

**EXHIBIT 9 – EVIDENCE AND PROPOSED FINDINGS FOR THE VARIANCE FOR  
CAMP RAMAH MAJOR MODIFICATION TO CONDITIONAL USE PERMIT NO. 3048  
AND VARIANCE, CASE NO. PL18-0052**

Pursuant to the requirements of NCZO Section 8111-1.2.2.2, the Planning Commission must make all the findings to approve the requested variance and determine the proposed project is consistent with the NCZO. The variance findings, along with the project information and evidence to either support or reject the findings, are presented below and in Exhibit 8. On July 28, 2023, the applicant submitted the grounds for the variance. On October 30, 2024, the grounds for the variance were amended. The applicant's amended grounds for the variance are provided, verbatim, below.

- 1. That there are special circumstances or exceptional characteristics applicable to the subject property with regard to size, shape, topography, location or surroundings, which do not apply generally to comparable properties in the same vicinity and zone; and**

*Applicant's Statement: Special circumstances and exceptional characteristics apply to the subject property regarding historical and future use<sup>1</sup>, size, topography, location, and surroundings.*

*Camp Ramah's historic and future use is unique and subject to special circumstances.*

*Camp Ramah has owned the subject property since 1969<sup>2</sup>. Camp Ramah is a 501(c)(3) nonprofit with a mission of "creating religious educating communities in which campers and staff learn skills for a life committed to God, Torah, the Jewish people, and tikkun olam." (Tikkun olam is a concept of repairing the world and is often associated with public interest work and the pursuit of social justice.) For the last 54 years, Camp Ramah has operated a religious summer camp on the site. In addition to typical sleep-away experiences, Camp Ramah's summer camp includes Jewish song, prayer, Hebrew, kosher food, Israel education, and other activities and ceremonies that deepen and enhance campers' commitment to Judaism. Ramah's summer camp serves youth who are rising 3rd<sup>3</sup> graders to 11th graders (approximately 7 to 16 years old). Additionally, for the last several decades, the property has also served the larger community in the non-summer-camp months by hosting various Jewish celebrations for the Ramah family and events for local nonprofits, schools, and religious organizations. The proposed project involves the continued operation of the existing summer camp and non-summer-camp community programs and the construction of a new 10,609 SF Machon village consisting of six new cabins and a central gathering space. The Machon Village will house Camp Ramah's existing capstone leadership program for campers entering the 11th grade but*

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<sup>1</sup> Craik v. County of Santa Cruz (2000) 81 Cal.App.4th 880 (disparity between properties does not need to be physical to establish "special circumstances" for variance).

<sup>2</sup> Camp Ramah has operated in the Ojai area since 1955.

<sup>3</sup> Camp Ramah also offers a short (4-day, 3-night) taste of camp program for a small group of campers entering 2nd grade.

*does not increase the size of the summer camp population. This historic and future use of the property is distinctive.*

*The subject property is also unique.*

*First, the property is unique in terms of its zoning. In the 1980s, the County decided to rezone camps throughout the unincorporated portions of the county for consistency with the General Plan. In this process (over which Camp Ramah did not have any control), Camp Ramah's parcels with APNs 010-0-120-040, 010-0-110-120, and 010-0-110-130 were rezoned from RA to RE. Camp Ramah has not been able to identify any adjacent properties that are zoned RE or permitted as camps. It appears that adjacent properties remained RA because they were not utilized for camp purposes. Therefore, Camp Ramah is unique in terms of its RE zoning when compared to adjacent properties.*

*To widen its data set of comparable properties, Camp Ramah searched for other properties within District 1 of the County that are permitted as camps. Camp Ramah identified two other camps within District 1: Forest Home (Christian camp for 3rd-12th graders) and Arnaz Program Center (camp and retreat center for community organizations). These properties are zoned RA. Accordingly, Camp Ramah is also unique because it is the only camp within the Ojai Valley with the RE zoning designation.*

*Importantly, Camp Ramah meets all the development standards for a property in the RE zone. Camp Ramah does not seek any variances from the development standards. It only seeks a variance in terms of its overnight occupancy limits for a short portion of the year when summer camp is operating, and approval of the variance would not increase camp occupancy from historic levels.*

*Under NCZO section 8107-17.2, camps within the RE zone are allowed a maximum overnight population of 10.24 persons per acre, whereas camps within the RA zone are allowed a maximum overnight population of only 2.56 persons per acre, and camps within the OS zone are allowed a maximum overnight population of only 0.25 persons per acre. Consequently, Camp Ramah is also unique because it is already allowed the highest occupancy ratio of camps within the Ojai Valley<sup>4</sup>.*

*Second, Camp Ramah is unique in terms of its size. Camp Ramah's property is exceptionally large, totaling 435 acres when including its adjacent OS parcels (APNs 010-0-060-030, 010-0-060-070, and 010-0-070-310) that would be incorporated into the modified CUP. None of the immediately adjacent RA parcels are of comparable size. Camp Ramah's property is by far the largest of the camps within the Ojai Valley. It is three*

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<sup>4</sup> The Camp has been leasing and operating on 7 acres of USFS land since 1981 through a Special Use Permit. While this acreage is zoned OS, it has been an integral part of Camp operations for several decades.

*times the size of Forest Home (at 132 acres) and more than 13 times the size of Arnaz Program Center (at 36 acres).*

*Third, Camp Ramah is unique in terms of location. A Camp Ramah retreat center subject to a separate CUP sits to the immediate west; there are agricultural properties further west and RA parcels to the south. The site is abutted by approximately 2 million acres of USFS land and mountainous open space to the north<sup>5</sup>. The other two camps in the Ojai Valley do not border USFS land.*

*Finally, it is notable that Camp Ramah's existing buildings with sleeping facilities were permitted and constructed prior to adoption of Section 8107-17.2 of the NCZO in 2005. Five dormitory cabins were constructed with permits prior to the 1993 Masterplan, and three additional dormitory cabins were constructed with permits in 2000-2001. These cabins have capacity for 320 campers and staff. The 33 boys and girls tent cabins were installed before 1993 and have a capacity of 456 people. Buildings A, B, C, and D, which have a capacity of 256, were permitted prior to the 1993 Masterplan. Collectively, Camp Ramah's standard occupancy in permitted buildings that predate the current code is 1,032<sup>6</sup> people.*

Staff Evidence and Proposed Findings: On April 16, 1969, CUP No. 3048 was approved for the construction and operation of a year-round camp for the use by children, youth and university personnel for study, sports and entertainment. CUP No. 3048 presently does not limit daily and overnight population and does not include an expiration date. If the camp withdraws the Major Modification application the camp can continue to operate under CUP No. 3048 with no limitations to population or term of the CUP.

NCZO Sections 8107-17.2.2 and 8107-17.2.3 define overnight population by calculating a constant multiplied by acreage. In the RE zone the constant is 10.24 and in the OS zone the constant is 0.25. The current CUP boundary for Camp Ramah includes 76.45 acres zoned RE and 7 acres (leased) zoned OS. Applying the ordinance calculation for camps located in the RE and OS zones, results in a maximum overnight population of 872 (guests, campers and staff) and a maximum daily population of 1,744 (guests, campers and staff) with a CUP. .

Camp Ramah is requesting overnight capacity be maintained at 1,014 during the summer session only. This represents an increase of 142 guests, campers, and staff over what the ordinance permits.

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<sup>5</sup> Camp Ramah reviewed the public hearings for the approval of Am. Ord. 4317, including NCZO Section 8107-17.2, which pertained to "rural tourism" programs. In connection with the ordinance amendment process, the County analyzed then-existing properties in the State of California that had "rural tourism" programs and noted that more guests were allowed on properties with smaller acreage when those properties were adjacent to national forest land.

<sup>6</sup> As needed, additional bunk beds are added to existing living spaces to accommodate that need, in compliance with the fire code.

On December 8, 2020, the camp submitted the 2019 Camp Ramah Programs and Activities (Exhibit 4, Attachment 5) which indicated a total of 900 guests and campers during the summer session. The estimated 900 overnight population includes 600 campers, 255 overnight staff, and six residents. There are also two additional programs that occur simultaneously with summer session adding approximately 25 and 43 guests, bringing the estimated overnight population to 900. Camp Ramah has historically accommodated up to 60 overnight guests per night during summer camp that were not previously counted as regular overnight campers or staff. The specific individuals vary across the summer season, but generally include staff spouses (20-25); young children of staff members who are not old enough to participate in camp programs (20-40); daycare staff (8-10), visiting doctors (1-2); visiting rabbis (1-2) and other educators for camp arts and sports (2-4); board members, donors, and their spouses (2-10); and institutional partners such as representatives from National Ramah's staff and board (8-15). Some of these individuals may stay for several weeks (e.g., spouses, children) while others may visit for a night or a weekend (e.g., visiting rabbis, board members, and donors). These guests are not tracked in CampMinder (the software system through which campers enroll in camp and staff apply to work at camp). However, at any given time during the summer camp season, there has historically been approximately 60 additional overnight guests per night.

These individuals arrive at and depart from camp in a way that minimizes traffic impact. Many guests carpool with staff members who are already accounted for in the camp's staff occupancy numbers or travel by bus with campers while the remainder travel during the day outside of AM/PM peak traffic hours. Camp Ramah staff will confirm the individuals who drive themselves to and from camp to schedule their arrival and departure times with camp administration in advance to ensure that they are traveling outside of peak traffic hours. These guests are an important part of summer camp. Their presence supports camp operations and governance, staff wellness, educational programming, and institutional partnerships.

Ojai Valley Area Plan Policy OV-22.2 requires the County to evaluate discretionary development for individual and cumulative impacts on existing and future roads, with special emphasis on whether they would worsen traffic conditions on existing roads within the Regional Road Network that are currently functioning below an unacceptable LOS. The project description reflects that these visiting educators and special guests using their own personal vehicles, arrive and depart outside the AM and PM peak hours.<sup>[1]</sup> Therefore the operations of the project will comply with the Ojai Valley Area Plan Policy OV-22.2.

Camp Ramah's current CUP entitlement affords no limit on overnight population, which demonstrates that special circumstances do exist. For more than 50 years, the Camp operated with no population limits. To hold the Camp to the population limitations in the

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<sup>[1]</sup> Peak hours are weekdays from 6:30 am to 9:30 am and 3:30 pm and 6:30 pm in both directions on State Highway 33.

NCZO would result in a fundamental change to the Camp's previously operational summer camp population and would mean certain students are unable to attend who previously have been able to. Thus, this finding can be made.

**2. That granting the requested variance will not confer a special privilege inconsistent with the limitations upon other properties in the same vicinity and zone; and**

Applicant's Statement: *No special privilege will be conferred to other Camps or properties in the same vicinity and zone or in the County by granting this variance. The variance request is specific to the Camp Ramah property, its current CUP, and its unique background. Any other camp or property owner that wishes to adjust its occupancy must still file a variance application which may be approved or denied based on the ability of that camp or property owner to make the required findings based on its characteristics.*

*Moreover, this variance would not confer a special privilege upon Camp Ramah because no other camps in the same vicinity and zone are constructing additional indoor programming space for an existing program that has been in operation for decades and that would require a significant reduction in existing campers and staff due to imposition of occupancy limits under the current NCZO. Importantly, Camp Ramah is not seeking an operational increase in occupancy, but instead is seeking to limit the decrease of overnight occupancy for a small portion of the calendar year. Camp Ramah does not seek a variance for other development standards, activities, or uses.*

*Camp Ramah's property is located in the OS and RE zones. Camps with permanent structures for overnight accommodation and accessory structures and buildings, which are used for temporary leisure, recreational or study purposes, and provide opportunities for the enjoyment or appreciation of the natural environment are allowed in OS and RE-zoned properties under Sec. 8105-4 of the NCZO. Therefore, Camp Ramah is not requesting a special privilege in terms of the nature of the use or activity.*

*For the past nearly 20 years, Camp Ramah has hosted up to 1,151 overnight campers, staff, and guests during its summer camp program. Under Section 8107-17.2 of the current NCZO, Camp Ramah would need to reduce the overnight population of campers and staff to 872 persons. Through this variance application, Camp Ramah seeks to cap the overnight population at the 2019 baseline of 1,014 persons solely during its approximately 9-week summer camp. Although granting the variance would allow Camp Ramah to operate over the NCZO limit of 872 persons for the 9 weeks when the summer camp is operating, maximum summer camp occupancy would be reduced as compared to operations over the last approximately 20 years.*

Staff Evidence and Proposed Findings: Granting the requested variance will not confer a special privilege inconsistent with the limitations upon other properties in the same vicinity and zone. Camp Ramah is the only camp in unincorporated Ventura County that does not have limitations regarding daily and overnight populations. The granting of the

requested variance will not confer a special privilege because the applicant has demonstrated that the camp has legally been developed to operate at a higher capacity during the summer months, since the camp's historical overnight population predates the current NCZO development standard.

Therefore, the granting of the requested variance will not confer a special privilege inconsistent with the limitations upon land in the same vicinity zoned OS. Thus, this finding can be made.

