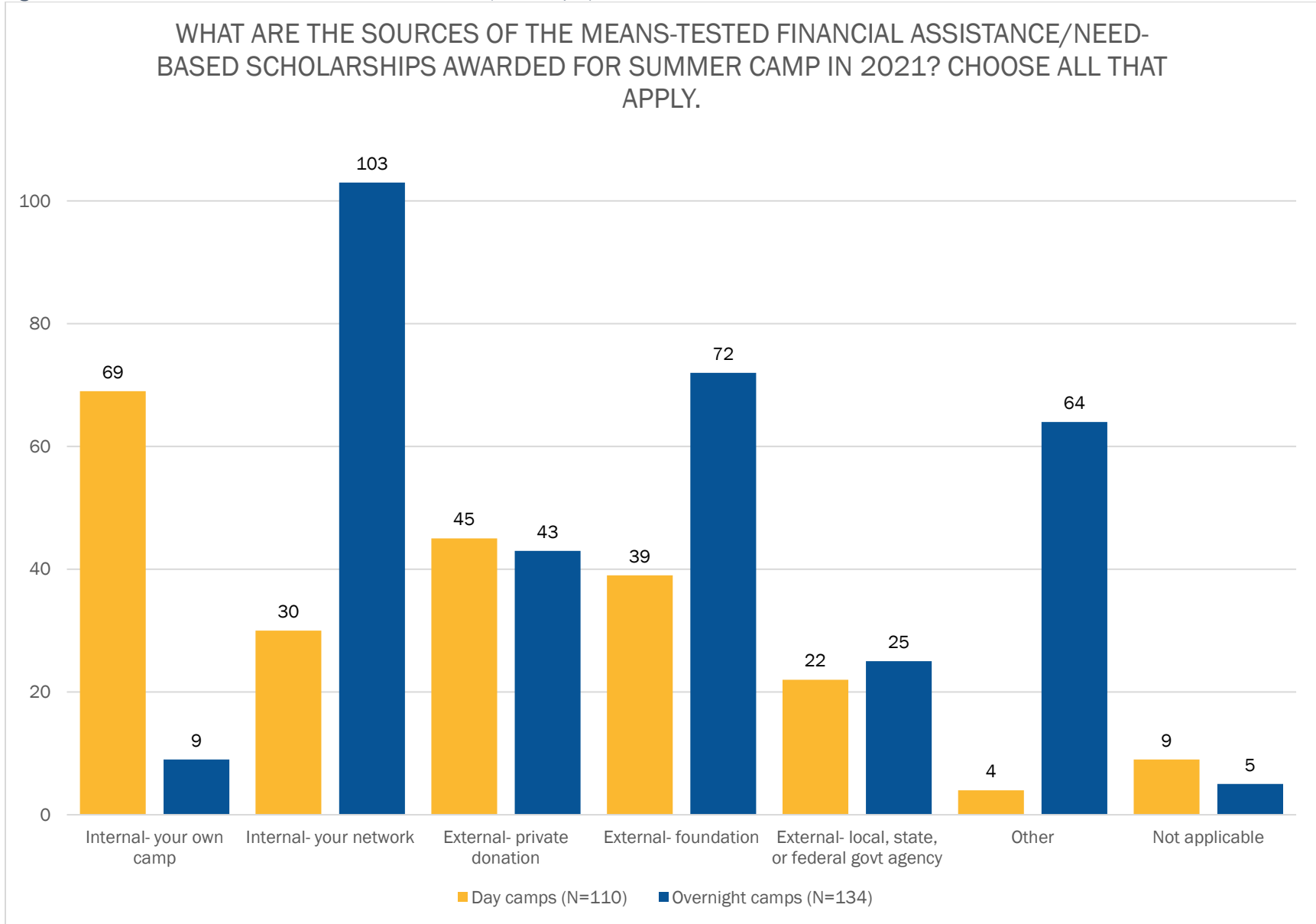
Table 47 Total dollar value of day camp means-tested financial assistance in 2021 and 2020, by segment

<ul style="list-style-type: none"> What is the estimated seasonal total (not per camper) dollar value of means-tested financial assistance/need-based scholarships awarded to summer day campers for the 2021 day camp summer season? Enter dollar value only, without a dollar sign. What was the estimated seasonal total (not per camper) dollar value of means-tested financial assistance/need-based scholarships awarded to summer day campers for the 2020 day camp summer season? Enter dollar value only, without a dollar sign. 																
	Day-Any				Overnight-Any				Other-Any							
	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count				
2021 total dollar value of means-tested financial assistance	0	35400 0	28774.9 2	113	0	91200	9456.65	48	0	35400 0	25956.2 6	79				
2020 total dollar value of means-tested financial assistance	0	17500 0	12120.7 8	109	0	42664	5409.15	47	0	17500 0	11239.3 4	76				
Average % increase in total dollar value of means-tested financial assistance			137.4 %				74.8%				131%					
	Day-Primary				Overnight-Primary				Other-Primary							
	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count				
2021 total dollar value of means-tested financial assistance	0	35400 0	42771.5	65	0	91200	9601.68	34	0	75000	12783	14				
2020 total dollar value of means-tested financial assistance	0	17500 0	17808.4 9	63	0	42664	4639.06	33	0	23341	3549.31	13				
Average % increase in total dollar value of means-tested financial assistance			140.2 %				107%				260.2 %					
	NFP				FP				Gov				NP-Aff			
	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count
2021 total dollar value of means-tested financial assistance	0	9120 0	16321.5 5	22	0	11130 2	28077.1 1	17	NA	NA	NA	0	0	3540 00	33544.1 9	72
2020 total dollar value of means-tested financial assistance	0	7680 0	6550.76	21	0	61759	12074.3 5	17	NA	NA	NA	0	0	1750 00	14175.7 7	68
Average % increase in total dollar value of means-tested financial assistance			147.6 %				132.5 %				NA				136.6 %	

Table 48 Total dollar value of overnight camp means-tested financial assistance in 2021 and 2020, by segment

	Day-Any				Overnight-Any				Other-Any							
	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count				
• What is the estimated seasonal total (not per camper) dollar value of means-tested financial assistance/need-based scholarships awarded to summer overnight campers for the 2021 day camp summer season? Enter dollar value only, without a dollar sign.																
• What was the estimated seasonal total (not per camper) dollar value of means-tested financial assistance/need-based scholarships awarded to summer overnight campers for the 2020 day camp summer season? Enter dollar value only, without a dollar sign.																
2021 total dollar value of means-tested financial assistance	0	300000	70500.3 0	50	0	800000	77655.6 6	135	0	800000	75599.5 9	120				
2020 total dollar value of means-tested financial assistance	0	300000	16357.7 9	47	0	300000	19799.9 5	128	0	300000 0	19336.7 9	114				
Average % increase in total dollar value of means-tested financial assistance			331%				292.2 %				291%					
	Day-Primary				Overnight-Primary				Other-Primary							
	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count				
2021 total dollar value of means-tested financial assistance	1200	50000	19550	4	0	800000	85651.3 8	111	0	200000	44857.6 7	21				
2020 total dollar value of means-tested financial assistance	0	500	125	4	0	300000	21486.5 0	105	0	110561	13890.5 5	20				
Average % increase in total dollar value of means-tested financial assistance			15540 %				298.6 %				313%					
	NFP				FP				Gov				NP-Aff			
	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count
2021 total dollar value of means-tested financial assistance	0	30000 0	86805.1 7	35	0	20000 0	54899.2 0	25	NA	NA	NA	NA	0	80000 0	81478.0 4	75
2020 total dollar value of means-tested financial assistance	0	30000 0	27094.7 4	34	0	12000 0	21086.9 6	23	NA	NA	NA	NA	0	30000 0	15889.7 6	71
Average % increase in total dollar value of means-tested financial assistance			220.4 %				160.3 %				NA				412.8 %	

Figure 39 Sources of means-tested financial assistance (full sample)



REVENUE PROFILE

The most commonly reported operating revenue among camps responding to this survey was between \$100k and \$499k (26 percent), and the most commonly reported nonoperating revenue in 2021 was less than \$100k (63 percent; see Figure 40).

Segmented according to primary programming type, camps that primarily provided overnight camp programming reported both the highest average operating revenues (\$1,808,625.42) as well as the highest average nonoperating revenues (\$327,961.35; see Table 49).

Segmented according to camp owner/sponsor, for-profit camps reported the highest average operating revenues (\$2,737,058.10), while nonprofit camps affiliated with another entity reported the highest average nonoperating revenues (\$312,700.13). The most commonly reported total operating budget in a typical year was between \$500k and \$999k (25 percent of camps responding to this survey; see Figure 41 and Table 50).

When asked to provide their 2021 revenue in dollars, by revenue categories, the largest reported revenue source, on average, was overnight camp fees with an average reported revenue of \$785,365.35 (see Figure 42 and Table 51). The next highest revenue source, on average, was day camp fees, with an average reported revenue of \$297,357.80. The smallest revenue source, on average, was campers with diverse abilities fees, with an average reported revenue of \$2,596.46. A mean summary of respondents' 2021 fiscal year revenue by category is detailed in Table 51 by camp segments.

Overall, just over one-third (34 percent) of all camps responding to this survey reported that the level of philanthropic giving in 2021 was about the same as the level of philanthropic giving in 2020, and just over one-third (35 percent) reported that the level of philanthropic giving was slightly more or significantly more than the level of philanthropic giving in 2020 (see Figure 43 and Table 52). Finally, a majority of camps (81 percent) reported that they did not receive any external funding to support a summer feeding program (see Figure 44 and Table 53). Among the 39 camps that did receive summer feeding program funding, the most commonly reported source was the Summer Food Service Program (SFSP)³.