**3. That strict application of the zoning regulations as they apply to the subject property will result in practical difficulties or unnecessary hardships inconsistent with the general purpose of such regulations; and**

Applicant's Statement: *The Camp Ramah team reviewed the public hearings regarding the adoption of Section 8107-17.2. Those hearings indicate that the purpose of Section 8107-17.2 is to promote rural tourism, including camps with overnight accommodation, while minimizing the environmental impacts of overnight stays in the RA, RE, and OS zones. Strict application of this ordinance would result in practical difficulties and unnecessary hardships inconsistent with this purpose.*

Overview of Camp Ramah's summer camp structure

*Camp Ramah has operated a religious summer camp on the site for more than 50 years. The summer camp program incorporates layered mentorship, which involves several overlapping layers of mentors and mentees who vary by age and experience. Through Camp Ramah's tradition of layered mentorship, each camper receives multiple levels of support by having peer mentors in higher grades, staff mentors, and administrative mentors. This multi-tiered mentorship program, which provides campers with diverse positive models of Jewish life, necessarily requires a high staff-to-camper ratio as compared to a more typical camp. Camp Ramah's camper-to-staff ratio is roughly 2.5 to 3:1 (not including daytime support staff). This element of Camp Ramah's programming is woven into its foundation, has proven benefits, and is in alignment with the National Ramah Commission, of which Camp Ramah is an affiliate.*

*Additionally, as part of its mission to provide campers "a journey of a lifetime," Camp Ramah's programming has been intergenerational, such that camp alumni regularly send their children and grandchildren to camp year after year, starting in 3rd grade and continuing through 11th grade. Camp Ramah has consistently maintained a high retention rate, with more than 85% of campers returning to camp.*

*Camp Ramah has historically hosted in excess of 1,000 people overnight during summer camp*

*During the last roughly 15 years, overnight summer camp capacity has included up to and over 1,000 campers, staff and other guests (as shown in attachment 3), including up to 1,151 persons in 2016. In calculating this, Camp Ramah used internal software and other information. The Camp has used “CampMinder” as its customer relationship management (“CRM”) software for both campers and staff since 2005.*

*Families enroll their children each year using the online software, which is also used for maintaining medical history forms, scholarship/financial aid data, bunking assignments, camper evaluations, and communications between Ramah staff and parents. Ramah also maintains information related to families’ school and synagogue affiliations, along with contact information, demographic information, social media, photo IDs, and more. Parents can also use CampMinder to send emails to their children at camp, which are then printed out by staff and delivered to campers along with regular mail.*

*Staff apply to work at camp each summer via CampMinder, and Ramah uses the CRM to similarly maintain their medical information, job assignments, compensation, evaluations, communications, and more.*

*Since initiating the use of CampMinder in 2005, Camp Ramah has not maintained any hard copy enrollment records for summer camp. However, Camp Ramah can automatically generate reports from CampMinder, as further explained below.*

*Camper numbers:*

*During the summer, Camp Ramah operates two four-week sessions consecutively with a number of shorter sessions over the course of the summer. Determining the total number of campers in camp at any given time therefore requires looking at enrollment figures for several “sessions” and adding them together. For example, in 2019, “session 1” had a total enrollment of 486, “Gesher A” had 47, “Tikvah-Amitzim-1” had 19, “Tivkah-Ezra-1” had 7, and “Jr. Gesher” had 7, leading to a total of 566 as reflected in our data. Please see attachment #1 for representative reports that allowed for these calculations in 2019, with sensitive or individualized data redacted.*

*Staff numbers:*

*While a total seasonal count of staff can be ascertained by pulling a report in CampMinder (e.g., 376 for 2019), mapping staffing numbers onto particular sessions is not simple or straightforward. That’s because unlike campers, staff are not hired for a particular session, but rather with specific start and end dates according to their individual employment contracts. Because it would not be feasible or practical to ascertain night-by-night staff residency numbers using the CampMinder CRM and then to match them to camper sessions for each calendar year, we instead estimate, based upon a close look at several randomly selected years, that approximately 80% of the full year’s staff count are in residence during first session, and 85% during second session. However, for the baseline year of 2019, we carefully reviewed the data and determined the exact number of staff who attended each session and identified 305 staff for session 1 and 312 staff for*

session 2. Please see attachment #2 for staffing reports for 2019, with sensitive or individualized data redacted.

*“Other” numbers:*

*The third cohort of individuals who stay overnight at camp are children and spouses of adult staff members along with visiting board members, Rabbis-in-Residence, Artists-in-Residence, program specialists, visiting educators and guests, and so on. Some of these individuals may stay for several weeks or longer (e.g., children, spouses) while others may just visit for a night or a weekend (e.g., visiting Rabbis). Because this cohort is not formally tracked, Ramah estimates that at any given time during the summer camp season, there are approximately 60 such individuals in camp.*

#### *Impact of Reducing Summer Camp Occupancy Below 1,014*

*As shown in the above, strict application of Section 8107-17.2 would therefore force Camp Ramah to reduce its summer camp overnight population to 872, a significant decrease from its pre-COVID levels. Camp Ramah has examined two different mechanisms for achieving this hypothetical reduction, both of which would be quite detrimental to camp operations.*

*First, Camp Ramah could reduce occupancy across each grade level. This option would result in depriving many existing, long-standing Ramah campers and camp families the opportunity to return to camp, despite Camp Ramah’s historical 85% retention rate, simply because Camp Ramah constructed new indoor space for an existing program. Moreover, a reduction in each grade level would severely limit the ability of new campers and families to attend Camp Ramah.*

*Alternatively, Camp Ramah would need to eliminate either the 3rd grade or 11th grade level to meet the occupancy reduction. The early grade levels are vital because they are a key entry point for families entering summer camp. Postponing programming to the 4th grade would be a competitive disadvantage for Camp Ramah and put the viability of the entire camp at risk. The later grade level is integral because the primary purpose of Camp Ramah’s CUP modification application is to obtain authorization to build the new Machon Village, which would provide additional indoor space for Camp Ramah’s existing leadership program for 11th graders. It would be senseless for Camp Ramah to undergo this CUP modification application and variance application process only to eliminate the 11th grade program. Accordingly, it is not feasible for Camp Ramah to eliminate the 3rd grade level or the 11th grade level.*

*Finally, a substantial reduction of campers and staff would result in significant financial hardship for Camp Ramah, a nonprofit public benefit organization, as well as for campers who obtain financial aid or scholarships to attend camp. The summer camp program, including campers who pay the cost in full and campers who receive scholarship support, is the main source of income for maintenance of the 435-acre site and its facilities which total more than 100,000 SF. Financial projections by the Camp estimate that a loss of*



*nearly 150 campers would result in a loss of more than \$1,000,000.00 of revenue over a single summer, without being significantly offset by expenses, which jeopardizes Camp Ramah's ability to maintain its operations and continue to offer the same level of funding for needs-based sponsorships.*

*None of these practical difficulties or unnecessary hardships are consistent with the Section 8107-17.2's purpose of balancing rural tourism and minimizing environmental impacts of overnight stays in the OS, RA, and RE zones.*

*However, approval of the variance would be consistent with the purpose of Section 8107-17.2.7<sup>7</sup>. The variance would allow Camp Ramah to continue its existing operations, which serves the purpose of promoting rural tourism. Further, the variance would reduce Camp Ramah's long-standing baseline summer camp population to 1,014 persons (the number that minimizes the practical difficulties and unnecessary hardships to Camp Ramah, and for which the camp has planned) instead of reducing the baseline persons to 872 persons (the number required under the current version of the NCZO). The variance would only be applicable for a limited window: the existing 9-week summer program and maximum attendance would still be well below historical averages. In this manner, the variance serves the purpose of reducing the environmental impacts of overnight stays at Camp Ramah. In addition, condition #24 of the modified CUP requires further restrictions on day and overnight occupancy of the facilities in the non-summer months.*

Staff Evidence and Proposed Findings: Staff finds that strict application of the zoning regulations as they apply to the subject property will result in practical difficulties or unnecessary hardships inconsistent with the general purpose of such regulations. Camp Ramah has indicated strict application with NCZO Sections 8107-17.2.2 and 8107-17.2.3 will have financial consequences but will also result in the elimination of an entire age bracket that is essential to Camp Ramah's holistic approach to the Jewish faith and camp experience. Camp Ramah is requesting overnight capacity be capped at 1,014 during the summer session only. This represents an increase of 142 guests, campers, and staff over what the NCZO would allow.

The purpose of a variance is to enable a property owner to make reasonable use of his or her property in a manner in which other property of like character in the same vicinity and zone can be used. If the Camp is not able to operate at these summer camp populations, the structure, curriculum and services that Camp Ramah provides to its campers will be fundamentally altered and students who could otherwise attend will be denied an opportunity to attend the Camp if more limited overnight population restrictions are applied during the summer months. This would also consequently cause financial hardship on the camp. A reduction in campers below their operational numbers would

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<sup>7</sup> Importantly, Camp Ramah is not creating a new environmental impact in terms of occupancy because it is not seeking approval of a new camp, a new program, or an increase in its existing overnight summer camp population.

jeopardize Camp Ramah's ability to maintain its operations and continue to offer the same level of funding for needs-based sponsorships. Thus, this finding can be made.

**4. That the granting of such variance will not be detrimental to the public health, safety, or general welfare, nor to the use, enjoyment, or valuation of neighboring properties; and**

Applicant's Statement: *The granting of this variance request will not be detrimental to the public health, safety, or general welfare, or to the use, enjoyment, or valuation of neighboring properties. With regards to the general health and welfare of the public, granting the variance will further support the policies and goals of the Ventura County General Plan and Ojai Valley Area Plan in a wide variety of ways:*

*Ventura County General Plan*

- *Community Facilities PFS-8.1: Collaboration on Maintenance of Community Facilities. The County shall work with cities, non-profit organizations, schools, and other community service providers to maintain and support public and private community facilities that are located throughout the County.*
  - o *The granting of this variance will support the County's goal of maintaining community facilities as the Camp is a year-round community facility, and in particular, the summer program is a community facility that provides campers and staff with opportunities for outdoor recreation, education, and spiritual connection to the land and open space in the Los Padres National Forest. The variance allows the Camp to operate closer to its historic summer camp attendance prior to the COVID-19 epidemic.*
- *Community Facilities PFS-10.9: The County shall develop partnerships with and encourage efforts by service clubs, civic groups, and individuals wishing to provide recreational programs in the county.*
  - o *Camp Ramah and its summer program fill a vital role in the County by providing robust recreational opportunities for children and staff from suburban, urban, and rural communities.*
- *Economic Vitality EV-1.5: The County shall encourage the development of sustainable and innovative visitor-serving attractions that expand on the tourism market in Ventura County and add to the quality of life for residents. This would include identifying viable locations for new or expanded accommodations in the unincorporated areas of Ventura County and support for ecotourism associated with the Santa Monica Mountains, Los Padres Forest, the Channel Islands, and other natural areas.*
  - o *Camp Ramah includes local, county, statewide and regional campers and is partially within the Los Padres National Forest and thus provides*

*accommodations and support for ecotourism. The summer camp program includes education on conservation and biological habitats. Granting the variance will support this goal by providing additional opportunities for ecotourism for a sustainable visitor-serving attraction that also serves the residents of Ventura County.*

- *Economic Vitality EV- 3.1: Existing Business Retention: The County shall proactively focus on retention of existing businesses in key industry clusters. In the unincorporated areas, this would include prioritizing Naval Base Ventura County and agricultural activities.*
  - o *As discussed above, Camp Ramah has operated in Ventura County for nearly 70 years and for over 50 years at its present location. It is one of a small handful of camps in Ventura County that provide abundant recreational opportunities as well as the opportunity to experience the open space and Los Padres National Forest in a sustainable manner, including education on biodiversity and sustainability. Granting the variance supports the Camp's core business, which is the summer camp, and allows it to continue to operate closer to its historic summer camp capacity, and helps this non-profit business continue to offer scholarships to families in need while remaining economically viable.*
- *Economic Vitality EV-4.1: Creative Economy: The County shall encourage the expansion of the local creative economy, including arts businesses, creative and performing arts, and non-profit organizations, as well as professional service sectors built around the creative arts.*
  - o *The Camp supports the creative economy through the engagement of counselors and professionals that educate the campers. It purchases supplies from local art supply vendors that are used by summer campers. Granting the variance will support this policy. The Camp has an active art program, and campers participate in both creative and performing arts activities.*
- *Economic Vitality EV-4.3 Sustainable Business Development: The County shall encourage the development and expansion of businesses that advance social equity, environmental quality, and economic sustainability, as well as capitalize on key industry strengths. Economic sustainability includes planning and preparation for disaster response and long-term resiliency of businesses and economic assets in the county.*
  - o *As discussed above, Camp Ramah is a public benefit nonprofit that has a mission of 'creating religious educating communities in which campers and staff learn skills for a life committed to God, Torah, the Jewish people, and tikkun olam.' Tikkun olam is a concept of repairing the world and is often associated with public interest work and the pursuit of social justice. For the last 54 years, Camp Ramah has operated a religious summer camp on the site. In addition*

*to typical sleep-away experiences, Camp Ramah's summer camp includes Jewish song, prayer, Hebrew, kosher food, Israel education, and other activities and ceremonies that deepen and enhance campers' commitment to Judaism. Further, the Camp has published a robust Diversity and Inclusion Statement that can be found at <https://ramah.org/wp-content/uploads/2021/04/Ramah-Diversity-Statement.pdf>. Camp Ramah provides scholarship opportunities for families that would not otherwise be able to afford the opportunity to send their children to summer camp. This scholarship fund is supported by donors and full-pay families, and granting the variance will enhance the ability of the Camp to improve social equity in this area.*

- *Conservation COS-9.3 Open Space Preservation: The County shall place a high priority on preserving open space lands for recreation, habitat protection, wildlife movement, flood hazard management, public safety, water resource protection, and overall community benefit.*
  - o *Granting the variance supports this policy as it is part of the overall Machon project, which proposes to add 348 acres of open space to the Camp property to the Camp's Conditional Use Permit, preserving them from private development. The Camp has also agreed to enshrine the public access on existing trails over the open space parcels that this project would add to the Camp.*
- *Labor Force Development EV-6.4: Local Graduate Retention: The County shall actively support efforts to keep local high school and university graduates in the local workforce.*
  - o *Camp Ramah employs local high school and university graduates in its kitchen, maintenance, housekeeping, and programming staff. Granting this variance increases the opportunities for the Camp to support this goal as counselors and support staff are hired commensurate with the summer camp attendance.*