³ The SFSP is a federally funded, state administered program that reimburses program operators who serve free healthy meals and snacks to children and teens in low-income areas. Source: <https://www.fns.usda.gov/sfsp/summer-food-service-program>

TOTAL REVENUE

Figure 40 Total 2021 operating and nonoperating revenues (full sample, N=210)

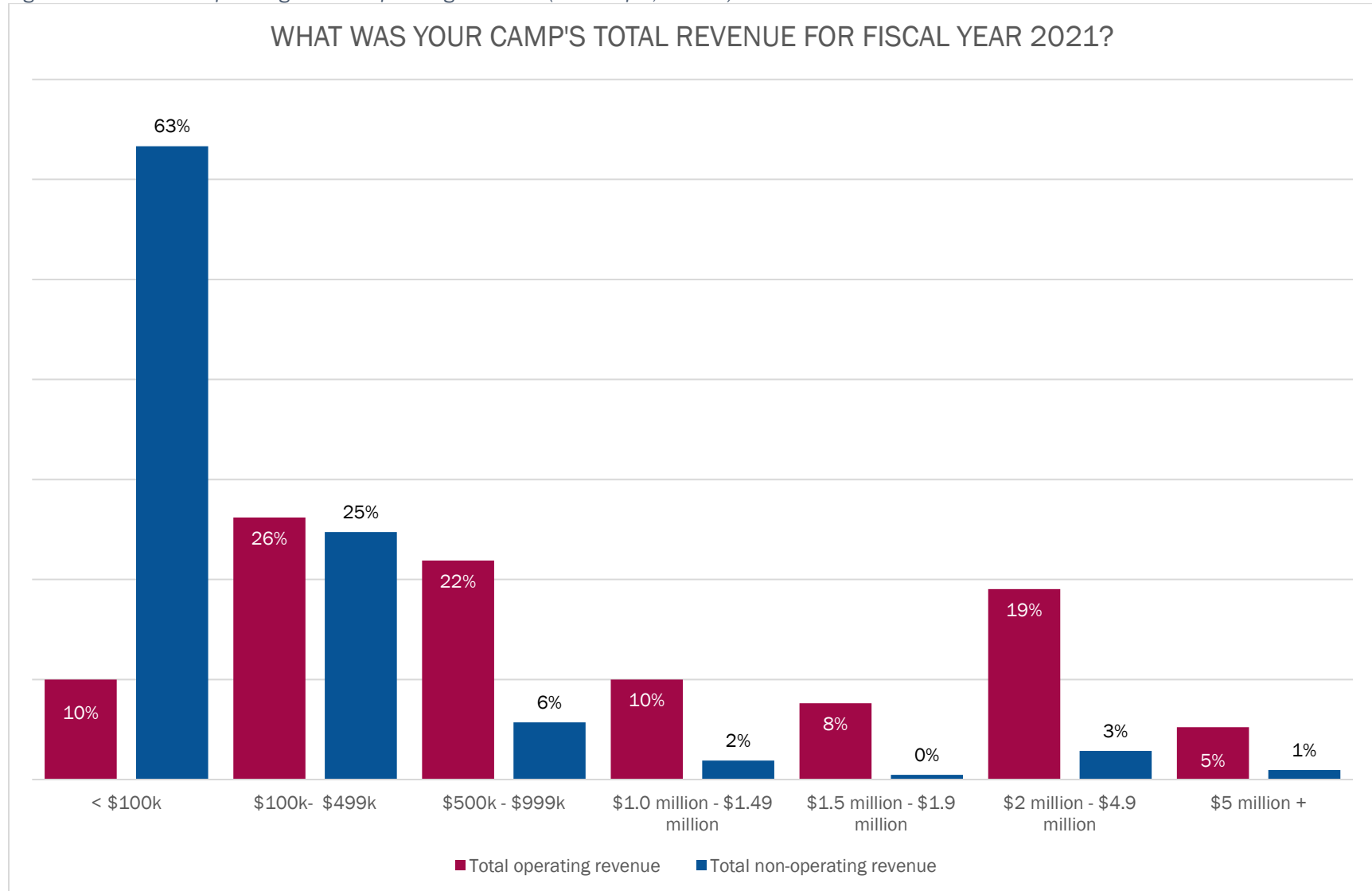


Table 49 Total 2021 operating and nonoperating revenues, by segment

	Day-Any				Overnight-Any				Other-Any							
	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count				
Operating revenues	0.00	1000000 0	1239341.77	117	0.00	1200000 0	1624817.28	138	0.00	1200000 0	1540208.61	162				
Nonoperating revenues	0.00	540000 0	273808.2 5	117	0.00	726500	305383.0 7	138	0.00	726500 0	312251.6	162				
	Day-Primary				Overnight-Primary				Other-Primary							
	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count				
Operating revenues	0.00	551628 3	1000459.51	65	0.00	1200000 0	1808625.42	114	0.00	1000000 0	959952.1 9	31				
Nonoperating revenues	0.00	300000 0	190855.3 7	65	0.00	726500 0	327961.3 5	114	0.00	540000 0	314534.5 8	31				
	NFP				FP				Gov				NP-Aff			
	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count
Operating revenues	0.00	8500000	1059422.40	51	420000	1200000 0	2737058.10	39	30000	68000	49000	2	0.00	1000000 0	1190725.43	117
Nonoperating revenues	0.00	7265000	287668.91	51	0.00	3000000	209454.77	39	0.00	0.00	0.00	2	0.00	5400000	312700.13	117

TOTAL OPERATING BUDGET

Figure 41 Total operating budget (full sample, N=210)

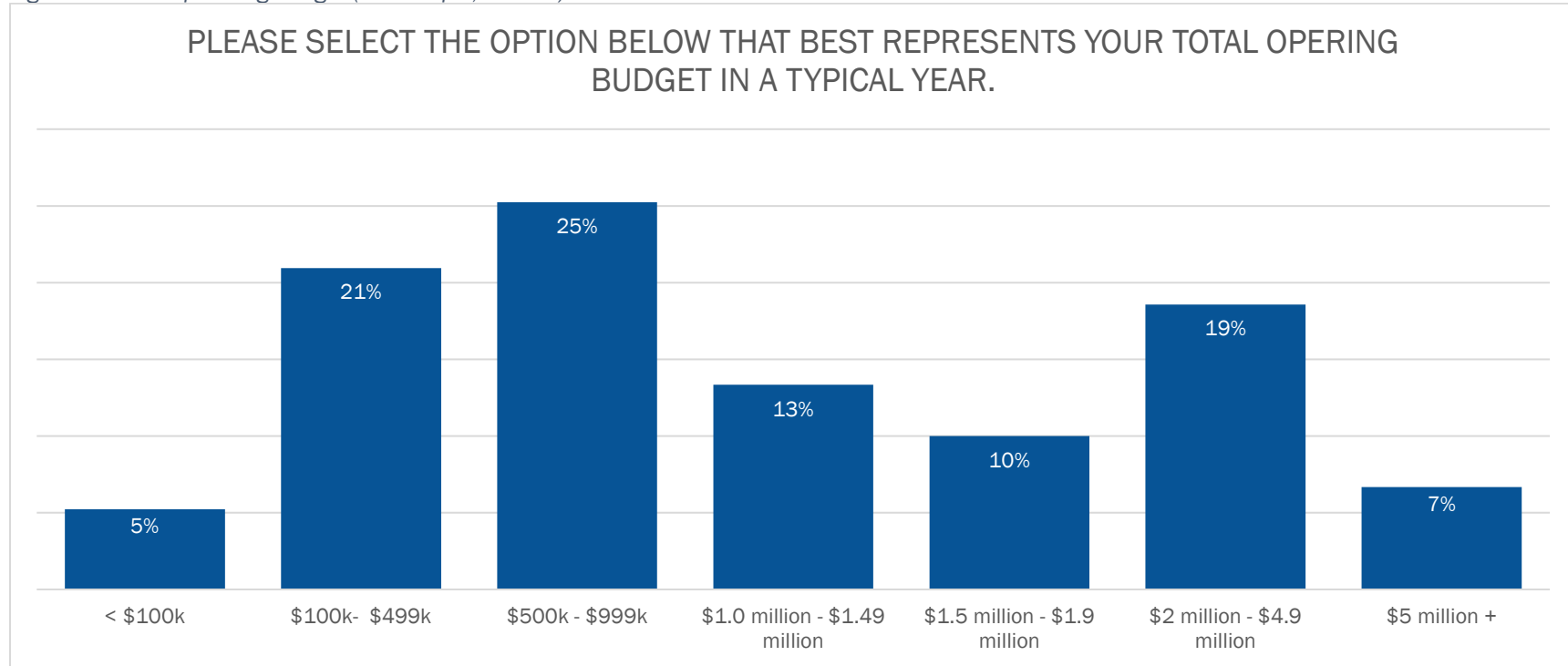


Table 50 Total operating budget, by segment

	Full Sample	Program Types Offered			Primary Program Type				Owner/Sponsor				
		Day-A	ON-A	Other-A	Day-P	ON-P	Other-P	Total	NFP	FP	Gov	NP-Aff	Total
<100k	11	10	2	5	7	1	3	11	6	0	2	3	11
\$100k-\$499k	44	26	23	31	20	19	5	44	11	1	0	32	44
\$500-\$999k	53	31	33	44	18	26	9	53	14	7	0	31	53
\$1 mil-\$1.499 mil	28	13	25	20	3	20	5	28	7	8	0	13	28
\$1.5 mil-\$1.99 mil	21	10	16	18	6	14	1	21	3	7	0	11	21
\$2 mil-\$4.99mil	39	20	29	30	9	24	6	39	6	13	0	20	39
\$5 mil	14	7	10	14	2	10	2	14	4	3	0	7	14
Total	210	117	138	162	65	114	31	210	51	39	2	117	210

REVENUE DETAIL

Figure 42 Mean summary of revenue detail by category in dollars (full sample, N=210)

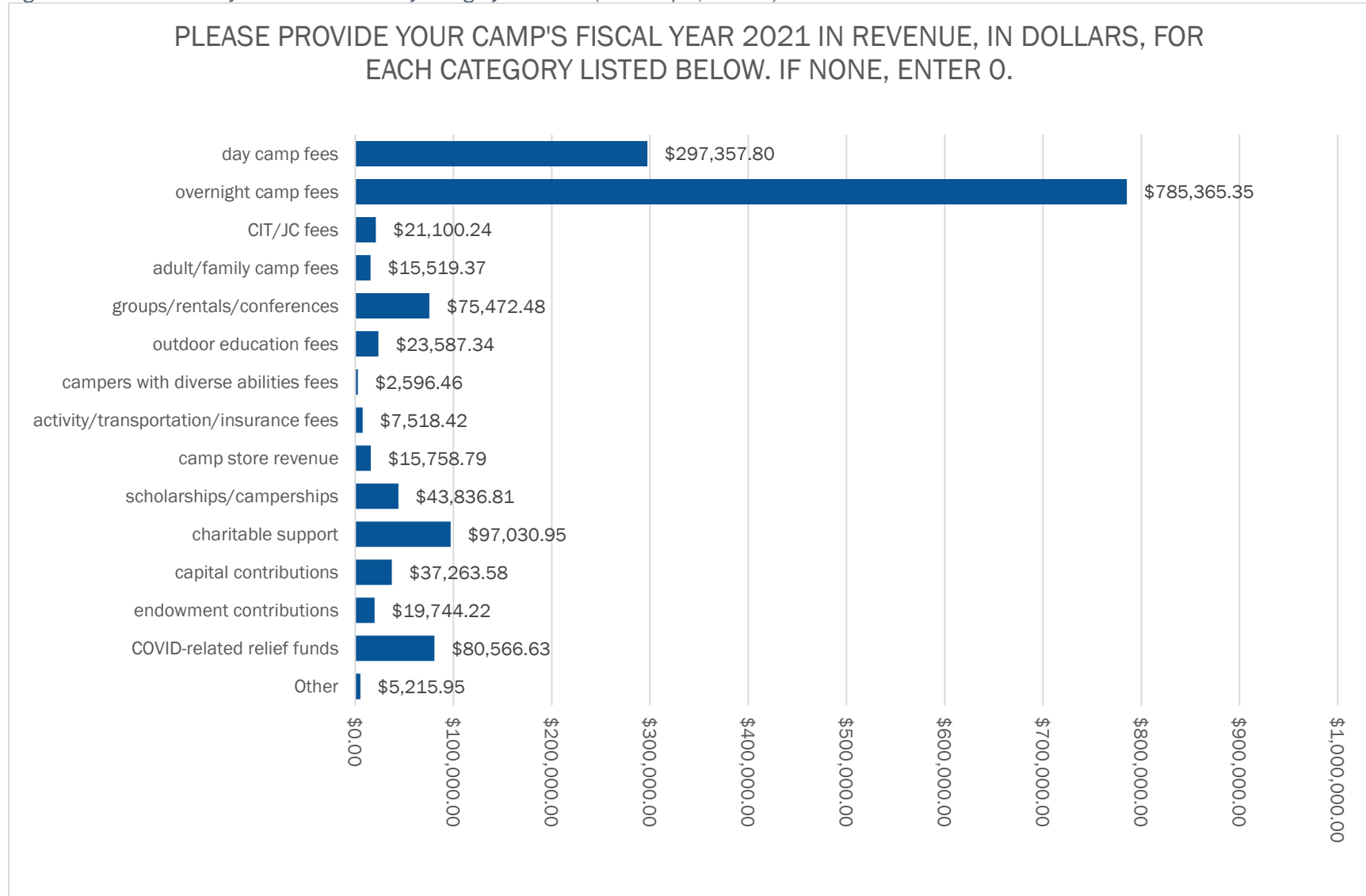


Figure 43 Mean percentage summary of revenue detail by category (full sample, N=210)

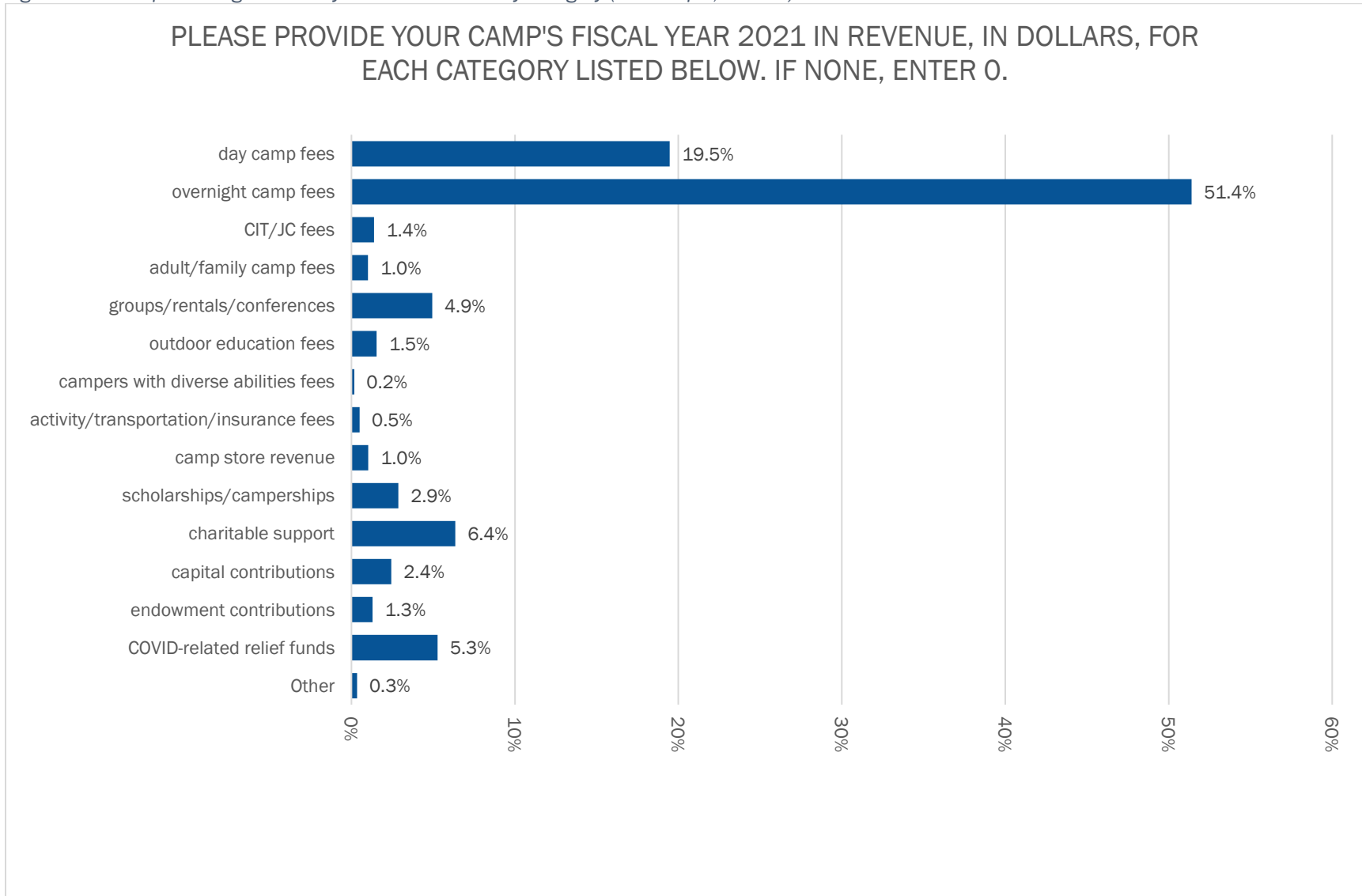


Table 51 Mean summary of revenue detail by category in dollars, by segment

	Full Sample	Program Types Offered			Primary Program Type			Owner/Sponsor			
		Day-A	ON-A	Other-A	Day-P	ON-P	Other-P	NFP	FP	Gov	NP-Aff
Summer youth day camp registration fees	297357.80	503375.3	89497.28	222949.1	771122.4	94516.24	37821.63	103944.9	572418.5	68000	296817.8
Summer youth overnight camp registration fees	785365.35	395773.9	120111.5	937698.4	2825.985	141074.3	98588.13	579882.6	174276.0	0	566211.6
Counselor in Training/Junior Counselor fees	21100.24	18580.24	27288.55	25292.53	10649.69	30956.93	2018.75	6951.471	30609.91	0	23972.12
Adult/Family program registration fees	15519.37	16327.77	19228.79	19899.07	1603.154	21252.58	20808.59	14960.82	8292.41	0	18596.06
Fees from Groups/Retreats/Conferences	75472.48	33787.69	109260.8	96398.6	9592.385	79930.83	186331.3	119612.5	76343.41	0	57876.85
Outdoor education fees	23587.34	9924.416	35220.61	30203.3	1429.169	37825.27	10730.13	58794.43	16305.03	0	11272.9
Fees from specialized camps for people with diverse abilities	2596.462	274.8974	855.7536	3324.738	402.5075	784.1579	13428.13	7862.745	1076.923	0	873.9914
Activity/transportation/in surance fees	7518.424	6356.598	8167.964	6568.622	6949.077	9568.193	1215.781	2850.314	26931.74	0	3274.915
Camp store revenue	15758.79	12718.57	22199.4	18472.69	3677.363	24507.3	6911.25	9111.461	16780.74	0	18506.09
Contributions for scholarships/camperships	43836.81	39484.19	59091.61	52635.32	12425.94	62262.12	17979.38	26792.59	49863.73	0	50469.12
Annual charitable support	97030.95	84021.15	116325.3	111932.7	15968.41	125457	157275.6	244330.1	7076.923	0	65964.94
Capital contributions	37263.58	49740.44	53503.67	45972.59	4328.125	58537.2	21436.82	30371.33	5769.231	0	51912.99
Endowment contributions	19744.22	13950.4	29932.82	14511.09	92.30769	35881.39	1022.581	35160	0	0	20238.77
COVID-related financial relief funds	80566.63	70416.69	93093.12	88380.39	52494.51	97141.81	53583.84	94945.17	143878.5	68000	54466.04
Any other revenue not mentioned above	5215.952	3900.496	7422.464	5757.012	1093.077	6710.991	9820.219	4229.569	51.28205	0	7501.214

PHILANTHROPIC GIVING

Figure 44 Changes in Philanthropic Giving from 2020 (full sample, N=198)



Table 52 Changes in philanthropic giving from 2020, by segment

	Full Sample	Program Types Offered			Primary Program Type				Owner/Sponsor				
		Day-A	ON-A	Other-A	Day-P	ON-P	Other-P	Total	NFP	FP	Gov	NP-Aff	Total
Significantly less in 2021	24	13	20	23	5	15	4	24	5	1	0	18	24
Slightly less in 2021	38	21	26	30	5	18	15	38	14	1	1	22	38
Same	68	35	44	50	26	35	7	68	10	24	0	34	68
Slightly more in 2021	45	26	28	35	17	28	0	45	13	7	0	24	45
Significantly more in 2021	23	15	15	19	7	13	3	23	8	2	1	12	23
Total	198	110	133	157	60	109	29	198	50	35	2	110	198

EXTERNAL FUNDING

Figure 45 Summer feeding program funding (full sample, N=202)