#### *Ojai Area Plan*

- *OV-3.2: Principal Use in Rural Institutional: The principal uses in the Rural Institutional designation are camps and educational facilities. Other permitted uses include those uses which are found to be necessary to maintain the principal use, or other accessory uses that are customarily incidental, but subordinate to the principal permitted use.*
  - o *The Camp property was specifically zoned by the County to RE in order to allow the Camp to support the highest possible density of campers due to its rural nature. The Camp is adjacent to vast areas of open space in the Los Padres National Forest and not set near dense residential development. Granting the*

*variance will allow the camp to maintain close to historic numbers at the property.*

- *OV-30.1: Limited Expansion of Recreation Facilities: The County shall encourage limited expansion of recreational facilities at Lake Casitas and other recreational areas within the Ojai Valley, consistent with the open space character of the area.*
  - o *The Camp's request includes adding several open space parcels to the Camp, which will keep them from private development and provide for recreational opportunities for Camp users. Granting the variance supports the overall request and the ability for the Camp to sustainably operate.*

*With regards to its impact on the surrounding neighborhood, Camp Ramah's historical summer camp overnight population over the last approximately 20 years has been up to and over 1,000 persons, including approximately 1,151 persons in 2016. Section 7107-17.2 of the NCZO limits the overnight population to 872 persons. Through this variance, Camp Ramah is seeking authorization to maintain the 2019 baseline overnight population of 1,014 persons for the 9-week summer camp. Granting the variance would therefore still result in a cap on the maximum overnight population as compared to historical averages, which is beneficial to the neighboring properties.*

*Furthermore, Camp Ramah has discussed the occupancy issue with several of its neighbors. The majority of those neighbors expressed that they are more concerned with operations during the non-summer months than summer months. Additionally, these neighbors stated that they are mainly concerned about noise. The Machon Village site was chosen for its specific topography (an area nestled at the base of the mountainside to the north and protected from the view of neighbors by ridges to the east and the west and mature oak trees to the south) to minimize noise and visibility impacts.*

*Finally, this variance is associated with a CUP modification application, which, if approved, will impose numerous measures to significantly limit attendance (e.g., by limiting the number of larger events and overall overnight occupancy throughout the year) and mitigate the noise impacts of summer camp and non-summer camp attendees based on a professional analysis (including use of acoustic blankets on certain sports courts and acquisition and installation of a sound monitoring system on the exterior speakers that sets the maximum speaker level at a certain level). Consequently, the variance – coupled with the conditions of approval for the CUP – will not be detrimental nor adversely affect the use, enjoyment, or valuation of the neighboring properties, and would instead help to minimize impacts to neighbors, especially when compared to current operations.*

Staff Evidence and Proposed Findings: *Granting the requested variance will not be detrimental to the public health, safety, or general welfare, nor to the use, enjoyment, or valuation of neighboring properties. The NCZO allows up to 872 overnight population. The requested variance would allow the camp to maintain its historical overnight*

population with a maximum overnight population of 1,014 in the summer months (June through August) adding 142 overnight guests above what the NCZO allows.

The Public Works Agency's Roads and Transportation Department and Ventura County Fire Protection District have reviewed the project for compliance with traffic safety and fire safety standards, respectively. Neither agency identified any health, safety, or welfare concerns that might arise if an additional 142 overnight guests during summer camp would be permitted. The applicant will be required to implement and maintain a public safety plan to ensure adequate public safety levels are maintained during indoor/outdoor public gatherings. The plan must address emergency vehicle ingress and egress, fire protection, emergency medical services, evacuation and safe dispersal areas, public assembly areas and the directing of both attendees and vehicles (including the parking of vehicles), vendor and food concession distribution, and method(s) for activating the emergency response system (911) (Exhibit 5, Condition No.79). The applicant will also be required to implement four recommended Mitigation Measures (N-1 through N-4) that would reduce noise impacts to offsite residences in and around the camp. (Exhibit 5, Condition Nos. 41 to 44). Thus, this finding can be made.

- 5. That the granting of a variance in conjunction with a hazardous waste facility will be consistent with the portions of the County's Hazardous Waste Management Plan (CHWMP) which identify specific sites or siting criteria for hazardous waste facilities.**

Applicant's Statement: *The project does not include a hazardous waste facility.*

Staff Findings and Proposed Evidence: The project does not involve a hazardous waste facility; therefore this finding does not apply.

## VARIANCE FINDINGS

Under Camp Ramah's existing CUP, there is no overnight occupancy limit. Over the last roughly twenty years, summer camp has been comprised of up to 1,151 campers, staff, and guests who reside overnight in existing, permitted facilities. Under the occupancy limits in the current NCZO, Camp Ramah's overnight capacity would be capped at 872 persons, which, if imposed, would force Camp Ramah to turn away scores of campers and staff. The variance seeks to minimize the reduction to the 2019 baseline of 1,014 campers, staff and guests solely for the duration of its approximately 9-week summer camp program.

***Sec. 8111-1.2.2.2 - Standards for Variances Before any variance may be granted, the applicant must establish, and the decision-making authority must determine, that all of the following standards are met:***

- a. That there are special circumstances or exceptional characteristics applicable to the subject property with regard to size, shape, topography, location, or surroundings, which do not apply generally to comparable properties in the same vicinity and zone; and***

Special circumstances and exceptional characteristics apply to the subject property regarding historical and future use,<sup>1</sup> size, topography, location, and surroundings.

*Camp Ramah's historic and future use is unique and subject to special circumstances.*

Camp Ramah has owned the subject property since 1969<sup>2</sup>. Camp Ramah is a 501(c)(3) nonprofit with a mission of "creating religious educating communities in which campers and staff learn skills for a life committed to God, Torah, the Jewish people, and tikkun olam." (Tikkun olam is a concept of repairing the world and is often associated with public interest work and the pursuit of social justice.) For the last 54 years, Camp Ramah has operated a religious summer camp on the site. In addition to typical sleep-away experiences, Camp Ramah's summer camp includes Jewish song, prayer, Hebrew, kosher food, Israel education, and other activities and ceremonies that deepen and enhance campers' commitment to Judaism. Ramah's summer camp serves youth who are rising 3rd<sup>3</sup> graders to 11<sup>th</sup> graders (approximately 7 to 16 years old). Additionally, for the last several decades, the property has also served the larger community in the non-summer-camp months by hosting various Jewish celebrations for the Ramah family and events for local nonprofits, schools, and religious organizations. The proposed project involves the continued operation of the existing summer camp and non-summer-camp community programs and

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<sup>1</sup> *Craig v. County of Santa Cruz* (2000) 81 Cal.App.4th 880 (disparity between properties does not need to be physical to establish "special circumstances" for variance).

<sup>2</sup> Camp Ramah has operated in the Ojai area since 1955.

<sup>3</sup> Camp Ramah also offers a short (4-day, 3-night) taste of camp program for a small group of campers entering 2nd grade.

the construction of a new 10,609 SF Machon village consisting of six new cabins and a central gathering space. The Machon Village will house Camp Ramah's existing capstone leadership program for campers entering the 11<sup>th</sup> grade but does not increase the size of the summer camp population. This historic and future use of the property is distinctive.

*The subject property is also unique.*

First, the property is unique in terms of its zoning. In the 1980s, the County decided to rezone camps throughout the unincorporated portions of the county for consistency with the General Plan. In this process (over which Camp Ramah did not have any control), Camp Ramah's parcels with APNs 010-0-120-040, 010-0-110-120, and 010-0-110-130 were rezoned from RA to RE. Camp Ramah has not been able to identify any adjacent properties that are zoned RE or permitted as camps. It appears that adjacent properties remained RA because they were not utilized for camp purposes. Therefore, Camp Ramah is unique in terms of its RE zoning when compared to adjacent properties.

To widen its data set of comparable properties, Camp Ramah searched for other properties within District 1 of the County that are permitted as camps. Camp Ramah identified two other camps within District 1: Forest Home (Christian camp for 3<sup>rd</sup>-12<sup>th</sup> graders) and Arnaz Program Center (camp and retreat center for community organizations). These properties are zoned RA. Accordingly, Camp Ramah is also unique because it is the only camp within the Ojai Valley with the RE zoning designation.

Importantly, Camp Ramah meets all the development standards for a property in the RE zone. Camp Ramah does not seek any variances from the development standards. It only seeks a variance in terms of its overnight occupancy limits for a short portion of the year when summer camp is operating, and approval of the variance would not increase camp occupancy from historic levels.

Under NCZO section 8107-17.2, camps within the RE zone are allowed a maximum overnight population of 10.24 persons per acre, whereas camps within the RA zone are allowed a maximum overnight population of only 2.56 persons per acre, and camps within the OS zone are allowed a maximum overnight population of only 0.25 persons per acre. Consequently, Camp Ramah is also unique because it is already allowed the highest occupancy ratio of camps within the Ojai Valley<sup>4</sup>.

Second, Camp Ramah is unique in terms of its size. Camp Ramah's property is exceptionally large, totaling 435 acres when including its adjacent OS parcels (APNs 010-0-060-030, 010-0-060-070, and 010-0-070-310) that would be incorporated into the modified CUP. None of the immediately adjacent RA parcels are of comparable size. Camp Ramah's property is by far the largest of the camps within the Ojai Valley. It is three times the size of Forest Home (at 132 acres) and more than 13 times the size of Arnaz Program Center (at 36 acres).

Third, Camp Ramah is unique in terms of location. A Camp Ramah retreat center subject to a separate CUP sits to the immediate west; there are agricultural properties further west and RA parcels to the south. The site is abutted by approximately 2 million acres of USFS land and mountainous open space to the north.<sup>5</sup> The other two camps in the Ojai Valley do not border USFS land.

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<sup>4</sup> The Camp has been leasing and operating on 7 acres of USFS land since 1981 through a Special Use Permit. While this acreage is zoned OS, it has been an integral part of Camp operations for several decades.

<sup>5</sup> Camp Ramah reviewed the public hearings for the approval of Am. Ord. 4317, including NCZO Section 8107-17.2, which pertained to "rural tourism" programs. In connection with the ordinance amendment process, the County analyzed then-



Finally, it is notable that Camp Ramah's existing buildings with sleeping facilities were permitted and constructed prior to adoption of Section 8107-17.2 of the NCZO in 2005. Five dormitory cabins were constructed with permits prior to the 1993 Masterplan, and three additional dormitory cabins were constructed with permits in 2000-2001. These cabins have capacity for 320 campers and staff. The 33 boys and girls tent cabins were installed before 1993 and have a capacity of 456 people. Buildings A, B, C, and D, which have a capacity of 256, were permitted prior to the 1993 Masterplan. Collectively, Camp Ramah's standard occupancy in permitted buildings that predate the current code is 1,032<sup>6</sup> people.

***b. That granting the requested variance will not confer a special privilege inconsistent with the limitations upon other properties in the same vicinity and zone; and***

No special privilege will be conferred to other Camps or properties in the same vicinity and zone or in the County by granting this variance. The variance request is specific to the Camp Ramah property, its current CUP, and its unique background. Any other camp or property owner that wishes to adjust its occupancy must still file a variance application which may be approved or denied based on the ability of that camp or property owner to make the required findings based on its characteristics.

Moreover, this variance would not confer a special privilege upon Camp Ramah because no other camps in the same vicinity and zone are constructing additional indoor programming space for an existing program that has been in operation for decades and that would require a significant reduction in existing campers and staff due to imposition of occupancy limits under the current NCZO. Importantly, Camp Ramah is not seeking an operational increase in occupancy, but instead is seeking to limit the decrease of overnight occupancy for a small portion of the calendar year. Camp Ramah does not seek a variance for other development standards, activities, or uses.

Camp Ramah's property is located in the OS and RE zones. Camps with permanent structures for overnight accommodation and accessory structures and buildings, which are used for temporary leisure, recreational or study purposes, and provide opportunities for the enjoyment or appreciation of the natural environment are allowed in OS and RE-zoned properties under Sec. 8105-4 of the NCZO. Therefore, Camp Ramah is not requesting a special privilege in terms of the nature of the use or activity.

For the past nearly 20 years, Camp Ramah has hosted up to 1,151 overnight campers, staff, and guests during its summer camp program. Under Section 8107-17.2 of the current NCZO, Camp Ramah would need to reduce the overnight population of campers and staff to 872 persons. Through this variance application, Camp Ramah seeks to cap the overnight population at the 2019 baseline of 1,014 persons solely during its approximately 9-week summer camp. Although granting the variance would allow Camp Ramah to operate over the NCZO limit of 872 persons for the 9 weeks when the summer camp is operating, maximum summer camp occupancy would be reduced as compared to operations over the last approximately 20 years.

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existing properties in the State of California that had "rural tourism" programs and noted that more guests were allowed on properties with smaller acreage when those properties were adjacent to national forest land.

<sup>6</sup> As needed, additional bunk beds are added to existing living spaces to accommodate that need, in compliance with the fire code.

- c. That strict application of the zoning regulations as they apply to the subject property will result in practical difficulties or unnecessary hardships inconsistent with the general purpose of such regulations; and***

The Camp Ramah team reviewed the public hearings regarding the adoption of Section 8107-17.2. Those hearings indicate that the purpose of Section 8107-17.2 is to promote rural tourism, including camps with overnight accommodation, while minimizing the environmental impacts of overnight stays in the RA, RE, and OS zones. Strict application of this ordinance would result in practical difficulties and unnecessary hardships inconsistent with this purpose.

*Overview of Camp Ramah's summer camp structure*

Camp Ramah has operated a religious summer camp on the site for more than 50 years. The summer camp program incorporates layered mentorship, which involves several overlapping layers of mentors and mentees who vary by age and experience. Through Camp Ramah's tradition of layered mentorship, each camper receives multiple levels of support by having peer mentors in higher grades, staff mentors, and administrative mentors. This multi-tiered mentorship program, which provides campers with diverse positive models of Jewish life, necessarily requires a high staff-to-camper ratio as compared to a more typical camp. Camp Ramah's camper-to-staff ratio is roughly 2.5 to 3:1 (not including daytime support staff). This element of Camp Ramah's programming is woven into its foundation, has proven benefits, and is in alignment with the National Ramah Commission, of which Camp Ramah is an affiliate.

Additionally, as part of its mission to provide campers "a journey of a lifetime," Camp Ramah's programming has been intergenerational, such that camp alumni regularly send their children and grandchildren to camp year after year, starting in 3<sup>rd</sup> grade and continuing through 11<sup>th</sup> grade. Camp Ramah has consistently maintained a high retention rate, with more than 85% of campers returning to camp.

*Camp Ramah has historically hosted in excess of 1,000 people overnight during summer camp*

During the last roughly 15 years, overnight summer camp capacity has included up to and over 1,000 campers, staff and other guests (as shown in attachment 3), including up to 1,151 persons in 2016. In calculating this, Camp Ramah used internal software and other information. The Camp has used "CampMinder" as its customer relationship management ("CRM") software for both campers and staff since 2005.

Families enroll their children each year using the online software, which is also used for maintaining medical history forms, scholarship/financial aid data, bunking assignments, camper evaluations, and communications between Ramah staff and parents. Ramah also maintains information related to families' school and synagogue affiliations, along with contact information, demographic information, social media, photo IDs, and more. Parents can also use CampMinder to send emails to their children at camp, which are then printed out by staff and delivered to campers along with regular mail.

Staff apply to work at camp each summer via CampMinder, and Ramah uses the CRM to similarly maintain their medical information, job assignments, compensation, evaluations, communications, and more.

Since initiating the use of CampMinder in 2005, Camp Ramah has not maintained any hard copy enrollment records for summer camp. However, Camp Ramah can automatically generate reports from CampMinder, as further explained below.

*Camper numbers:*

During the summer, Camp Ramah operates two four-week sessions consecutively with a number of shorter sessions over the course of the summer. Determining the total number of campers in camp at any given time therefore requires looking at enrollment figures for several “sessions” and adding them together. For example, in 2019, “session 1” had a total enrollment of 486, “Gesher A” had 47, “Tikvah-Amitzim-1” had 19, “Tivkah-Ezra-1” had 7, and “Jr. Gesher” had 7, leading to a total of 566 as reflected in our data. Please see attachment #1 for representative reports that allowed for these calculations in 2019, with sensitive or individualized data redacted.

*Staff numbers:*

While a total seasonal count of staff can be ascertained by pulling a report in CampMinder (e.g., 376 for 2019), mapping staffing numbers onto particular sessions is not simple or straightforward. That’s because unlike campers, staff are not hired for a particular session, but rather with specific start and end dates according to their individual employment contracts. Because it would not be feasible or practical to ascertain night-by-night staff residency numbers using the CampMinder CRM and then to match them to camper sessions for each calendar year, we instead estimate, based upon a close look at several randomly selected years, that approximately 80% of the full year’s staff count are in residence during first session, and 85% during second session. However, for the baseline year of 2019, we carefully reviewed the data and determined the exact number of staff who attended each session and identified 305 staff for session 1 and 312 staff for session 2. Please see attachment #2 for staffing reports for 2019, with sensitive or individualized data redacted.

*“Other” numbers:*

The third cohort of individuals who stay overnight at camp are children and spouses of adult staff members along with visiting board members, Rabbis-in-Residence, Artists-in-Residence, program specialists, visiting educators and guests, and so on. Some of these individuals may stay for several weeks or longer (e.g., children, spouses) while others may just visit for a night or a weekend (e.g., visiting Rabbis). Because this cohort is not formally tracked, Ramah estimates that at any given time during the summer camp season, there are approximately 60 such individuals in camp.

*Impact of Reducing Summer Camp Occupancy Below 1,014*

As shown in the above, strict application of Section 8107-17.2 would therefore force Camp Ramah to reduce its summer camp overnight population to 872, a significant decrease from its pre-COVID levels. Camp Ramah has examined two different mechanisms for achieving this hypothetical reduction, both of which would be quite detrimental to camp operations.

First, Camp Ramah could reduce occupancy across each grade level. This option would result in depriving many existing, long-standing Ramah campers and camp families the opportunity to return to camp, despite Camp Ramah’s historical 85% retention rate, simply because Camp Ramah constructed new

indoor space for an existing program. Moreover, a reduction in each grade level would severely limit the ability of new campers and families to attend Camp Ramah.

Alternatively, Camp Ramah would need to eliminate either the 3<sup>rd</sup> grade or 11<sup>th</sup> grade level to meet the occupancy reduction. The early grade levels are vital because they are a key entry point for families entering summer camp. Postponing programming to the 4<sup>th</sup> grade would be a competitive disadvantage for Camp Ramah and put the viability of the entire camp at risk. The later grade level is integral because the primary purpose of Camp Ramah's CUP modification application is to obtain authorization to build the new Machon Village, which would provide additional indoor space for Camp Ramah's existing leadership program for 11<sup>th</sup> graders. It would be senseless for Camp Ramah to undergo this CUP modification application and variance application process only to eliminate the 11<sup>th</sup> grade program. Accordingly, it is not feasible for Camp Ramah to eliminate the 3<sup>rd</sup> grade level or the 11<sup>th</sup> grade level.

Finally, a substantial reduction of campers and staff would result in significant financial hardship for Camp Ramah, a nonprofit public benefit organization, as well as for campers who obtain financial aid or scholarships to attend camp. The summer camp program, including campers who pay the cost in full and campers who receive scholarship support, is the main source of income for maintenance of the 435-acre site and its facilities which total more than 100,000 SF. Financial projections by the Camp estimate that a loss of nearly 150 campers would result in a loss of more than \$1,000,000.00 of revenue over a single summer, without being significantly offset by expenses, which jeopardizes Camp Ramah's ability to maintain its operations and continue to offer the same level of funding for needs-based sponsorships.

None of these practical difficulties or unnecessary hardships are consistent with the Section 8107-17.2's purpose of balancing rural tourism and minimizing environmental impacts of overnight stays in the OS, RA, and RE zones.

However, approval of the variance would be consistent with the purpose of Section 8107-17.2.<sup>7</sup> The variance would allow Camp Ramah to continue its existing operations, which serves the purpose of promoting rural tourism. Further, the variance would reduce Camp Ramah's long-standing baseline summer camp population to 1,014 persons (the number that minimizes the practical difficulties and unnecessary hardships to Camp Ramah, and for which the camp has planned) instead of reducing the baseline persons to 872 persons (the number required under the current version of the NCZO). The variance would only be applicable for a limited window: the existing 9-week summer program and maximum attendance would still be well below historical averages. In this manner, the variance serves the purpose of reducing the environmental impacts of overnight stays at Camp Ramah. In addition, condition #24 of the modified CUP requires further restrictions on day and overnight occupancy of the facilities in the non-summer months.

***d. That the granting of such variance will not be detrimental to the public health, safety or general welfare, nor to the use, enjoyment, or valuation of neighboring properties; and***

The granting of this variance request will not be detrimental to the public health, safety, or general welfare, or to the use, enjoyment, or valuation of neighboring properties. With regards to the general health and welfare of the public, granting the variance will further support the policies and goals of the Ventura County General Plan and Ojai Valley Area Plan in a wide variety of ways:

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<sup>7</sup> Importantly, Camp Ramah is not creating a new environmental impact in terms of occupancy because it is not seeking approval of a new camp, a new program, or an increase in its existing overnight summer camp population.

### **Ventura County General Plan**

- *Community Facilities PFS-8.1: Collaboration on Maintenance of Community Facilities. The County shall work with cities, non-profit organizations, schools, and other community service providers to maintain and support public and private community facilities that are located throughout the County.*
  - The granting of this variance will support the County's goal of maintaining community facilities as the Camp is a year-round community facility, and in particular, the summer program is a community facility that provides campers and staff with opportunities for outdoor recreation, education, and spiritual connection to the land and open space in the Los Padres National Forest. The variance allows the Camp to operate closer to its historic summer camp attendance prior to the COVID-19 epidemic.
- *Community Facilities PFS-10.9: The County shall develop partnerships with and encourage efforts by service clubs, civic groups, and individuals wishing to provide recreational programs in the county.*
  - Camp Ramah and its summer program fill a vital role in the County by providing robust recreational opportunities for children and staff from suburban, urban, and rural communities.
- *Economic Vitality EV-1.5: The County shall encourage the development of sustainable and innovative visitor-serving attractions that expand on the tourism market in Ventura County and add to the quality of life for residents. This would include identifying viable locations for new or expanded accommodations in the unincorporated areas of Ventura County and support for ecotourism associated with the Santa Monica Mountains, Los Padres Forest, the Channel Islands, and other natural areas.*
  - Camp Ramah includes local, county, statewide and regional campers and is partially within the Los Padres National Forest and thus provides accommodations and support for ecotourism. The summer camp program includes education on conservation and biological habitats. Granting the variance will support this goal by providing additional opportunities for ecotourism for a sustainable visitor-serving attraction that also serves the residents of Ventura County.
- *Economic Vitality EV- 3.1: Existing Business Retention: The County shall proactively focus on retention of existing businesses in key industry clusters. In the unincorporated areas, this would include prioritizing Naval Base Ventura County and agricultural activities.*
  - As discussed above, Camp Ramah has operated in Ventura County for nearly 70 years and for over 50 years at its present location. It is one of a small handful of camps in Ventura County that provide abundant recreational opportunities as well as the opportunity to experience the open space and Los Padres National Forest in a sustainable manner, including education on biodiversity and sustainability. Granting the variance supports the Camp's core business, which is the summer camp, and allows it to continue to operate closer to its historic summer camp capacity, and helps this non-profit business continue to offer scholarships to families in need while remaining economically viable.
- *Economic Vitality EV-4.1: Creative Economy: The County shall encourage the expansion of the local creative economy, including arts businesses, creative and performing arts, and non-profit organizations, as well as professional service sectors built around the creative arts.*
  - The Camp supports the creative economy through the engagement of counselors and professionals that educate the campers. It purchases supplies from local art supply vendors that are used by summer campers. Granting the variance will support this



policy. The Camp has an active art program, and campers participate in both creative and performing arts activities.

- *Economic Vitality EV-4.3 Sustainable Business Development: The County shall encourage the development and expansion of businesses that advance social equity, environmental quality, and economic sustainability, as well as capitalize on key industry strengths. Economic sustainability includes planning and preparation for disaster response and long-term resiliency of businesses and economic assets in the county.*
  - As discussed above, Camp Ramah is a public benefit nonprofit that has a mission of ‘creating religious educating communities in which campers and staff learn skills for a life committed to God, Torah, the Jewish people, and tikkun olam.’ Tikkun olam is a concept of repairing the world and is often associated with public interest work and the pursuit of social justice. For the last 54 years, Camp Ramah has operated a religious summer camp on the site. In addition to typical sleep-away experiences, Camp Ramah’s summer camp includes Jewish song, prayer, Hebrew, kosher food, Israel education, and other activities and ceremonies that deepen and enhance campers’ commitment to Judaism. Further, the Camp has published a robust Diversity and Inclusion Statement that can be found at <https://ramah.org/wp-content/uploads/2021/04/Ramah-Diversity-Statement.pdf>. Camp Ramah provides scholarship opportunities for families that would not otherwise be able to afford the opportunity to send their children to summer camp. This scholarship fund is supported by donors and full-pay families, and granting the variance will enhance the ability of the Camp to improve social equity in this area.
- *Conservation COS-9.3 Open Space Preservation: The County shall place a high priority on preserving open space lands for recreation, habitat protection, wildlife movement, flood hazard management, public safety, water resource protection, and overall community benefit.*
  - Granting the variance supports this policy as it is part of the overall Machon project, which proposes to add 348 acres of open space to the Camp property to the Camp's Conditional Use Permit, preserving them from private development. The Camp has also agreed to enshrine the public access on existing trails over the open space parcels that this project would add to the Camp.
- *Labor Force Development EV-6.4: Local Graduate Retention: The County shall actively support efforts to keep local high school and university graduates in the local workforce.*
  - Camp Ramah employs local high school and university graduates in its kitchen, maintenance, housekeeping, and programming staff. Granting this variance increases the opportunities for the Camp to support this goal as counselors and support staff are hired commensurate with the summer camp attendance.

#### **Ojai Area Plan**

- *OV-3.2: Principal Use in Rural Institutional: The principal uses in the Rural Institutional designation are camps and educational facilities. Other permitted uses include those uses which are found to be necessary to maintain the principal use, or other accessory uses that are customarily incidental, but subordinate to the principal permitted use.*
  - The Camp property was specifically zoned by the County to RE in order to allow the Camp to support the highest possible density of campers due to its rural nature. The Camp is adjacent to vast areas of open space in the Los Padres National Forest and not set near dense residential development. Granting the variance will allow the camp to maintain close to historic numbers at the property.
- *OV-30.1: Limited Expansion of Recreation Facilities: The County shall encourage limited expansion of recreational facilities at Lake Casitas and other recreational areas within the Ojai Valley, consistent with the open space character of the area.*

- The Camp's request includes adding several open space parcels to the Camp, which will keep them from private development and provide for recreational opportunities for Camp users. Granting the variance supports the overall request and the ability for the Camp to sustainably operate.