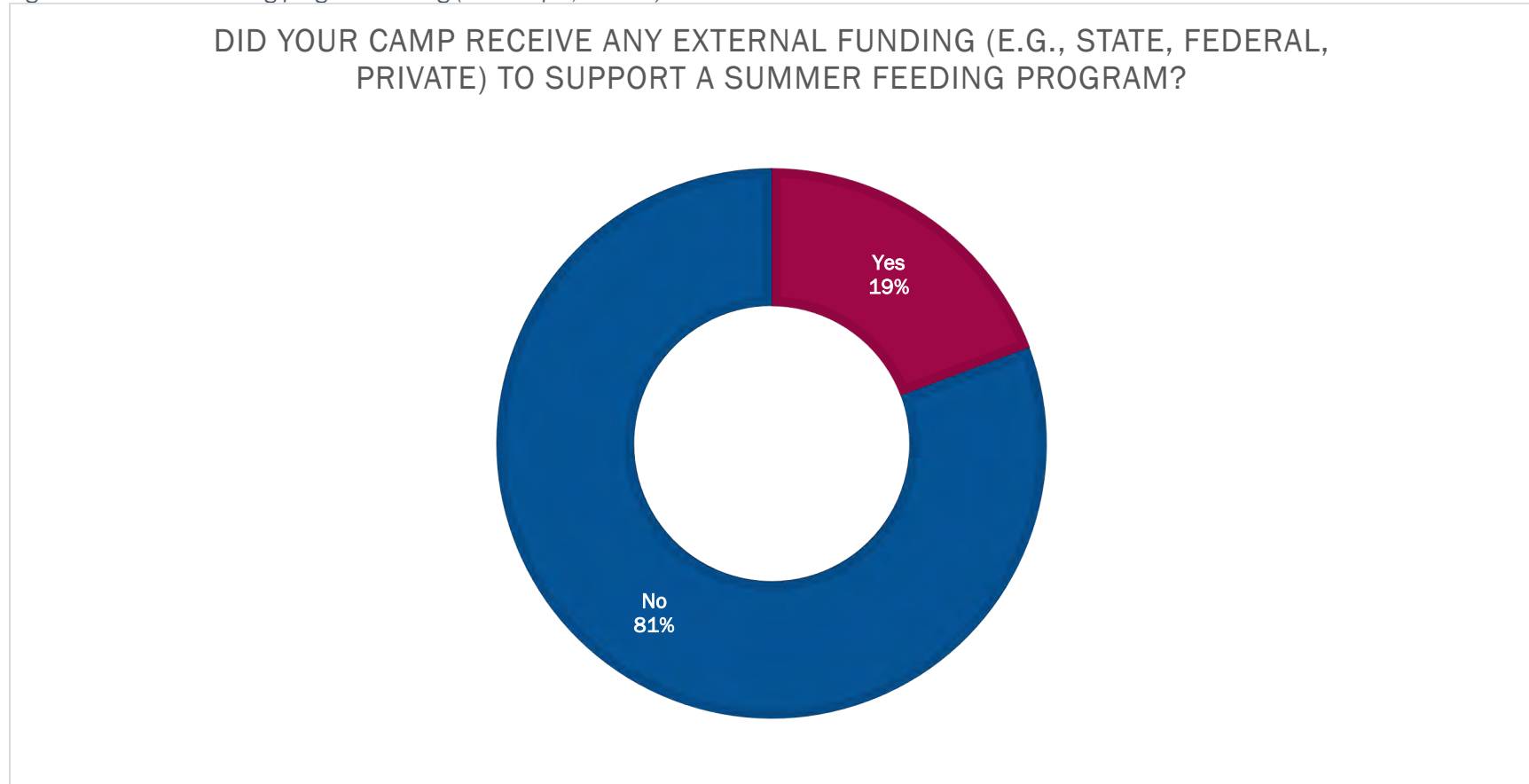
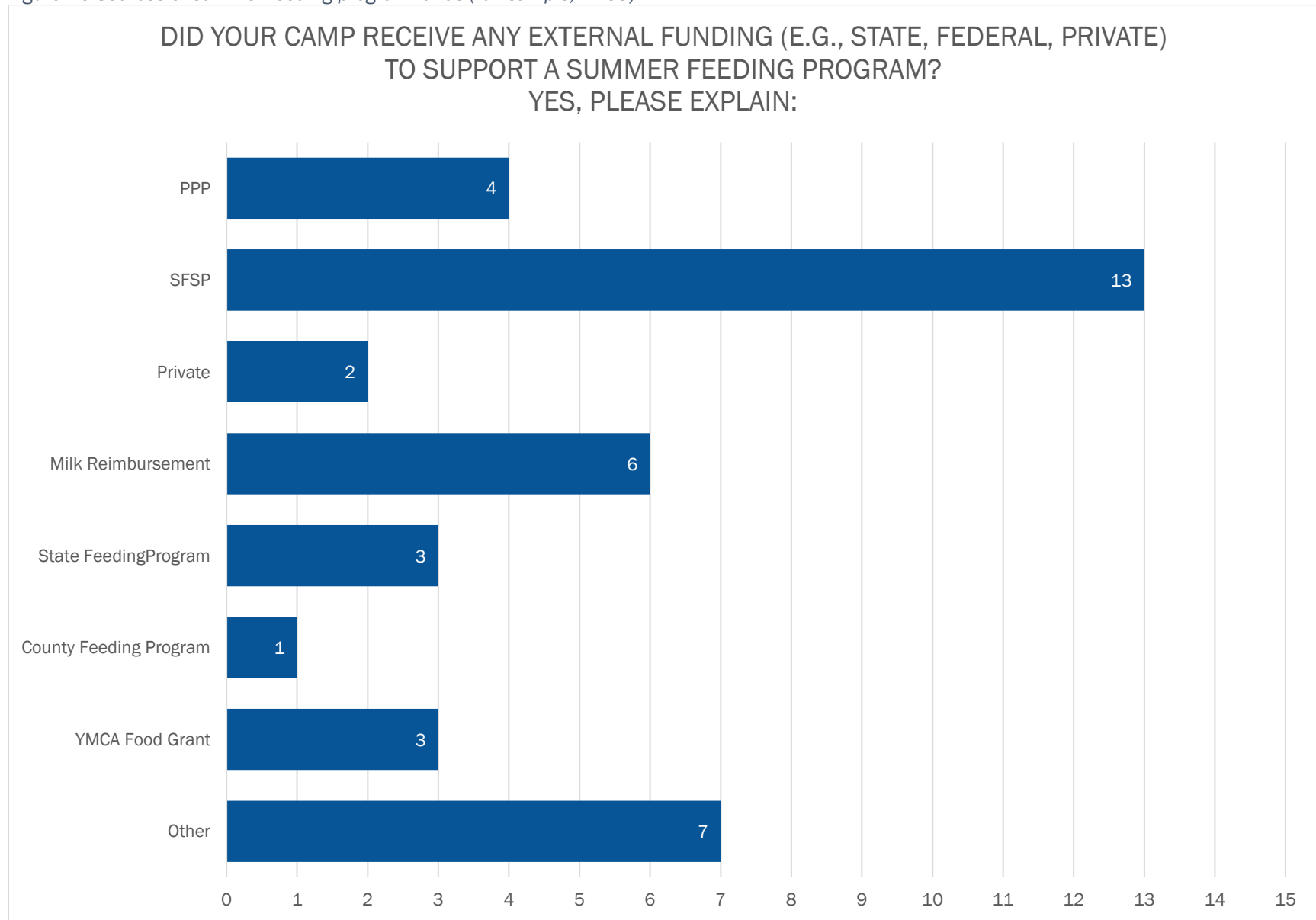


Table 53 Summer feeding program funding, by segment

	Full Sample	Program Types Offered			Primary Program Type				Owner/Sponsor				
		Day-A	ON-A	Other-A	Day-P	ON-P	Other-P	Total	NFP	FP	Gov	NP-Aff	Total
Yes	39	23	28	31	13	23	3	39	13	0	1	25	39
No	163	91	104	124	52	85	26	163	37	37	1	87	162
Total	202	114	132	155	65	108	29	202	50	37	2	112	201

Figure 46 Sources of summer feeding program funds (full sample, N=39)



EXPENSE PROFILE

The most commonly reported total for operating expenses in 2021 was between \$100k and \$499k (27 percent), and the most commonly reported total nonoperating revenue in 2021 was less than \$100k (73 percent; see Figure 46 and Table 54). Segmented according to primary programming type, camps that primarily provided overnight camp programming reported the highest average operating expenses (\$1,640,819.07), while camps that primarily provided some sort of alternative camp programming reported the highest average nonoperating expenses (\$274,915.10; see Table 54). Segmented according to camp owner/sponsor, for-profit camps reported the highest average operating revenues (\$2,137,553.23) as well as the highest average nonoperating revenues (\$345,970.72). When asked to provide their 2021 expenses in dollars and by expense categories, the largest reported expense source, on average, was wages and salaries for year-round employees (both full and part-time), with an average reported expense total of \$216,198.40 (see Figure 47 and Table 55). The next highest source of expense, on average, was wages and salaries for seasonal employees (both full and part-time), with an average reported expense of \$194,834.40. The smallest expense source, on average, was interest expenses, at \$3,851.54, on average.

Overall, three-fourths (75 percent) of the camps responding to this survey indicated that their camp's total expenses in 2021 increased (slightly or significantly) from 2020 (see Figure 48 and Table 56). Of the 155 camps that reported increased expenses in 2021 compared to 2020, the most commonly reported categories in which camps experienced an increase in expenses were wages/salaries, seasonal employees (123 camps), food and beverage (122 camps), and program and supplies (113 camps; see Figure 49 and Table 57).

Regarding additional COVID-19 expenses, the most commonly reported amount of dollars spent specifically on COVID-19 screening and testing supplies and other health and safety products was \$1,001 to \$5,000 (36 percent of camps; see Figure 50 and Table 58). More than half (60 percent) of camps reported experiencing challenges related to food service or supply chain issues (see Figure 51 and Table 59). Finally, when asked to describe the financial stability of their camp, the most common response was "sustainable" (56 percent of camps), followed by "very sustainable" (36 percent of camps; see Figure 52 and Table 60).

TOTAL EXPENSES

Figure 47 Total 2021 operating and nonoperating expenses, in dollars (full sample, N=210)

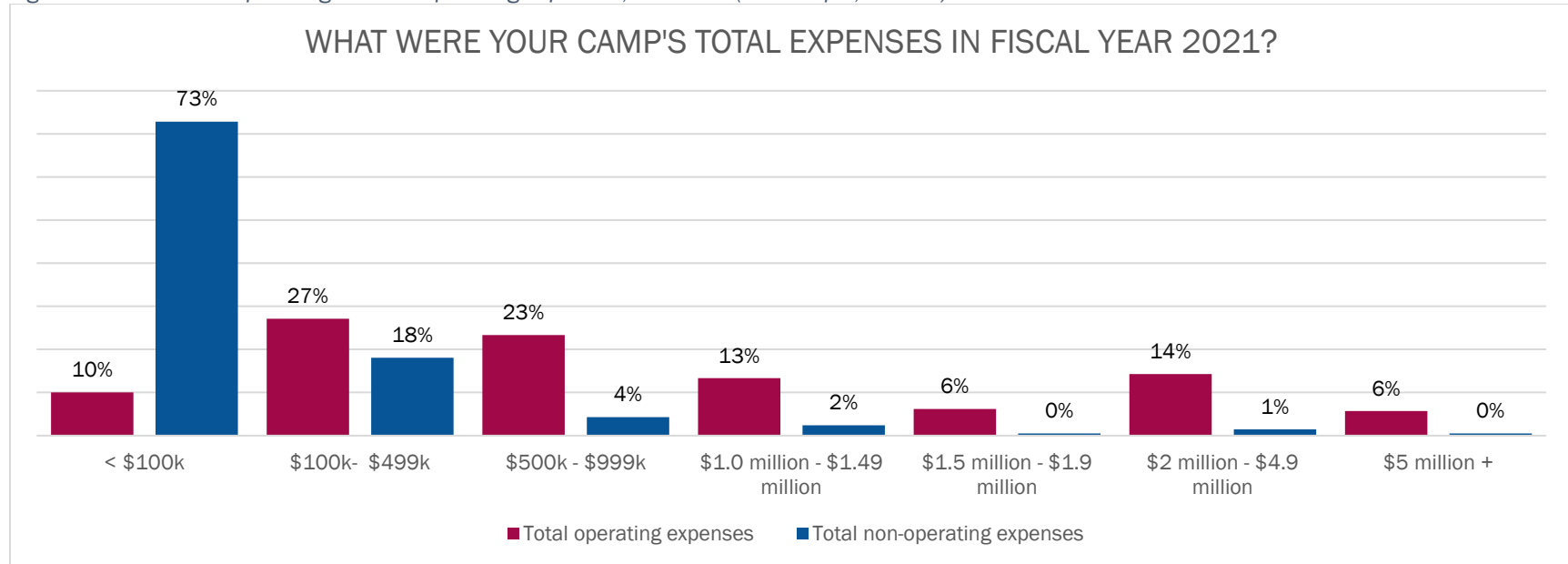


Table 54 Total 2021 operating and nonoperating expenses, in dollars, by segment

	Day-Any				Overnight-Any				Other-Any							
	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count				
Operating expenses	0.00	10000000	1013873.84	117	0.00	12000000	1503878.16	138	0.00	12000000	1401273.84	162				
Nonoperating expenses	0.00	5400000	139349.19	117	0.00	4500000	195488.89	138	0.00	5400000	186809.48	162				
	Day-Primary				Overnight-Primary				Other-Primary							
	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count				
Operating expenses	0.00	4011533	746394.41	65	0.00	12000000	1640819.07	114	0.00	10000000	1092613.84	31				
Nonoperating expenses	0.00	2000000	85782.05	65	0.00	4500000	217419.03	114	0.00	5400000	274915.10	31				
	NFP				FP				Gov				NP-Aff			
	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count	Min	Max	Mean	Count
Operating revenues	0.00	12000000	1144498.51	51	286642	9000000	2137553.23	39	0.00	30000	15000	2	0.00	10000000	1086205.47	117
Nonoperating revenues	0.00	700000	83898.27	51	0.00	4500000	345970.72	39	0.00	0.00	0.00	2	0.00	5400000	179079.49	117

EXPENSE DETAIL

Figure 48 Mean summary of expense detail by category, in dollars (full sample, N=210)

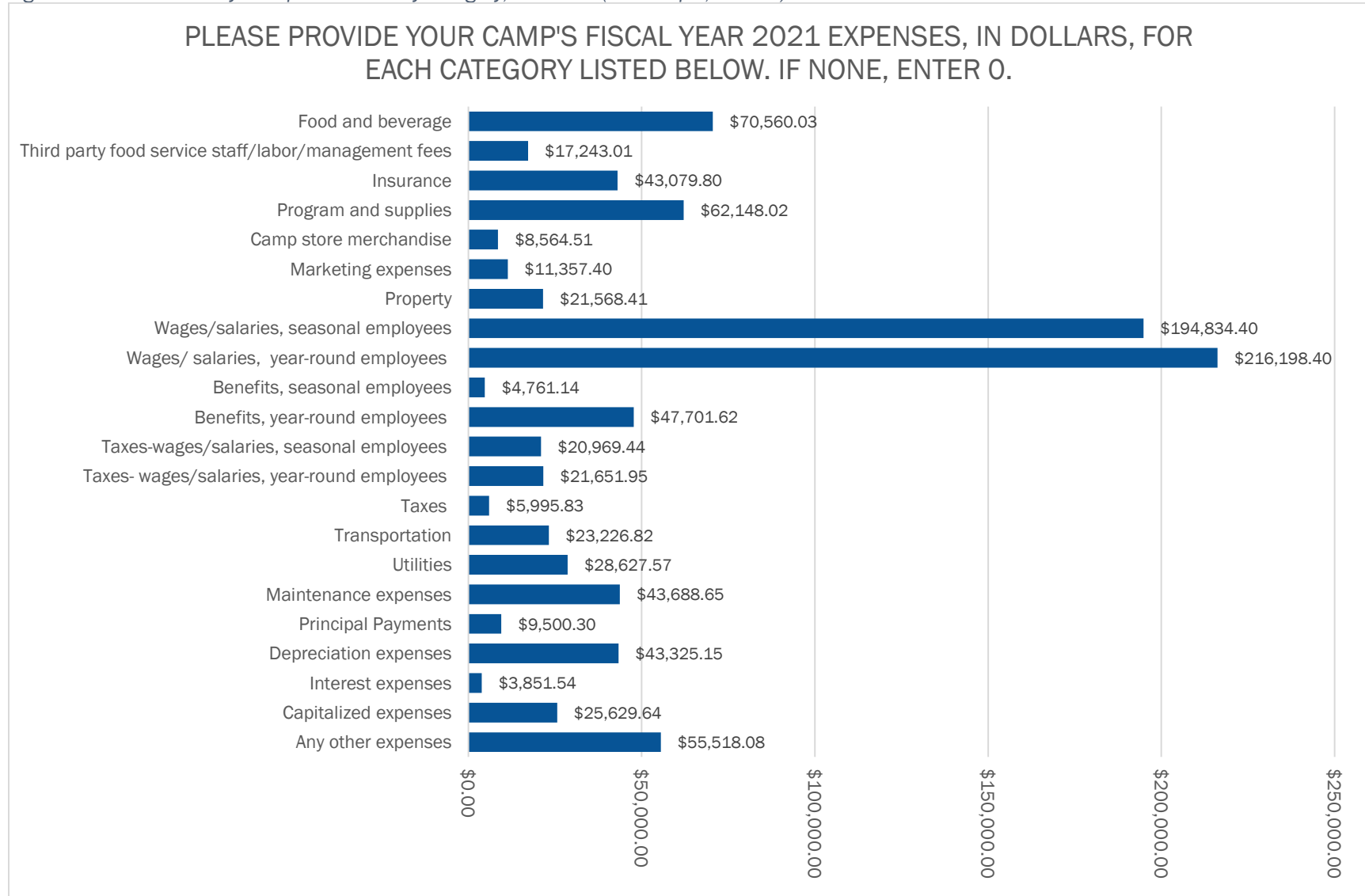


Figure 49 Mean percentage summary of expense detail by category (full sample, N=210)