With regards to its impact on the surrounding neighborhood, Camp Ramah's historical summer camp overnight population over the last approximately 20 years has been up to and over 1,000 persons, including approximately 1,151 persons in 2016. Section 7107-17.2 of the NCZO limits the overnight population to 872 persons. Through this variance, Camp Ramah is seeking authorization to maintain the 2019 baseline overnight population of 1,014 persons for the 9-week summer camp. Granting the variance would therefore still result in a cap on the maximum overnight population as compared to historical averages, which is beneficial to the neighboring properties.

Furthermore, Camp Ramah has discussed the occupancy issue with several of its neighbors. The majority of those neighbors expressed that they are more concerned with operations during the non-summer months than summer months. Additionally, these neighbors stated that they are mainly concerned about noise. The Machon Village site was chosen for its specific topography (an area nestled at the base of the mountainside to the north and protected from the view of neighbors by ridges to the east and the west and mature oak trees to the south) to minimize noise and visibility impacts.

Finally, this variance is associated with a CUP modification application, which, if approved, will impose numerous measures to significantly limit attendance (e.g., by limiting the number of larger events and overall overnight occupancy throughout the year) and mitigate the noise impacts of summer camp and non-summer camp attendees based on a professional analysis (including use of acoustic blankets on certain sports courts and acquisition and installation of a sound monitoring system on the exterior speakers that sets the maximum speaker level at a certain level). Consequently, the variance – coupled with the conditions of approval for the CUP – will not be detrimental nor adversely affect the use, enjoyment, or valuation of the neighboring properties, and would instead help to minimize impacts to neighbors, especially when compared to current operations.

- e. That the granting of a variance in conjunction with a hazardous waste facility will be consistent with the portions of the County's Hazardous Waste Management Plan (CHWMP) which identify specific sites or siting criteria for hazardous waste facilities.***

The project does not include a hazardous waste facility.

## 2019 - First Session/Gesher A

566 Result

Generated on: 07/24/2023 11:46 AM by Jason Goldman

#	PersonID	Gender	Age	Division
1	207886	Female	26.05	Amitzim-Girls
2	779323	Male	27.03	Ezra-Boy
3	779466	Male	27.06	Ezra-Boy
4	1146478	Male	26.10	Ezra-Boy
5	2028136	Female	20.07	Machon-Girls
6	2029220	Female	19.09	Machon-Girls
7	2033755	Female	20.02	Machon-Girls
8	2054151	Male	20.05	Machon-Boys
9	2167190	Male	17.11	Sollelim-Boys
10	2167191	Male	15.06	Giborei Yisrael-Boys
11	2168157	Female	20.06	Machon-Girls
12	2188569	Male	20.11	Machon-Boys
13	2194689	Male	20.01	Machon-Boys
14	2281758	Female	20.07	Machon-Girls
15	2282338	Female	19.11	Machon-Girls
16	2285565	Male	20.07	Machon-Boys
17	2308650	Female	23.03	Ezra-Girl
18	2536296	Male	12.10	Jr. Nitzanim-Boys
19	2536311	Male	15.02	Giborei Yisrael-Boys
20	2536317	Male	17.04	Sollelim-Boys
21	2536319	Female	12.05	Gesher-Girls
22	2581332	Female	20.04	Machon-Girls
23	2590014	Male	19.03	Kochavim-Boys
24	2590163	Female	18.05	Tzophim-Girls
25	2590164	Male	16.04	Adat Shalom-Boys
26	2590165	Male	13.06	Nitzanim-Boys
27	2612110	Female	19.08	Machon-Girls
28	2621870	Male	19.07	Kochavim-Boys

Exhibit 9, Attachment 1 - Camp Minder 2019 First Gesher A



#	PersonID	Gender	Age	Division
29	2625868	Female	20.07	Machon-Girls
30	2626630	Female	19.08	Kochavim-Girls
31	2631936	Male	21.10	Amitzim-Boy
32	2635779	Male	20.05	Machon-Boys
33	2636797	Male	20.02	Machon-Boys
34	2636811	Female	20.06	Machon-Girls
35	2644060	Female	19.04	Kochavim-Girls
36	2661741	Male	20.02	Machon-Boys
37	2661745	Female	20.04	Machon-Girls
38	2662089	Male	20.09	Machon-Boys
39	2664850	Female	20.06	Machon-Girls
40	2665034	Male	18.11	Kochavim-Boys
41	2665173	Male	19.07	Kochavim-Boys
42	2680485	Female	20.10	Machon-Girls
43	2689513	Male	19.08	Kochavim-Boys
44	2725320	Male	20.04	Machon-Boys
45	2734301	Female	18.11	Kochavim-Girls
46	2746606	Female	20.06	Machon-Girls
47	2747226	Male	20.08	Machon-Boys
48	2749347	Female	20.07	Machon-Girls
49	2756100	Male	20.08	Machon-Boys
50	2774334	Female	18.11	Kochavim-Girls
51	2780583	Female	19.06	Kochavim-Girls
52	2788507	Female	19.09	Machon-Girls
53	2885605	Male	18.11	Kochavim-Boys
54	2899333	Female	20.10	Machon-Girls
55	2916232	Female	19.11	Machon-Girls
56	2929918	Female	20.07	Machon-Girls
57	2947432	Female	19.09	Machon-Girls
58	3015593	Male	23.07	Amitzim-Boy

#	PersonID	Gender	Age	Division
59	3187534	Female	16.01	Adat Shalom-Girls
60	3196178	Female	14.03	Nitzanim-Girls
61	3211762	Female	17.09	Tzophim-Girls
62	3291055	Female	18.03	Tzophim-Girls
63	3293694	Male	18.10	Tzophim-Boys
64	3294656	Female	18.11	Kochavim-Girls
65	3295067	Male	20.05	Machon-Boys
66	3297006	Female	19.05	Kochavim-Girls
67	3306755	Female	17.11	Tzophim-Girls
68	3325040	Female	18.01	Tzophim-Girls
69	3328544	Female	19.07	Kochavim-Girls
70	3330248	Male	17.10	Tzophim-Boys
71	3331259	Female	19.00	Kochavim-Girls
72	3344528	Male	18.08	Tzophim-Boys
73	3357285	Male	18.03	Tzophim-Boys
74	3359453	Male	18.08	Tzophim-Boys
75	3367131	Female	19.05	Kochavim-Girls
76	3367558	Female	18.09	Tzophim-Girls
77	3367729	Male	19.11	Kochavim-Boys
78	3368142	Female	20.02	Machon-Girls
79	3371342	Male	19.05	Kochavim-Boys
80	3371351	Male	17.08	Tzophim-Boys
81	3371463	Female	18.08	Tzophim-Girls
82	3373926	Male	18.06	Tzophim-Boys
83	3376444	Female	18.08	Kochavim-Girls
84	3376446	Female	19.11	Machon-Girls
85	3377144	Female	19.03	Kochavim-Girls
86	3379306	Female	18.02	Tzophim-Girls
87	3379600	Female	17.10	Tzophim-Girls
88	3379663	Female	18.03	Tzophim-Girls

#	PersonID	Gender	Age	Division
89	3395460	Male	18.02	Tzophim-Boys
90	3416756	Female	18.06	Tzophim-Girls
91	3428116	Female	18.08	Tzophim-Girls
92	3434584	Female	18.01	Tzophim-Girls
93	3437743	Male	20.09	Machon-Boys
94	3438675	Female	18.05	Tzophim-Girls
95	3451107	Male	20.02	Machon-Boys
96	3484088	Male	18.00	Tzophim-Boys
97	3499220	Female	18.07	Tzophim-Girls
98	3508680	Male	18.00	Tzophim-Boys
99	3512866	Female	18.02	Tzophim-Girls
100	3515645	Female	14.04	Nitzanim-Girls
101	3535175	Male	20.10	Machon-Boys
102	3541059	Female	19.10	Machon-Girls
103	3543933	Female	19.06	Kochavim-Girls
104	3549164	Female	19.10	Kochavim-Girls
105	3570288	Female	19.10	Kochavim-Girls
106	3580749	Female	18.07	Tzophim-Girls
107	3586281	Female	17.10	Tzophim-Girls
108	3589017	Female	20.00	Machon-Girls
109	3603756	Male	20.03	Machon-Boys
110	3606945	Male	20.00	Machon-Boys
111	3634688	Female	19.00	Kochavim-Girls
112	3700572	Female	19.05	Kochavim-Girls
113	3859786	Male	18.09	Tzophim-Boys
114	3867599	Male	18.05	Tzophim-Boys
115	3947732	Male	19.01	Kochavim-Girls
116	3972379	Male	15.10	Adat Shalom-Boys
117	4219180	Male	17.05	Sollelim-Boys
118	4220242	Female	17.01	Sollelim-Girls

#	PersonID	Gender	Age	Division
119	4225923	Female	17.03	Sollelim-Girls
120	4231558	Female	17.09	Tzophim-Girls
121	4232643	Male	19.02	Kochavim-Boys
122	4233338	Male	20.03	Machon-Boys
123	4233414	Female	17.11	Tzophim-Girls
124	4237715	Female	18.00	Tzophim-Girls
125	4244802	Female	16.10	Sollelim-Girls
126	4254024	Female	17.11	Tzophim-Girls
127	4268065	Female	17.10	Tzophim-Girls
128	4268930	Male	19.09	Kochavim-Boys
129	4275022	Female	17.03	Sollelim-Girls
130	4296150	Male	18.00	Sollelim-Boys
131	4296956	Male	17.07	Sollelim-Boys
132	4333528	Female	16.09	Sollelim-Girls
133	4335597	Male	18.10	Kochavim-Boys
134	4369170	Female	18.11	Kochavim-Girls
135	4399545	Female	16.11	Sollelim-Girls
136	4511979	Female	18.05	Tzophim-Girls
137	4520371	Male	20.00	Amitzim-Boy
138	4528979	Female	18.06	Tzophim-Girls
139	4534881	Male	17.11	Sollelim-Boys
140	4541547	Male	19.10	Kochavim-Boys
141	4570997	Female	18.04	Tzophim-Girls
142	4590146	Female	17.09	Sollelim-Girls
143	4590827	Male	20.04	Machon-Boys
144	4601906	Female	19.02	Kochavim-Girls
145	4611836	Male	19.03	Kochavim-Boys
146	4693037	Female	19.01	Kochavim-Girls
147	4714028	Female	18.05	Tzophim-Girls
148	4725589	Male	18.00	Tzophim-Boys

#	PersonID	Gender	Age	Division
149	4737266	Female	16.10	Sollelim-Girls
150	4750839	Male	17.05	Sollelim-Boys
151	4780837	Male	19.05	Kochavim-Boys
152	4798358	Female	20.00	Machon-Girls
153	4801145	Female	17.05	Sollelim-Girls
154	4806701	Male	18.02	Tzophim-Boys
155	4829304	Female	19.10	Machon-Girls
156	4882243	Female	17.08	Tzophim-Girls
157	5039301	Male	18.00	Tzophim-Boys
158	5094206	Male	19.04	Kochavim-Boys
159	5158923	Male	18.10	Tzophim-Boys
160	5166320	Female	15.04	Giborei Yisrael-Girls
161	5166321	Male	13.04	Nitzanim-Boys
162	5187033	Female	18.05	Tzophim-Girls
163	5258051	Female	18.09	Kochavim-Girls
164	5597814	Female	16.07	Adat Shalom-Girls
165	5599197	Male	19.10	Amitzim-Boy
166	5620706	Female	16.09	Sollelim-Girls
167	5631220	Female	20.09	Machon-Girls
168	5657586	Male	16.00	Adat Shalom-Boys
169	5657926	Female	16.07	Adat Shalom-Girls
170	5661289	Female	17.04	Sollelim-Girls
171	5700602	Female	16.06	Adat Shalom-Girls
172	5750382	Male	17.02	Sollelim-Boys
173	5750567	Male	16.05	Adat Shalom-Boys
174	5750946	Female	18.03	Sollelim-Girls
175	5759798	Male	16.00	Adat Shalom-Boys
176	5759906	Female	19.00	Kochavim-Girls
177	5765152	Female	17.03	Sollelim-Girls
178	5782980	Female	15.11	Adat Shalom-Girls

#	PersonID	Gender	Age	Division
179	5797596	Female	19.03	Kochavim-Girls
180	5814522	Male	18.02	Tzophim-Girls
181	5892953	Male	19.10	Kochavim-Boys
182	5894318	Female	16.08	Adat Shalom-Girls
183	5898938	Female	16.00	Adat Shalom-Girls
184	5898988	Male	18.03	Tzophim-Boys
185	5899481	Female	16.10	Adat Shalom-Girls
186	5900642	Female	16.06	Adat Shalom-Girls
187	5937987	Female	17.01	Sollelim-Girls
188	5938856	Female	17.07	Sollelim-Girls
189	5942132	Male	16.10	Sollelim-Boys
190	5949815	Male	16.10	Adat Shalom-Boys
191	5958626	Female	17.00	Sollelim-Girls
192	5971920	Male	17.09	Tzophim-Boys
193	5971922	Female	16.08	Adat Shalom-Girls
194	5975273	Male	17.03	Sollelim-Boys
195	5983040	Female	15.09	Adat Shalom-Girls
196	5983070	Male	17.02	Sollelim-Boys
197	5983601	Female	17.08	Sollelim-Girls
198	5983980	Female	19.01	Kochavim-Girls
199	5991212	Female	17.01	Sollelim-Girls
200	6026273	Female	16.04	Adat Shalom-Girls
201	6044882	Female	20.07	Machon-Girls
202	6045878	Male	17.03	Sollelim-Boys
203	6046181	Male	17.01	Sollelim-Boys
204	6057960	Male	17.05	Sollelim-Boys
205	6075014	Male	17.11	Sollelim-Boys
206	6076517	Female	17.05	Sollelim-Girls
207	6094992	Female	20.09	Machon-Girls
208	6095556	Male	18.00	Sollelim-Boys

#	PersonID	Gender	Age	Division
209	6098234	Male	16.06	Adat Shalom-Boys
210	6105851	Female	18.10	Kochavim-Girls
211	6109448	Female	16.02	Adat Shalom-Girls
212	6111211	Male	19.02	Kochavim-Boys
213	6113097	Male	16.02	Adat Shalom-Boys
214	6139132	Female	15.08	Adat Shalom-Girls
215	6149271	Male	16.06	Adat Shalom-Boys
216	6165242	Male	21.07	Amitzim-Boy
217	6169267	Female	16.04	Adat Shalom-Girls
218	6175577	Male	17.02	Sollelim-Boys
219	6188777	Female	18.02	Tzophim-Girls
220	6197959	Female	17.09	Tzophim-Girls
221	6211825	Female	16.06	Adat Shalom-Girls
222	6226177	Female	18.06	Tzophim-Girls
223	6248292	Female	18.02	Tzophim-Girls
224	6252936	Male	20.09	Machon-Boys
225	6259484	Female	16.04	Adat Shalom-Girls
226	6270239	Female	16.06	Adat Shalom-Girls
227	6298164	Male	18.08	Tzophim-Boys
228	6300922	Male	18.04	Tzophim-Boys
229	6309203	Male	16.00	Adat Shalom-Boys
230	6309348	Male	17.06	Sollelim-Boys
231	6309386	Female	16.03	Adat Shalom-Girls
232	6309444	Male	17.07	Sollelim-Boys
233	6342865	Male	18.03	Tzophim-Boys
234	6472941	Female	18.09	Tzophim-Girls
235	6519945	Male	18.02	Tzophim-Boys
236	6588478	Female	16.07	Adat Shalom-Girls
237	6597529	Female	16.11	Sollelim-Girls
238	6607802	Male	19.03	Kochavim-Boys

#	PersonID	Gender	Age	Division
239	6619531	Male	20.04	Machon-Boys
240	6630205	Male	17.07	Sollelim-Boys
241	6786141	Male	16.02	Adat Shalom-Boys
242	6786146	Male	15.01	Giborei Yisrael-Boys
243	6841447	Male	16.01	Giborei Yisrael-Boys
244	6863539	Male	15.05	Giborei Yisrael-Boys
245	6907284	Male	15.00	Giborei Yisrael-Boys
246	6911563	Male	20.08	Amitzim-Boy
247	6931598	Female	16.06	Adat Shalom-Girls
248	6933583	Male	17.11	Tzophim-Boys
249	6934403	Female	15.05	Giborei Yisrael-Girls
250	6934408	Female	15.05	Giborei Yisrael-Girls
251	7024159	Female	19.04	Kochavim-Girls
252	7096270	Female	15.08	Giborei Yisrael-Girls
253	7100098	Male	14.10	Giborei Yisrael-Boys
254	7113848	Female	18.03	Tzophim-Girls
255	7131842	Male	15.05	Giborei Yisrael-Boys
256	7239009	Female	22.03	Ezra-Girl
257	7242457	Female	19.00	Kochavim-Girls
258	7258406	Male	19.11	Machon-Boys
259	7278793	Female	15.07	Giborei Yisrael-Girls
260	7290473	Male	17.07	Sollelim-Boys
261	7311756	Male	17.01	Sollelim-Boys
262	7320419	Male	19.08	Amitzim-Boy
263	7320623	Female	19.07	Kochavim-Girls
264	7346886	Female	16.11	Sollelim-Girls
265	7349768	Female	15.06	Giborei Yisrael-Girls
266	7363620	Female	18.09	Tzophim-Girls
267	7420497	Male	17.05	Sollelim-Boys
268	7443237	Male	16.11	Sollelim-Boys



#	PersonID	Gender	Age	Division
269	7466500	Female	15.10	Adat Shalom-Girls
270	7467294	Female	15.10	Adat Shalom-Girls
271	7471267	Female	17.05	Sollelim-Girls
272	7477576	Male	15.10	Giborei Yisrael-Boys
273	7553502	Female	17.06	Sollelim-Girls
274	7553583	Female	17.06	Sollelim-Girls
275	7560620	Female	15.05	Giborei Yisrael-Girls
276	7566019	Female	18.08	Kochavim-Girls
277	7566044	Female	15.07	Giborei Yisrael-Girls
278	7583928	Female	17.05	Sollelim-Girls
279	7584959	Female	16.04	Adat Shalom-Girls
280	7604080	Male	17.08	Sollelim-Boys
281	7605917	Male	17.10	Sollelim-Boys
282	7627463	Female	16.04	Adat Shalom-Girls
283	7629490	Male	17.10	Sollelim-Boys
284	7650630	Female	17.09	Amitzim-Girls
285	7671646	Female	15.11	Adat Shalom-Girls
286	7682136	Female	15.08	Giborei Yisrael-Girls
287	7686991	Male	14.11	Adat Shalom-Boys
288	7706227	Male	20.08	Amitzim-Boy
289	7767825	Male	17.01	Sollelim-Boys
290	7815770	Male	17.06	Adat Shalom-Boys
291	7822776	Male	16.08	Adat Shalom-Boys
292	7823294	Male	15.07	Giborei Yisrael-Boys
293	7823459	Female	16.03	Adat Shalom-Girls
294	7878893	Female	16.03	Adat Shalom-Girls
295	7921003	Female	17.07	Tzophim-Girls
296	7993111	Female	16.09	Adat Shalom-Girls
297	8003553	Female	14.10	Nitzanim-Girls
298	8023028	Female	16.11	Sollelim-Girls

#	PersonID	Gender	Age	Division
299	8165565	Female	20.11	Amitzim-Girls
300	8168328	Male	14.04	Nitzanim-Boys
301	8193648	Female	18.01	Tzophim-Girls
302	8193651	Female	16.00	Adat Shalom-Girls
303	8194006	Male	14.09	Nitzanim-Boys
304	8197277	Female	14.01	Nitzanim-Girls
305	8198618	Male	15.04	Giborei Yisrael-Boys
306	8199898	Male	15.01	Nitzanim-Boys
307	8307574	Female	15.09	Giborei Yisrael-Girls
308	8313684	Male	14.09	Nitzanim-Boys
309	8374703	Male	17.08	Sollelim-Boys
310	8374710	Male	15.00	Giborei Yisrael-Boys
311	8376835	Female	14.01	Nitzanim-Girls
312	8383928	Female	15.04	Giborei Yisrael-Girls
313	8385739	Female	15.04	Giborei Yisrael-Girls
314	8389630	Male	13.11	Nitzanim-Boys
315	8390831	Male	14.08	Nitzanim-Boys
316	8391065	Female	17.03	Sollelim-Girls
317	8429289	Female	14.00	Nitzanim-Girls
318	8430975	Male	19.05	Kochavim-Boys
319	8437748	Female	14.08	Nitzanim-Girls
320	8440283	Female	17.00	Adat Shalom-Girls
321	8440313	Male	14.11	Nitzanim-Boys
322	8491564	Male	20.08	Machon-Boys
323	8513966	Female	14.08	Nitzanim-Girls
324	8533992	Female	14.11	Giborei Yisrael-Girls
325	8534018	Female	14.11	Giborei Yisrael-Girls
326	8536690	Male	17.08	Sollelim-Boys
327	8545001	Female	14.08	Nitzanim-Girls
328	8546332	Male	15.09	Giborei Yisrael-Boys

#	PersonID	Gender	Age	Division
329	8546711	Male	16.01	Giborei Yisrael-Boys
330	8551120	Male	17.09	Sollelim-Boys
331	8574650	Female	15.06	Giborei Yisrael-Girls
332	8623308	Female	15.05	Giborei Yisrael-Girls
333	8639651	Female	14.07	Nitzanim-Girls
334	8688894	Female	15.03	Giborei Yisrael-Girls
335	8803928	Male	15.03	Giborei Yisrael-Boys
336	8874150	Male	14.04	Nitzanim-Boys
337	8931508	Female	15.11	Adat Shalom-Girls
338	9015942	Female	15.03	Giborei Yisrael-Girls
339	9048065	Female	18.06	Tzophim-Girls
340	9056847	Female	14.00	Nitzanim-Girls
341	9057149	Female	15.03	Giborei Yisrael-Girls
342	9096014	Female	18.08	Kochavim-Girls
343	9096490	Male	14.01	Giborei Yisrael-Boys
344	9105087	Male	13.11	Nitzanim-Boys
345	9107534	Female	15.08	Giborei Yisrael-Girls
346	9155855	Female	20.08	Amitzim-Girls
347	9164908	Male	15.00	Giborei Yisrael-Boys
348	9184077	Female	15.01	Giborei Yisrael-Girls
349	9205652	Female	16.07	Adat Shalom-Girls
350	9236170	Male	20.03	Amitzim-Boy
351	9258026	Female	14.09	Nitzanim-Girls
352	9267962	Female	16.03	Adat Shalom-Girls
353	9268555	Male	14.07	Nitzanim-Boys
354	9348461	Male	18.01	Sollelim-Boys
355	9366594	Female	18.04	Tzophim-Girls
356	9410173	Female	16.07	Adat Shalom-Girls
357	9496223	Male	15.02	Giborei Yisrael-Boys
358	9497237	Female	18.04	Tzophim-Girls

#	PersonID	Gender	Age	Division
359	9511943	Female	20.05	Machon-Girls
360	9546261	Female	13.11	Nitzanim-Girls
361	9613089	Female	15.08	Giborei Yisrael-Girls
362	9620183	Female	13.03	Nitzanim-Girls
363	9671502	Female	13.05	Nitzanim-Girls
364	9708127	Male	14.06	Nitzanim-Boys
365	9708152	Female	14.06	Nitzanim-Girls
366	9721330	Female	14.05	Nitzanim-Girls
367	9731308	Female	13.05	Nitzanim-Girls
368	9732624	Female	12.11	Nitzanim-Girls
369	9741398	Female	13.02	Gesher-Girls
370	9741695	Male	13.01	Nitzanim-Boys
371	9743728	Male	14.11	Nitzanim-Boys
372	9744640	Male	12.11	Nitzanim-Boys
373	9744748	Female	14.04	Nitzanim-Girls
374	9763437	Female	18.04	Tzophim-Girls
375	9783405	Female	15.02	Giborei Yisrael-Girls
376	9788257	Male	15.00	Giborei Yisrael-Boys
377	9847553	Male	19.05	Kochavim-Boys
378	9860102	Female	15.08	Giborei Yisrael-Girls
379	9866284	Male	18.10	Tzophim-Boys
380	9866362	Male	17.01	Sollelim-Boys
381	9866435	Female	14.11	Giborei Yisrael-Girls
382	9927755	Female	14.01	Nitzanim-Girls
383	9937196	Female	18.03	Tzophim-Girls
384	9938974	Female	15.09	Giborei Yisrael-Girls
385	9967596	Female	15.11	Adat Shalom-Girls
386	9971030	Male	14.07	Nitzanim-Boys
387	9985750	Male	14.08	Nitzanim-Boys
388	9995460	Female	13.07	Nitzanim-Girls

#	PersonID	Gender	Age	Division
389	10012421	Female	13.07	Nitzanim-Girls
390	10016660	Male	13.01	Nitzanim-Boys
391	10016847	Male	15.05	Giborei Yisrael-Boys
392	10016873	Male	14.04	Nitzanim-Boys
393	10016882	Male	13.00	Nitzanim-Boys
394	10018836	Male	14.09	Nitzanim-Boys
395	10022131	Female	18.03	Tzophim-Girls
396	10025573	Male	15.01	Giborei Yisrael-Boys
397	10029874	Male	13.05	Nitzanim-Boys
398	10037853	Female	13.02	Nitzanim-Girls
399	10049483	Male	14.07	Nitzanim-Boys
400	10054371	Male	13.08	Nitzanim-Boys
401	10107676	Male	15.01	Giborei Yisrael-Boys
402	10117212	Female	15.06	Giborei Yisrael-Girls
403	10128698	Female	15.06	Giborei Yisrael-Girls
404	10134398	Female	15.01	Giborei Yisrael-Girls
405	10165578	Male	16.09	Amitzim-Boy
406	10165595	Female	15.07	Giborei Yisrael-Girls
407	10165724	Female	15.07	Giborei Yisrael-Girls
408	10173403	Male	17.08	Tzophim-Boys
409	10177406	Female	16.10	Sollelim-Girls
410	10182647	Female	15.04	Giborei Yisrael-Girls
411	10183200	Female	13.04	Nitzanim-Girls
412	10192559	Male	20.07	Amitzim-Boy
413	10253656	Male	16.11	Sollelim-Boys
414	10256704	Female	13.08	Giborei Yisrael-Girls
415	10263726	Female	14.03	Nitzanim-Girls
416	10272710	Male	15.07	Giborei Yisrael-Boys
417	10272805	Male	15.07	Giborei Yisrael-Boys
418	10275660	Female	15.09	Giborei Yisrael-Girls