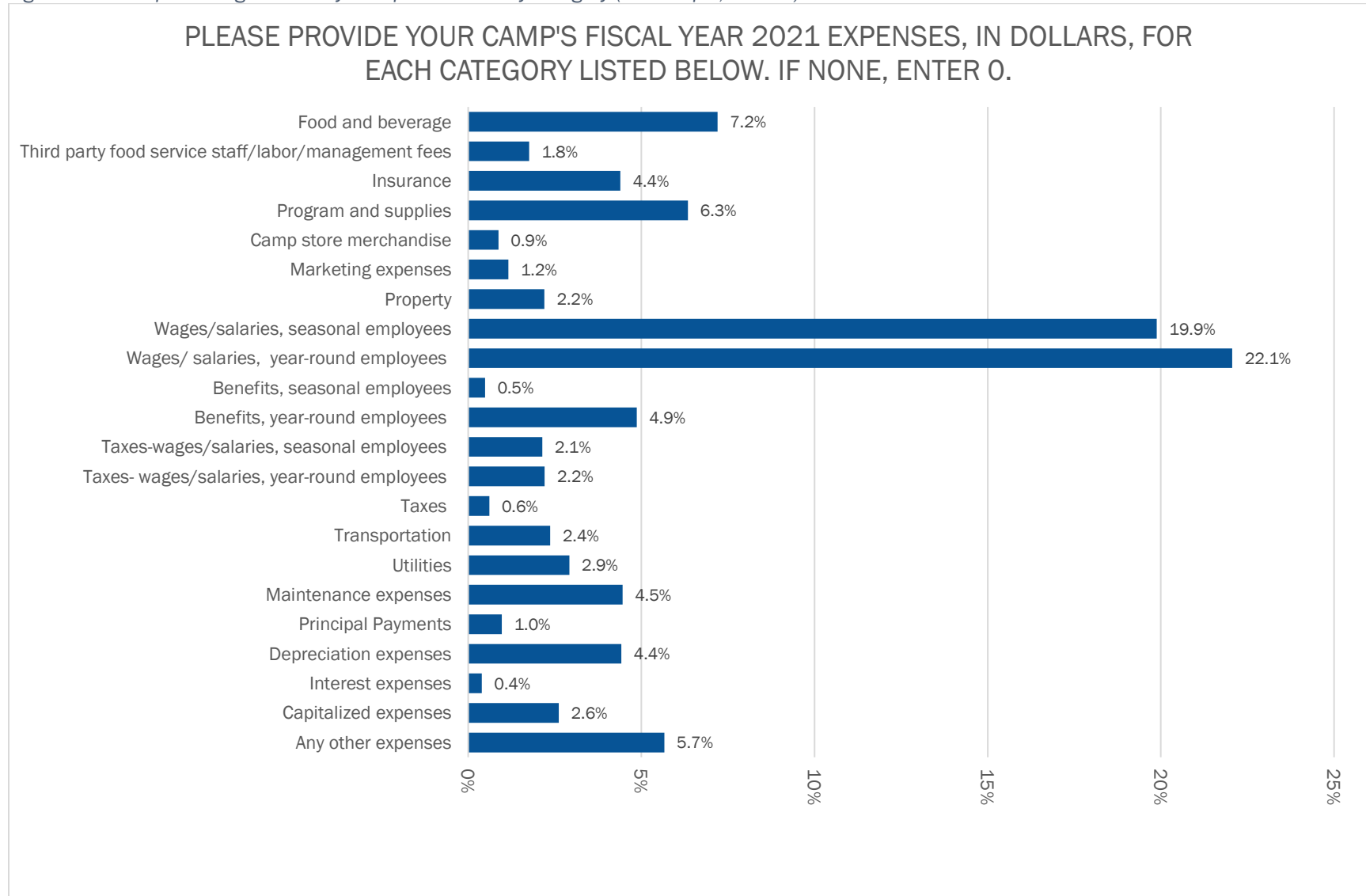


Table 55 Mean summary of expense detail by category, in dollars, by segment

	Full Sample	Program Types Offered			Primary Program Type			Owner/Sponsor			
		Day-A	ON-A	Other-A	Day-P	ON-P	Other-P	NFP	FP	Gov	NP-Aff
Food and beverage	70560.0 3	61153.6 6	96458.3 1	79676.6 4	22458.6 8	98925.1 5	29518.0 9	46082.5	85781.9	0	77110.2 9
Third-party food service staff, labor, and management fees	17243.0 1	12344.7	24282.4 7	20847.5 8	5076.92	27810.1 5	6605.53	17160.7 6	11459.0 3	0	19598.1 5
Insurance (auto, liability, property, worker's comp, etc.)	43079.8	34828.1 9	53881.1 5	45787.0 1	21018.0 4	59057.5 9	23558.6 1	35066.5 7	70219.8 7	0	38118.8 5
Program and supplies	62148.0 2	60390.9	72416.2	67282.5 1	42961.6 1	80410.7 9	30276.5	84325.0 8	54974.7 2	0	56333.2 6
Camp store merchandise purchased for resale	8564.51	6538.73	12572.9 2	10519.9 7	865.92	13863.2 5	3741	6545.37	8296.48	0	9492.74
Marketing expenses	11357.4	8856.36	12520.8 9	11490.6 9	8775.30	13968.4 2	7930.46	9796.40	18852.5 1	0	9745.20
Property (lease/mortgage)	21568.4 1	15894.9 9	20277.6 7	15173.6	24972.4	23171.7 4	12035.4 2	11033.4 5	84774.1 3	0	5507.75
Wages and salaries for seasonal employees (both full and part time)	194834. 4	203685. 7	196234	191214. 1	214472. 7	210814. 9	44807.2 5	105248. 6	310885. 1	0	200208. 9
Wages and salaries for year-round employees (both full and part time)	216198. 4	179228	254488. 9	243286. 7	125342. 3	275653. 9	163772. 9	215217. 2	226539. 8	0	218661. 1
Benefits for seasonal employees (both full and part time)	4761.13 5	3289.49	6270.72	5604.40	2199.19	6311.38	3425.86 2	1888.88 9	15027	0	2706.25
Benefits for year-round employees (both full and part time)	47701.6 2	59144.7 6	66747.4	57865.5 5	8557.40	77074.6 8	20142.1 9	30150.7 9	26464.0 5	0	63654.2 8
Taxes on wages and salaries for seasonal employees (both full and part time)	20969.4 4	26626.5 4	14817.2 3	13744.0 7	36520.0 9	16605.1 6	2672.31 3	4550.69 2	43505.4 4	0	21075.0 9
Taxes on wages and salaries for year-round employees (both full and part time)	21651.9 5	20533.8 5	25072.0 2	21997.2 5	13238.5 2	28735.3 5	11632.0 6	14447.0 2	32376.8 7	0	21712.9 4
Taxes (sales/property)	5995.82	3427.66	6394.92	5774.51	5349.73	7547.36	1499.71	6437.15 1	22241.4 1	0	542
Transportation (lease, buses, etc.)	23226.8 2	28400.1 3	15906.9 3	20460.1 3	41299.2 9	18520.5 6	2318.09	14240.5 7	45456.4 1	0	20279.2 1
Utilities (electricity, propane/gas/diesel, waste/trash removal)	28627.5 7	24190.6 2	37866.3 2	33466.5 5	8953.38	37001.6 1	29942.8 8	21462.9 4	23715.6 4	0	33979.6 7
Maintenance expenses	43688.6 5	38660.4 1	56872.4 1	49340.8 1	17688.3 2	62735.7 2	17235.1 3	33665.7 2	62444.6 9	0	42574.4 1

Principal Payments	9500.30	8543.64	8894.16	6488.11	11800.9 7	10783.1 9	2531.25	98.0392 2	39119.6 7	0	3921.51
Depreciation expenses	43326.1 5	18754.7 6	58143.5 5	53299.1 1	7702.84	64668.5 4	38861.1 3	53462.3 7	30767.3 1	0	44212.5 8
Interest expenses	3851.54	1725.34	4907.63	2939.78	2005.18	5940.81	38.5625	426.705	17408.7 4	0	924.11
Capitalized expenses	25629.6 4	10972.7 4	37175.5 4	31286.1 3	3876.92	42226.5 4	9375	10313.7 3	34203.9 7	0	30104.8 7
Any other expenses	55548.0 8	44478.1 1	71668.0 2	69424.5 9	20038.4 2	74749.8 6	46070.2 3	42730.9 9	110384. 2	0	44072.9 9

CHANGES IN EXPENSES

Figure 50 Changes in expenses from 2020 (full sample, N=207)

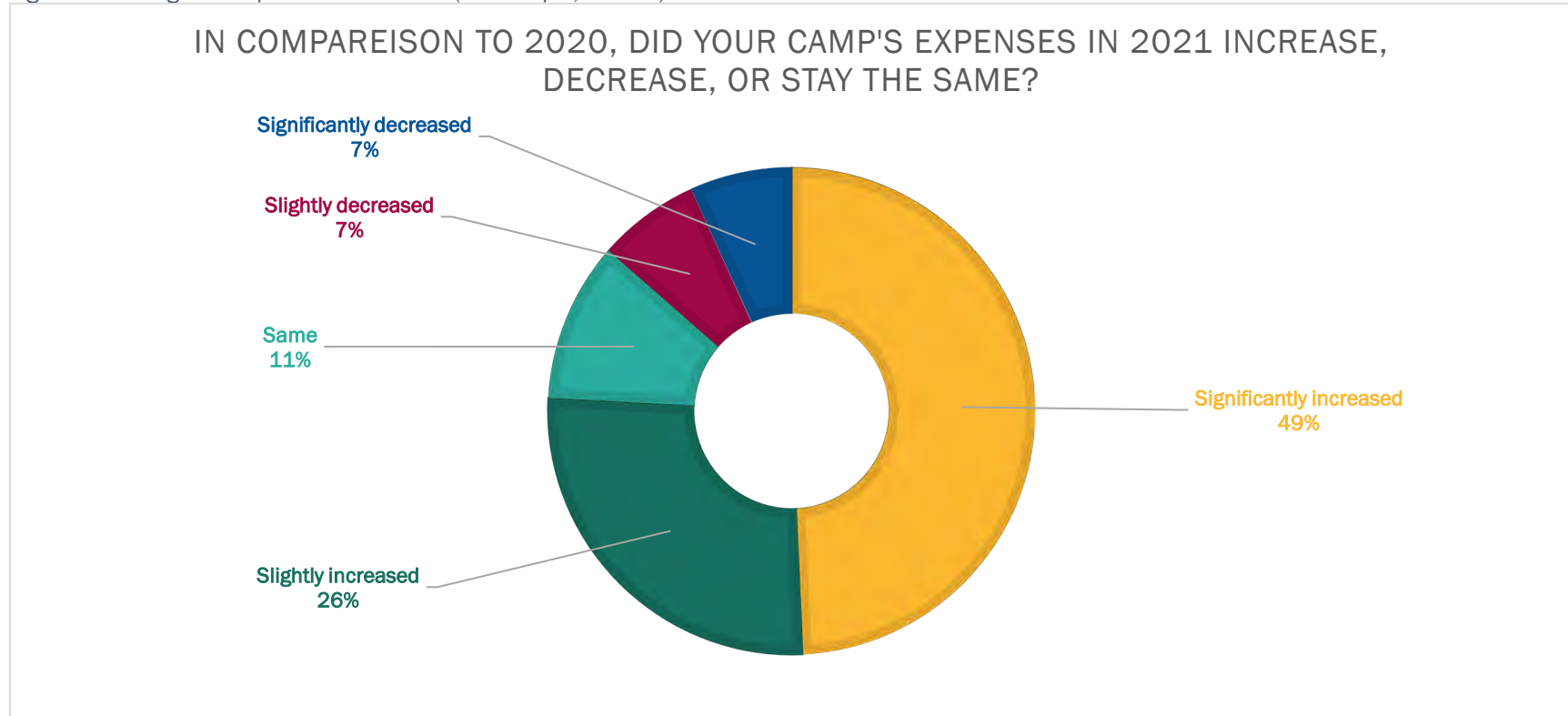


Table 56 Changes in expenses from 2020, by segment

	Full Sample	Program Types Offered			Primary Program Type				Owner/Sponsor				Total
		Day-A	ON-A	Other-A	Day-P	ON-P	Other-P	Total	NFP	FP	Gov	NP-Aff	
Significantly decreased	102	57	72	78	32	62	8	102	25	17	0	60	102
Slightly decreased	55	34	35	40	19	27	9	55	11	13	0	30	54
Same	22	13	14	15	7	11	4	22	9	5	0	8	22
Slightly increased	14	7	5	14	5	3	6	14	5	2	2	5	14
Significantly increased	14	6	9	13	2	9	3	14	1	2	0	11	14
Total	207	117	135	160	65	112	30	207	51	39	2	114	206

Figure 51 Increases in expenses by category from 2020 (full sample, N=155)