#	PersonID	Gender	Age	Division
419	10280574	Female	14.01	Nitzanim-Girls
420	10280676	Female	15.04	Giborei Yisrael-Girls
421	10287976	Female	14.04	Nitzanim-Girls
422	10292815	Male	13.05	Nitzanim-Boys
423	10323549	Female	15.02	Giborei Yisrael-Girls
424	10339384	Male	14.03	Nitzanim-Boys
425	10343614	Male	13.07	Gesher-Boys
426	10368949	Female	13.07	Nitzanim-Girls
427	10437487	Female	18.06	Tzophim-Girls
428	10437496	Female	16.11	Sollelim-Girls
429	10444427	Male	14.01	Nitzanim-Boys
430	10444557	Male	14.01	Nitzanim-Boys
431	10455118	Female	16.01	Adat Shalom-Girls
432	10484727	Male	13.09	Nitzanim-Boys
433	10532707	Female	13.08	Nitzanim-Girls
434	10550085	Female	16.03	Adat Shalom-Girls
435	10555694	Female	14.03	Nitzanim-Girls
436	10557565	Male	16.11	Amitzim-Boy
437	10578201	Female	14.10	Giborei Yisrael-Girls
438	10584890	Female	19.08	Kochavim-Girls
439	10594960	Female	12.11	Gesher-Girls
440	10600666	Female	13.11	Nitzanim-Girls
441	10607082	Female	19.10	Kochavim-Girls
442	10640708	Male	16.06	Adat Shalom-Boys
443	10659135	Male	18.08	Tzophim-Boys
444	10659196	Male	16.11	Adat Shalom-Boys
445	10679665	Female	15.04	Nitzanim-Girls
446	10686037	Male	13.04	Nitzanim-Boys
447	10723011	Female	17.09	Sollelim-Girls
448	10723019	Female	15.08	Giborei Yisrael-Girls

#	PersonID	Gender	Age	Division
449	10761282	Female	17.08	Sollelim-Girls
450	10782127	Male	14.04	Nitzanim-Boys
451	10794420	Male	16.11	Adat Shalom-Boys
452	10802336	Male	13.05	Nitzanim-Boys
453	10824816	Male	16.05	Adat Shalom-Boys
454	10824817	Female	14.08	Nitzanim-Girls
455	10873947	Male	18.11	Kochavim-Boys
456	10874700	Female	17.05	Sollelim-Girls
457	10874917	Female	16.03	Adat Shalom-Girls
458	10882805	Female	13.09	Nitzanim-Girls
459	10889516	Male	15.05	Giborei Yisrael-Boys
460	10902877	Female	15.06	Giborei Yisrael-Girls
461	10932494	Female	19.00	Kochavim-Girls
462	11063135	Male	12.02	Gesher-Boys
463	11063893	Female	13.02	Gesher-Girls
464	11066333	Male	12.02	Gesher-Boys
465	11076063	Female	12.06	Gesher-Girls
466	11081786	Male	13.03	Gesher-Boys
467	11083909	Male	13.00	Gesher-Boys
468	11107614	Male	12.03	Gesher-Boys
469	11110607	Male	12.07	Gesher-Boys
470	11117018	Male	17.04	Sollelim-Boys
471	11127880	Male	13.02	Gesher-Boys
472	11129564	Male	12.11	Gesher-Boys
473	11131332	Female	11.11	Gesher-Girls
474	11131511	Male	13.00	Gesher-Boys
475	11132569	Female	12.08	Gesher-Girls
476	11134602	Female	12.06	Gesher-Girls
477	11210708	Male	12.09	Gesher-Boys
478	11217933	Female	12.09	Gesher-Girls

#	PersonID	Gender	Age	Division
479	11239540	Male	12.05	Gesher-Boys
480	11246890	Female	11.11	Gesher-Girls
481	11248107	Female	14.07	Nitzanim-Girls
482	11248112	Female	12.00	Gesher-Girls
483	11256339	Male	13.00	Gesher-Boys
484	11274952	Male	16.00	Giborei Yisrael-Boys
485	11337294	Female	13.11	Nitzanim-Girls
486	11339904	Female	15.09	Giborei Yisrael-Girls
487	11375957	Female	15.05	Giborei Yisrael-Girls
488	11386097	Male	12.06	Gesher-Boys
489	11398700	Female	14.06	Nitzanim-Girls
490	11403580	Female	12.11	Gesher-Girls
491	11403589	Male	12.11	Gesher-Boys
492	11414569	Female	13.06	Gesher-Girls
493	11427011	Male	12.06	Gesher-Boys
494	11428923	Female	13.00	Gesher-Girls
495	11432637	Female	15.07	Giborei Yisrael-Girls
496	11439258	Male	12.07	Gesher-Boys
497	11442813	Female	13.04	Jr. Nitzanim-Boys
498	11493843	Male	18.06	Amitzim-Boy
499	11495382	Female	12.05	Gesher-Girls
500	11503980	Male	15.00	Giborei Yisrael-Boys
501	11533091	Female	14.00	Nitzanim-Girls
502	11558862	Male	18.09	Tzophim-Boys
503	11559092	Male	18.09	Tzophim-Boys
504	11567734	Female	12.05	Gesher-Girls
505	11576275	Female	12.04	Gesher-Girls
506	11582429	Female	14.00	Gesher-Girls
507	11584769	Male	14.01	Nitzanim-Boys
508	11593550	Female	15.11	Giborei Yisrael-Girls



#	PersonID	Gender	Age	Division
509	11617457	Female	11.09	Gesher-Girls
510	11627062	Female	12.03	Gesher-Girls
511	11631415	Female	18.02	Tzophim-Girls
512	11660232	Male	20.08	Amitzim-2-week-Boy
513	11668370	Male	12.03	Gesher-Boys
514	11672361	Female	16.04	Adat Shalom-Girls
515	11677935	Female	13.01	Gesher-Girls
516	11678022	Female	13.01	Gesher-Girls
517	11682240	Male	19.06	Amitzim-Boy
518	11704726	Male	21.08	Amitzim-Boy
519	11717501	Male	12.11	Amitzim-2-week-Boy
520	11717723	Female	16.05	Adat Shalom-Girls
521	11732059	Male	14.07	Nitzanim-Boys
522	11748450	Male	17.00	Sollelim-Boys
523	11789629	Female	17.11	Amitzim-Girls
524	11790090	Male	14.06	Amitzim-Boy
525	11790420	Female	17.04	Sollelim-Girls
526	11790571	Male	15.09	Nitzanim-Boys
527	11816441	Male	15.05	Giborei Yisrael-Boys
528	11816812	Female	13.07	Nitzanim-Girls
529	11821245	Female	16.02	Adat Shalom-Girls
530	11829128	Female	12.00	Gesher-Girls
531	11834357	Female	12.00	Gesher-Girls
532	11835099	Female	16.06	Adat Shalom-Girls
533	11843421	Female	12.06	Gesher-Girls
534	11864001	Male	16.11	Adat Shalom-Boys
535	11865716	Female	14.01	Nitzanim-Girls
536	11871909	Female	17.00	Sollelim-Girls
537	11878028	Male	18.03	Tzophim-Boys
538	11878037	Female	15.05	Nitzanim-Girls

#	PersonID	Gender	Age	Division
539	11885023	Male	18.07	Kochavim-Boys
540	11891974	Female	12.10	Nitzanim-Girls
541	11903569	Male	17.05	Sollelim-Boys
542	11904118	Male	17.00	Adat Shalom-Boys
543	11904393	Female	15.07	Giborei Yisrael-Girls
544	11905806	Female	12.09	Gesher-Girls
545	11909732	Male	17.00	Adat Shalom-Boys
546	11910508	Male	15.05	Giborei Yisrael-Boys
547	11929190	Female	23.10	Ezra-Girl
548	11944545	Female	15.03	Giborei Yisrael-Girls
549	11954622	Male	15.07	Giborei Yisrael-Boys
550	11955741	Male	18.00	Sollelim-Boys
551	11970564	Male	14.10	Nitzanim-Boys
552	11978381	Male	13.07	Gesher-Boys
553	11994941	Male	15.03	Giborei Yisrael-Boys
554	12022287	Male	18.01	Tzophim-Boys
555	12024804	Male	12.10	Gesher-Boys
556	12039152	Male	17.07	Sollelim-Boys
557	12041988	Female	17.08	Sollelim-Girls
558	12044158	Female	22.11	Ezra-Girl
559	12058268	Male	16.03	Adat Shalom-Boys
560	12059372	Male	25.09	Ezra-Boy
561	12064941	Male	15.11	Adat Shalom-Boys
562	12116240	Male	15.05	Giborei Yisrael-Boys
563	12126270	Male	18.00	Sollelim-Boys
564	12127460	Female	13.10	Nitzanim-Girls
565	12130279	Male	13.02	Gesher-Boys
566	12169602	Male	8.07	Kochavim-Boys

## 2019 Staff

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#	PersonID	Gender	Age	Position Types
1	63337	Female	59.00	Medical Staff
2	63525	Female	56.05	
3	63724	Female	56.06	Specialists (Moomchim)
4	178258	Female	30.02	
5	178366	Male	32.08	
6	178461	Female	30.06	
7	178784	Female	27.08	Specialists (Moomchim)
8	179013	Female	32.07	
9	186293	Male	32.09	
10	194654	Male	26.08	Sr. Staff
11	194735	Female	28.03	Sr. Staff
12	196425	Male	32.01	
13	201092	Male	26.08	
14	201107	Female	24.05	
15	204690	Female	25.00	Specialists (Moomchim)
16	240541	Female	55.02	
17	240549	Male	36.02	Tikvah Staff
18	240564	Male	36.07	Sr. Staff
19	240594	Male	72.11	
20	240609	Female	49.02	Sr. Staff
21	240615	Female	45.01	
22	240630	Female	67.06	
23	240641	Female	37.10	Yoetz
24	240690	Female	73.10	
25	240697	Male	40.02	
26	240742	Male	42.07	Office/Administrative Staff
27	240747	Female	60.11	
28	285008	Female	49.03	

Exhibit 9, Attachment 2 - Camp Minder 2019 Staff

#	PersonID	Gender	Age	Position Types
29	286174	Female	43.00	
30	286432	Male	52.08	
31	286530	Male	44.09	
32	286782	Male	33.11	
33	286783	Male	73.05	
34	287874	Female	47.10	
35	289632	Female	40.11	Sr. Staff
36	289680	Female	38.11	
37	289682	Female	42.11	
38	324426	Female	61.09	
39	406112	Female	29.02	
40	458304	Female	23.05	
41	468208	Female	25.06	Counselor (bunk/tent)
42	470543	Female	27.03	Sr. Staff
43	476697	Female	25.01	
44	483762	Female	54.07	
45	483763	Male	56.00	Program Staff
46	483952	Male	25.05	Counselor (bunk/tent)
47	519490	Female	55.05	
48	519491	Male	59.01	
49	519494	Female	29.00	Medical Staff
50	532625	Female	25.09	
51	544062	Male	27.05	Sr. Staff
52	546266	Female	26.02	
53	584302	Male	37.07	
54	587681	Female	53.01	
55	696603	Male	25.02	
56	699399	Male	24.05	Sr. Staff and Tikvah Staff
57	714178	Female	25.11	Sr. Staff
58	725063	Male	24.03	

#	PersonID	Gender	Age	Position Types
59	725903	Male	24.07	
60	726675	Male	28.06	Program Staff and Sr. Staff
61	755832	Female	24.00	
62	779323	Male	27.03	
63	795195	Male	24.08	Counselor (bunk/tent)
64	797527	Male	24.11	Counselor (bunk/tent)
65	797693	Male	24.09	
66	816166	Female	25.02	Counselor (bunk/tent) and Program Staff
67	860347	Male	23.04	Counselor (bunk/tent)
68	860354	Male	22.10	
69	861397	Male	43.07	Kitchen
70	862758	Female	25.06	
71	862876	Female	24.04	
72	927928	Male	23.06	Specialists (Moomchim)
73	974023	Female	23.02	
74	974049	Female	23.01	Counselor (bunk/tent)
75	974053	Male	23.05	Counselor (bunk/tent)
76	975851	Female	25.00	
77	975860	Female	23.00	Counselor (bunk/tent)
78	975866	Male	23.03	
79	975868	Male	23.09	Counselor (bunk/tent)
80	975869	Male	23.02	
81	975871	Female	24.05	Tikvah Staff
82	976108	Male	22.10	Tikvah Staff
83	983349	Male	23.07	
84	990654	Female	22.09	Counselor (bunk/tent)
85	991726	Male	27.06	Sr. Staff
86	991754	Female	23.11	
87	993391	Male	24.09	Specialists (Moomchim)
88	1002541	Male	24.00	

#	PersonID	Gender	Age	Position Types
89	1002545	Female	23.01	
90	1032536	Male	23.05	Counselor (bunk/tent)
91	1047007	Female	22.10	
92	1047024	Male	25.07	Counselor (bunk/tent)
93	1058244	Female	25.05	Counselor (bunk/tent)
94	1058255	Female	23.01	
95	1064876	Female	26.05	Sr. Staff
96	1064892	Female	26.04	
97	1099597	Female	23.05	Counselor (bunk/tent)
98	1121490	Male	23.09	Counselor (bunk/tent)
99	1124236	Male	22.08	Specialists (Moomchim) and Counselor (bunk/tent)
100	1124362	Female	57.02	
101	1147200	Female	23.06	
102	1147381	Female	22.10	
103	1148487	Female	58.02	Bus Driver
104	1234867	Female	24.03	Counselor (bunk/tent)
105	1234888	Female	24.00	
106	1234911	Male	23.09	
107	1234912	Female	23.09	
108	1244511	Male	23.00	
109	1270643	Female	22.10	
110	1304426	Female	22.06	
111	1307344	Male	22.07	
112	1308084	Male	22.11	
113	1308089	Male	22.07	
114	1308099	Female	23.01	
115	1310784	Male	22.07	
116	1310793	Male	22.06	
117	1310817	Female	22.03	
118	1311892	Female	22.09	