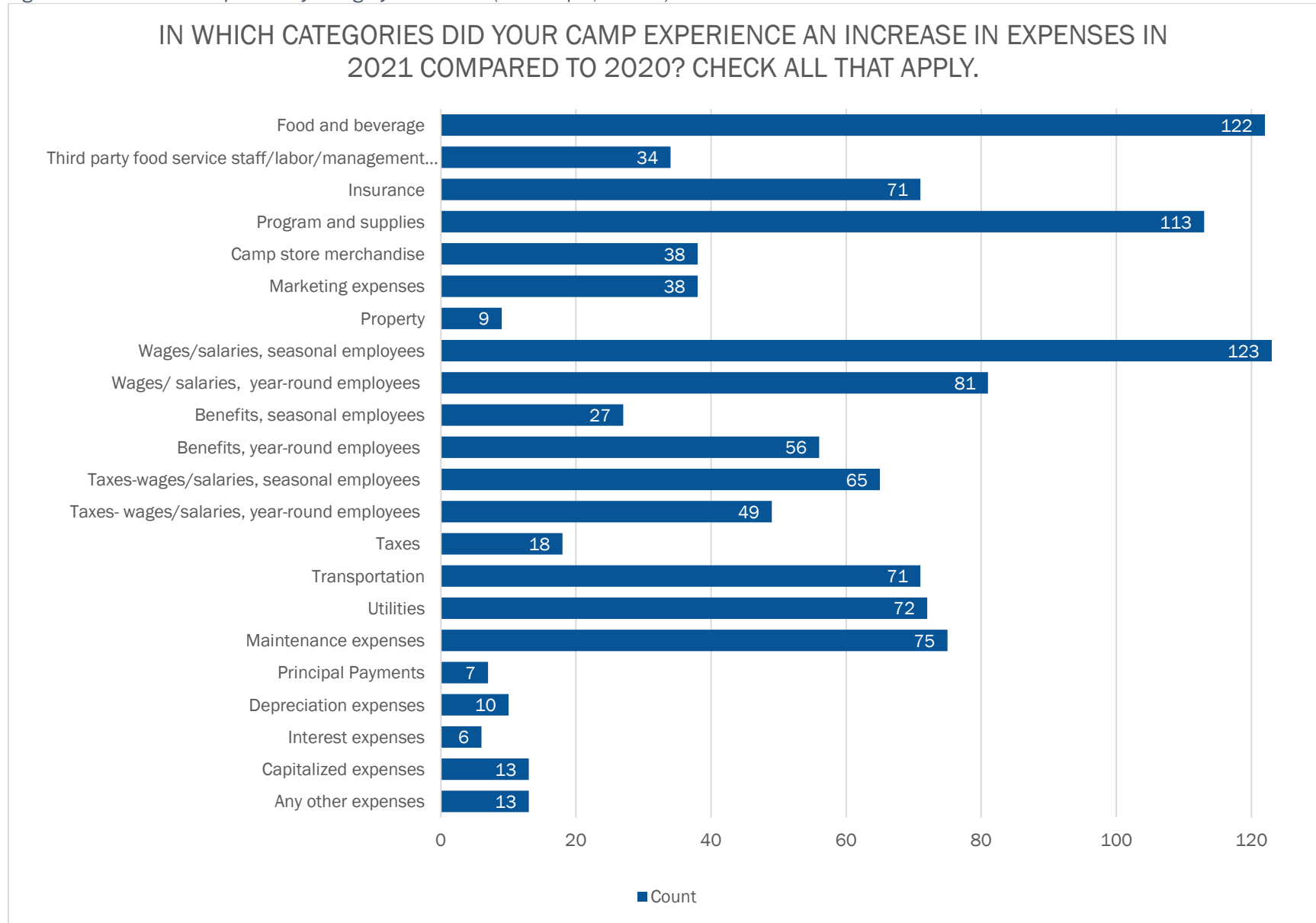


Table 57 Increases in expenses by category from 2020, by segment

	Full Sample	Program Types Offered			Primary Program Type			Owner/Sponsor			
		Day-A	ON-A	Other-A	Day-P	ON-P	Other-P	NFP	FP	Gov	NP-Aff
Food and beverage	122	66	95	102	30	79	13	24	23	0	74
Third-party food service staff, labor, and management fees	34	17	28	29	8	24	2	4	13	0	17
Insurance (auto, liability, property, worker's comp, etc.)	71	32	57	56	14	48	9	19	21	0	30
Program and supplies	113	66	77	91	38	65	10	22	19	0	71
Camp store merchandise purchased for resale	38	15	32	35	7	26	5	10	7	0	21
Marketing expenses	38	19	31	32	7	26	5	8	9	0	21
Property (lease/mortgage)	9	3	8	9	0	8	1	4	2	0	3
Wages and salaries for seasonal employees (both full and part time)	123	70	86	96	40	70	13	27	23	0	72
Wages and salaries for year-round employees (both full and part time)	81	45	58	69	24	48	9	16	13	0	51
Benefits for seasonal employees (both full and part time)	27	15	19	24	9	16	2	4	5	0	18
Benefits for year-round employees (both full and part time)	56	29	38	47	19	31	6	10	7	0	39
Taxes on wages and salaries for seasonal employees (both full and part time)	65	36	49	52	18	41	6	12	14	0	38
Taxes on wages and salaries for year-round employees (both full and part time)	49	26	36	41	13	31	5	12	8	0	29
Taxes (sales/property)	18	7	14	14	5	13	0	3	9	0	6
Transportation (lease, buses, etc.)	71	39	45	49	29	39	3	16	19	0	36
Utilities (electricity, propane/gas/diesel, waste/trash removal)	72	38	58	64	16	46	10	16	9	0	47
Maintenance expenses	75	35	63	62	13	54	8	18	17	0	40

Principal Payments	7	2	7	7	0	7	0	2	1	0	4
Depreciation expenses	10	1	10	10	0	10	0	2	2	0	6
Interest expenses	6	1	6	6	0	6	0	1	3	0	2
Capitalized expenses	13	5	10	11	3	10	0	4	5	0	3
Any other expenses	13	6	11	10	2	11	0	8	2	0	3

COVID-19 EXPENSES

Figure 52 Additional COVID expenses (full sample, N=210)

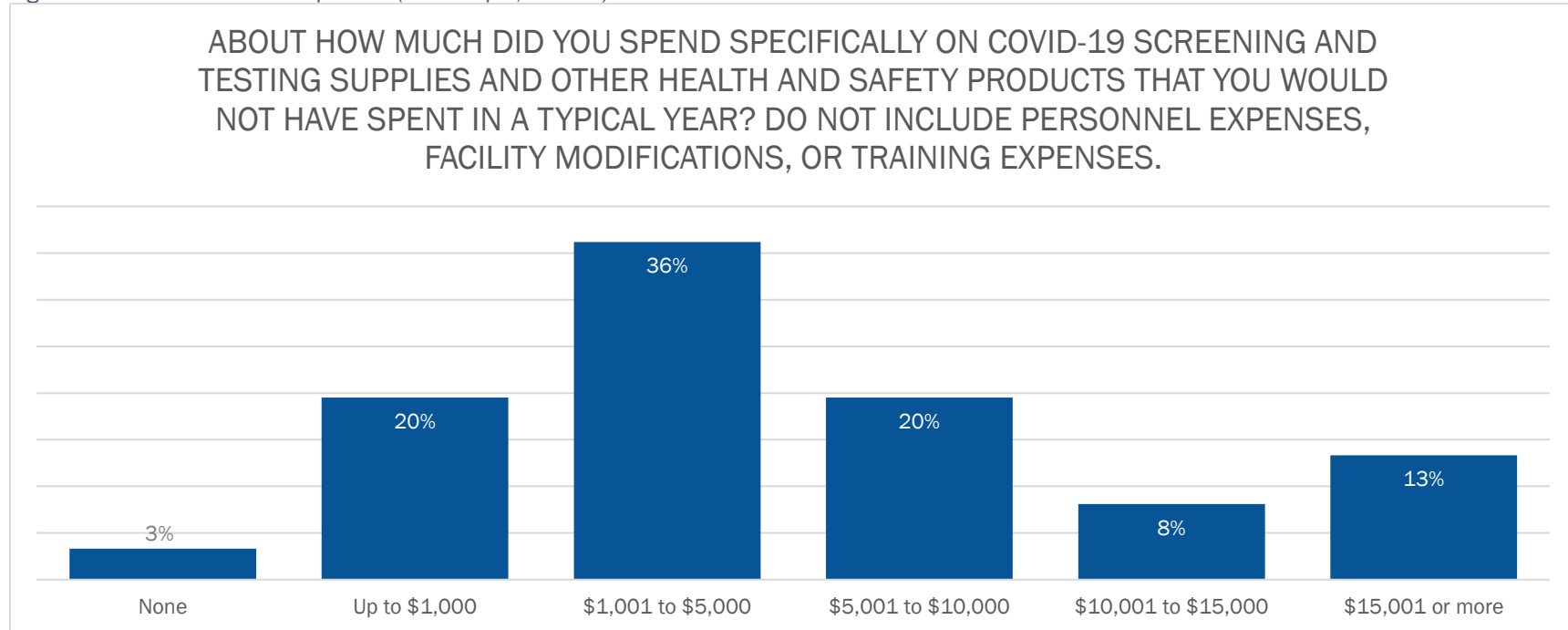


Table 58 Additional COVID expenses, by segment

	Full Sample	Program Types Offered			Primary Program Type				Owner/Sponsor				
		Day-A	ON-A	Other-A	Day-P	ON-P	Other-P	Total	NFP	FP	Gov	NP-Aff	Total
None	7	5	4	6	3	3	1	7	0	0	0	7	7
Up to \$1,000	41	23	25	31	13	20	8	41	12	2	1	25	40
\$1,001 to \$5,000	76	47	40	54	33	30	13	76	17	16	1	42	76
\$5,001 to \$10,000	41	25	32	33	10	26	5	41	11	7	0	23	41
\$10,001 to \$15,000	17	7	12	12	4	12	1	17	3	5	0	9	17
\$15,001 or more	28	10	25	26	2	23	3	28	8	9	0	11	28
Total	210	117	138	162	65	114	31	210	51	39	2	117	209

Figure 53 Food service and supply chain issues (full sample, N=205)