#	PersonID	Gender	Age	Position Types
119	1315777	Female	22.00	
120	1316241	Female	22.05	
121	1316387	Female	22.01	
122	1327602	Female	22.05	
123	1327604	Female	22.03	MADOR 2019
124	1327605	Male	22.05	
125	1330723	Male	22.01	
126	1330736	Male	22.09	
127	1331057	Male	22.06	
128	1331275	Female	22.06	
129	1343453	Male	22.07	
130	1344229	Female	21.11	
131	1344413	Female	23.02	Counselor (bunk/tent)
132	1344424	Male	24.01	
133	1353393	Female	22.08	
134	1355171	Female	22.06	
135	1372429	Female	23.01	
136	1375358	Female	22.01	
137	1375603	Male	22.11	
138	1377012	Female	22.08	Counselor (bunk/tent) and MADOR 2019
139	1377123	Female	22.08	
140	1384524	Female	22.11	
141	1385544	Male	22.11	Counselor (bunk/tent)
142	1386827	Female	23.09	
143	1386839	Female	23.06	Counselor (bunk/tent)
144	1396241	Male	23.07	
145	1396248	Male	23.07	
146	1414342	Male	22.08	
147	1417112	Male	27.04	Sr. Staff
148	1417252	Male	24.05	

#	PersonID	Gender	Age	Position Types
149	1420799	Female	21.08	
150	1435823	Male	23.10	Counselor (bunk/tent)
151	1454191	Female	23.01	Specialists (Moomchim)
152	1454278	Male	22.05	
153	1469164	Female	24.01	Counselor (bunk/tent)
154	1483428	Female	53.05	
155	1486421	Female	26.10	
156	1557094	Female	21.02	
157	1570764	Female	21.10	
158	1610788	Female	21.09	
159	1616998	Male	22.00	
160	1643997	Male	22.06	
161	1646076	Male	23.01	Counselor (bunk/tent)
162	1646089	Male	23.06	Counselor (bunk/tent)
163	1646154	Male	22.07	
164	1659155	Female	22.07	
165	1661605	Female	21.11	
166	1678660	Male	21.09	MADOR 2019
167	1716730	Male	22.02	
168	1716731	Male	22.02	
169	1780099	Male	22.10	
170	1781301	Male	22.05	
171	1781749	Female	21.11	
172	1797208	Female	22.04	
173	1797602	Male	22.03	
174	1797640	Male	23.03	
175	1808138	Female	22.03	
176	1808202	Female	24.07	Specialists (Moomchim)
177	1838950	Female	22.00	
178	1838980	Female	24.02	



#	PersonID	Gender	Age	Position Types
179	1850396	Female	22.07	MADOR 2019
180	1868699	Male	22.02	
181	1869080	Male	22.05	
182	1883130	Male	23.01	
183	2048330	Male	24.07	Counselor (bunk/tent)
184	2053911	Female	23.06	
185	2054150	Male	22.10	Counselor (bunk/tent) and MADOR 2019
186	2055039	Female	22.05	
187	2056196	Male	22.04	
188	2056274	Male	22.01	
189	2058673	Female	21.11	
190	2069721	Male	22.02	MADOR 2019
191	2077441	Male	23.01	
192	2157879	Female	23.01	Counselor (bunk/tent)
193	2167490	Male	23.00	Counselor (bunk/tent)
194	2168178	Female	22.08	
195	2173088	Female	21.08	
196	2173090	Female	21.08	
197	2175318	Male	22.03	
198	2252801	Female	42.09	Specialists (Moomchim)
199	2269708	Male	22.06	
200	2271141	Male	22.00	
201	2312684	Female	22.07	MADOR 2019
202	2322139	Male	22.10	
203	2368783	Male	22.04	
204	2378938	Male	22.07	
205	2378984	Female	22.09	
206	2403756	Male	23.11	Specialists (Moomchim)
207	2449439	Female	22.07	
208	2472099	Female	22.00	

#	PersonID	Gender	Age	Position Types
209	2498128	Female	35.02	
210	2621429	Male	23.06	Counselor (bunk/tent)
211	2664793	Male	22.02	Specialists (Moomchim) and MADOR 2019
212	2683418	Female	22.07	
213	2744274	Female	23.11	
214	2747952	Female	22.04	
215	2748760	Female	22.11	Counselor (bunk/tent)
216	2753177	Female	22.03	
217	2763359	Male	21.08	
218	2772773	Female	23.00	
219	2883675	Male	23.09	
220	2939770	Male	22.03	
221	2947430	Female	59.03	Program Staff
222	2996565	Female	22.05	MADOR 2019
223	3008351	Female	27.09	
224	3052633	Female	50.10	
225	3076540	Male	29.10	Specialists (Moomchim)
226	3370480	Female	43.03	
227	3438971	Female	47.02	
228	3469484	Male	22.03	MADOR 2019
229	3487113	Female	48.08	
230	3583651	Male	22.07	MADOR 2019
231	3593385	Female	24.00	
232	3681837	Female	22.02	
233	3731297	Female	35.06	Specialists (Moomchim)
234	3796940	Male	22.00	
235	3915673	Female	28.10	
236	3927993	Female	41.08	
237	4017782	Male	22.05	
238	4017800	Male	22.05	

#	PersonID	Gender	Age	Position Types
239	4051154	Male	43.02	
240	4295700	Female	22.03	
241	4510336	Male	37.09	
242	4541322	Male	41.03	Kitchen
243	4597584	Female	23.04	Counselor (bunk/tent)
244	4661999	Female	23.07	
245	4775696	Female	23.03	Counselor (bunk/tent)
246	4793463	Male	21.09	
247	4874800	Female	23.03	Counselor (bunk/tent)
248	4995242	Female	61.05	Bus Driver
249	5060092	Male	35.02	
250	5085294	Female	59.00	Specialists (Moomchim)
251	5202811	Female	35.06	
252	5209730	Female	23.09	
253	5214555	Male	31.00	
254	5246854	Female	22.04	
255	5881069	Female	51.03	Specialists (Moomchim) and Sr. Staff
256	5889158	Male	21.06	
257	6046233	Female	21.11	
258	6046236	Female	21.11	
259	6252884	Female	22.04	MADOR 2019
260	6426876	Female	22.00	
261	6695150	Female	62.08	
262	6778641	Female	44.08	
263	6902697	Female	54.03	Specialists (Moomchim)
264	7016640	Female	22.03	
265	7417377	Male	22.08	
266	7418498	Female	28.01	
267	7471264	Female	49.09	Yoetz
268	7541745	Female	22.05	

#	PersonID	Gender	Age	Position Types
269	7622429	Female	64.08	Medical Staff
270	7846220	Male	25.00	Specialists (Moomchim)
271	8118878	Female	76.11	Medical Staff
272	8443395	Female	22.07	MADOR 2019
273	8768147	Female	25.04	Specialists (Moomchim)
274	9140447	Female	45.01	
275	9200873	Male	24.01	Specialists (Moomchim)
276	9325274	Female	27.00	
277	9325589	Male	28.01	Tikvah Staff
278	9335710	Female	27.04	Specialists (Moomchim)
279	9345738	Male	28.06	Counselor (bunk/tent)
280	9365856	Male	49.00	Specialists (Moomchim)
281	9402990	Female	24.04	Program Staff
282	9503931	Female	47.06	Bus Driver
283	9511267	Male	23.02	
284	9526998	Female	24.00	Counselor (bunk/tent)
285	9545654	Female	41.01	
286	9744666	Female	40.11	
287	9855854	Female	44.07	
288	9862924	Female	25.08	Specialists (Moomchim)
289	9914648	Female	23.04	
290	9974248	Male	22.09	
291	10023381	Male	28.08	
292	10029300	Male	59.11	Specialists (Moomchim)
293	10250075	Male	70.01	
294	10510650	Female	64.06	
295	10575372	Female	53.01	Medical Staff
296	10704814	Male	29.08	Specialists (Moomchim)
297	10721406	Male	36.05	Specialists (Moomchim)
298	10727280	Female	35.07	Medical Staff

#	PersonID	Gender	Age	Position Types
299	10763916	Male	26.06	Tikvah Staff
300	10835559	Female	26.05	Counselor (bunk/tent)
301	10922046	Female	35.07	
302	10923765	Female	13.06	Medical Staff
303	11026679	Female	23.03	Counselor (bunk/tent)
304	11026693	Male	23.06	Counselor (bunk/tent)
305	11131912	Female	30.11	Kitchen
306	11199754	Female	22.06	
307	11231112	Male	21.11	
308	11314551	Female	24.05	Counselor (bunk/tent)
309	11373433	Female	38.08	Yoetz
310	11615816	Male	31.02	
311	11655610	Female	29.05	Sr. Staff
312	11701569	Female	43.05	
313	11808382	Female	24.09	Counselor (bunk/tent)
314	11808732	Male	25.11	Counselor (bunk/tent), Program Staff and MADOR 2019
315	11808736	Male	25.08	Specialists (Moomchim) and Counselor (bunk/tent)
316	11810438	Male	26.10	Counselor (bunk/tent)
317	11810470	Male	26.09	Specialists (Moomchim)
318	11811366	Female	25.03	Specialists (Moomchim)
319	11816427	Female	25.08	
320	11816747	Female	26.07	Counselor (bunk/tent) and Tikvah Staff
321	11817532	Female	23.01	Specialists (Moomchim) and Counselor (bunk/tent)
322	11817533	Female	23.04	Specialists (Moomchim) and Counselor (bunk/tent)
323	11817674	Male	25.11	Counselor (bunk/tent)
324	11817806	Female	25.04	Specialists (Moomchim), Counselor (bunk/tent) and Tikvah Staff
325	11817868	Female	22.07	Specialists (Moomchim) and Counselor (bunk/tent)
326	11817893	Female	25.08	Program Staff
327	11819048	Female	26.03	Specialists (Moomchim) and Counselor (bunk/tent)
328	11820052	Female	25.00	Specialists (Moomchim), Counselor (bunk/tent) and Program Staff

#	PersonID	Gender	Age	Position Types
329	11821385	Female	24.08	Specialists (Moomchim), Counselor (bunk/tent) and Program Staff
330	11825172	Male	26.10	Specialists (Moomchim) and Counselor (bunk/tent)
331	11827333	Female	26.01	Specialists (Moomchim) and Counselor (bunk/tent)
332	11829675	Female	25.06	Specialists (Moomchim) and Counselor (bunk/tent)
333	11831585	Female	26.06	Specialists (Moomchim)
334	11835810	Female	25.08	Specialists (Moomchim), Counselor (bunk/tent) and Program Staff
335	11838379	Female	24.09	Program Staff
336	11859666	Female	24.07	Specialists (Moomchim)
337	11872322	Male	24.10	Specialists (Moomchim)
338	11873474	Male	46.08	
339	11883663	Male	22.10	
340	11892748	Female	23.02	Specialists (Moomchim) and Counselor (bunk/tent)
341	11933920	Female	22.11	
342	11945321	Male	32.10	
343	11976765	Female	42.10	
344	11992038	Female	42.02	
345	11995817	Female	25.10	
346	11997300	Female	29.09	
347	11997483	Female	32.11	
348	11998214	Female	23.06	Medical Staff
349	11999026	Female	23.06	
350	12000088	Female	32.11	
351	12007090	Female	23.06	Medical Staff
352	12011247	Female	58.01	
353	12021916	Female	23.06	Medical Staff and Flight Chaperone
354	12043355	Female	25.04	Counselor (bunk/tent)
355	12054524	Female	37.02	
356	12054813	Female	46.03	Sr. Staff
357	12069774	Female	23.06	Medical Staff
358	12083879	Male	27.00	Specialists (Moomchim)

#	PersonID	Gender	Age	Position Types
359	12090248	Female	34.01	Medical Staff
360	12109478	Female	28.09	Bus Driver
361	12155610	Female	4.06	Medical Staff
362	12159239	Female	27.11	Medical Staff
363	12167002	Female	60.01	
364	12173586	Male	19.10	Specialists (Moomchim)
365	12174936	Female	34.10	
366	12182722	Female	30.02	
367	12182985	Female	57.11	Medical Staff
368	12188927	Female	62.03	
369	12191970	Female	39.06	Medical Staff
370	12200735	Female	27.06	
371	12215007	Female	29.06	
372	12263815	Male	19.10	Specialists (Moomchim)
373	12284901	Male	60.10	Medical Staff
374	12285598	Female	67.00	Medical Staff
375	12315050	Female	47.06	Medical Staff
376	17034126	Female	33.03	Specialists (Moomchim)

<b>CAMP RAMAH 2019 ATTENDANCE BREAKDOWN</b>		
<b>Campers</b>	<b>2019</b>	<b>Notes</b>
S1 + Gesher A	566	Session 1 + Gesher A + Amitzim 1 + Ezra 1
S1 + Gesher B	575	Session 1 + Gesher B + Amitzim 1 + Ezra 1
S2 + Gesher C	642	Session 2 + Gesher C + Amitzim 2 + Ezra 2
S2 + Gesher D	610	Session 2 + Gesher D + Amitzim 2 + Ezra 2
<b>Counselor Total</b>	376	These are taken from Campminder Data
S1 Total (Est)	305	
S2 Total (Est)	312	
<b>Campers</b>	<b>954</b>	Largest Camper and Counselor total, by session
Miscellaneous	60	daycare team, spouses, visiting educators, special guests, etc.
<b>OVERNIGHT MAX</b>	<b>1014</b>	<b>All Users</b>
Daytime counselors	34	
Daytime visitors	120	for example for sports/activities during the day only
<b>DAYTIME MAX</b>	<b>1168</b>	
Employees	73	Not included in above Max. Daytime, except evening security shifts.

Exhibit 9, Attachment 3 - Camp Historical Summer Occupancy