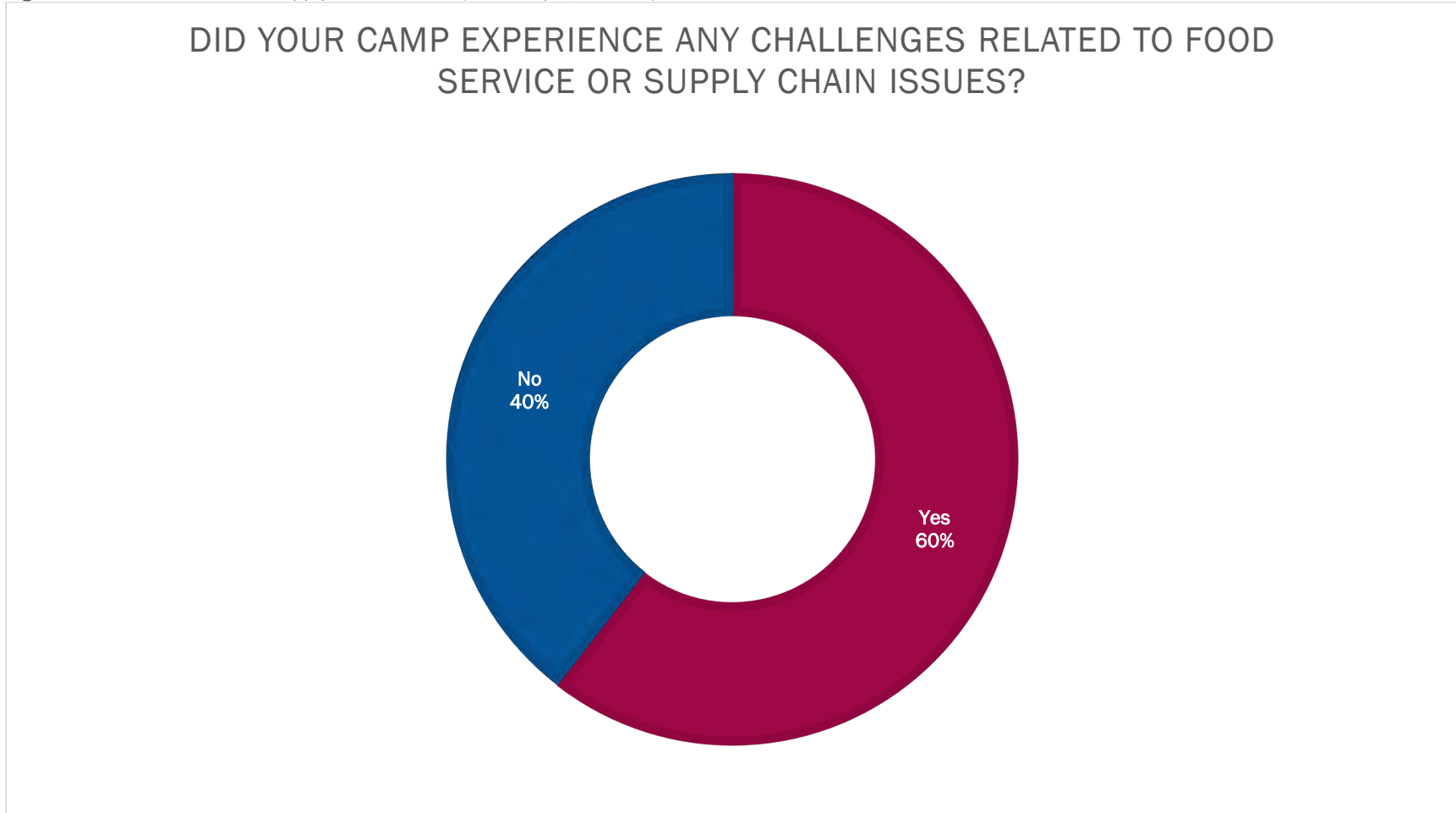


Table 59 Food service and supply chain issues, by segment

	Full Sample	Program Types Offered			Primary Program Type				Owner/Sponsor				
		Day-A	ON-A	Other-A	Day-P	ON-P	Other-P	Total	NFP	FP	Gov	NP-Aff	Total
Yes	124	61	98	104	21	84	19	124	27	24	0	73	124
No	81	54	36	53	44	27	10	81	21	15	2	42	80
Total	205	115	134	157	65	111	29	205	48	39	2	115	204

FINANCIAL SUSTAINABILITY

Figure 54 Overall camp financial stability

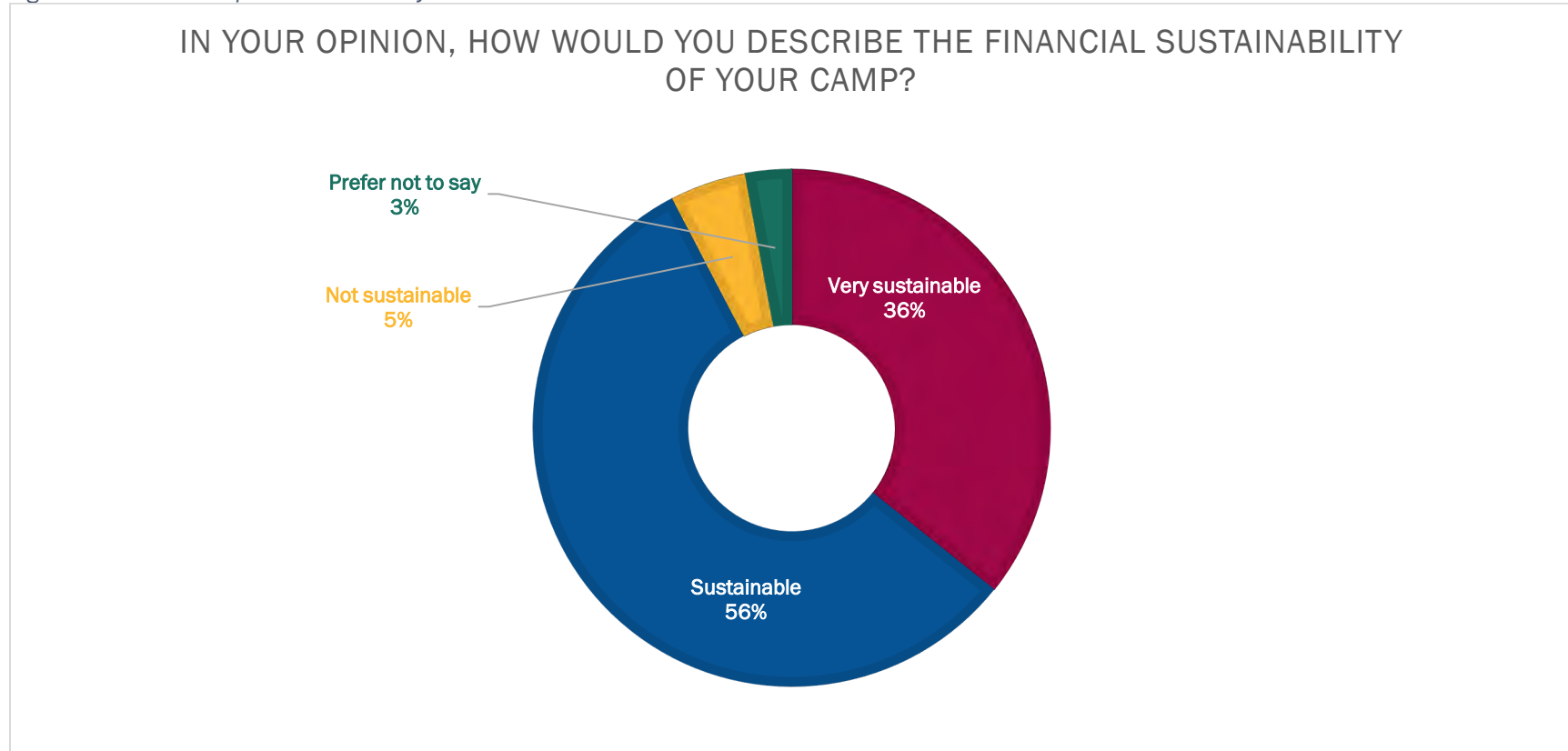
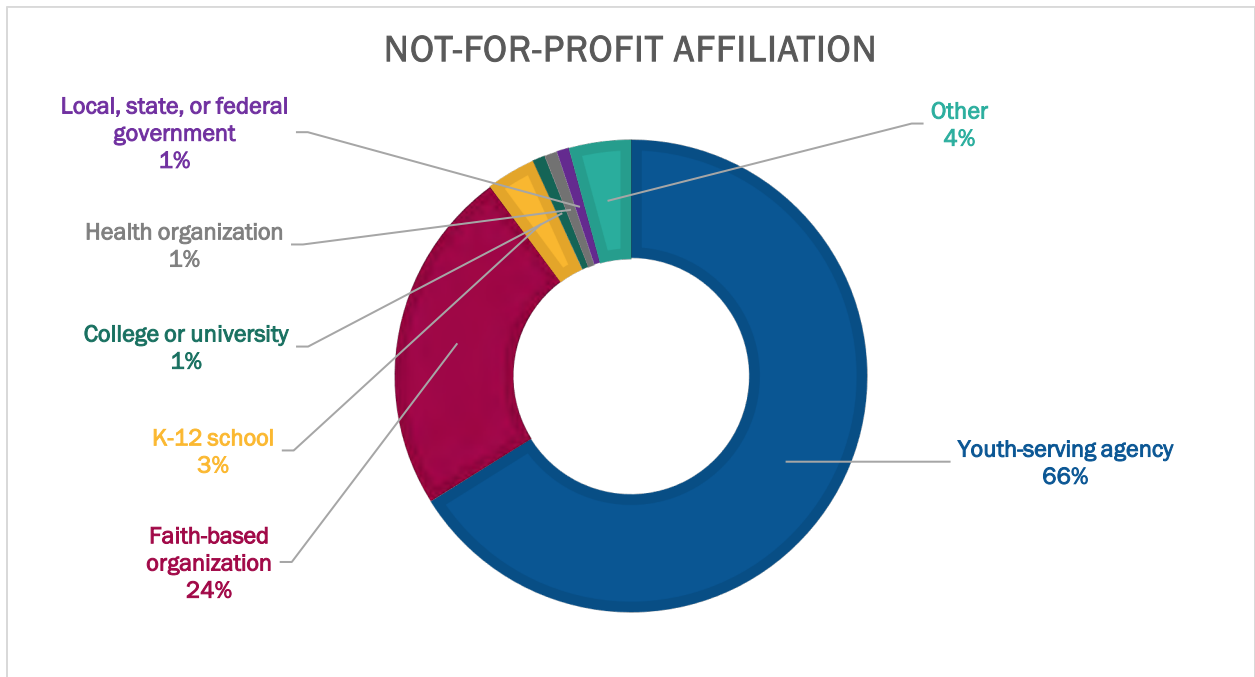


Table 60 Overall camp financial stability, by segment

	Full Sample	Program Types Offered			Primary Program Type				Owner/Sponsor				
		Day-A	ON-A	Other-A	Day-P	ON-P	Other-P	Total	NFP	FP	Gov	NP-Aff	Total
Not sustainable	75	39	52	59	20	45	10	75	18	21	0	35	74
Sustainable	119	71	75	88	40	61	18	119	29	18	2	70	119
Very sustainable	10	5	7	9	3	5	2	10	3	0	0	7	10
Prefer not to say	6	2	4	6	2	3	1	6	1	0	0	5	6
Total	210	117	138	162	65	114	31	210	51	39	2	117	209

**APPENDIX A:
DISTRIBUTION OF
AFFILIATED NONPROFITS
BY AFFILIATION**

Figure 56 Not-For-Profit Affiliation (N=117)



	Count	%
Youth-serving agency (e.g., YMCA, Girl Scouts, 4-H, CampFire)	78	66.67
Faith-based organization	28	20.08
K-12 school	4	3.42
College or university	1	0.85
Health organization	1	0.85
Local, state, or federal government (e.g., public parks & recreation agency)	1	0.85
Other	5	4.27