



# Framing the Next Normal

August 6, 2020



Ramah in the Rockies

Where are we?

Planning the Decision Points

Deciding on Your Key Questions

Assigning Research Areas

Financial Planning



# Today's meeting agenda





# Where are we?

A SUMMER WITHOUT CAMP

UNCERTAINTY

SOME WAY, SOME HOW PREPARE FOR THE NEXT NORMAL

FORMULATE YOUR EXTERNAL MESSAGE & INTERNAL TASK FORCE



# Planning the Decision Points



## **Through October 15, 2020**

Focus heavily on research and question formulation around camps that did operate and schools reopening

## **By November 15**

Formulate our first operating plan for the summer 2021 based on research to date (aka if we had to open camp this week, how would we do it)

## **December 15, January 15, February 15**

Review and update our operating plan for camp as new information comes available

## **By March 31, 2021**

Very very tentative Point of No Return

### **Question #1**

Will regulators allow us to operate?

### **Question #2**

Can we create a safe operating environment?

### **Question #3**

Is there a minimum number of campers and staff to justify operating?

### **Question #4**

Can we find the right financial model for our families and for our bottom line?

# Deciding on Your Key Questions





# Assigning Research Areas

## Area #1 - Summer camps from 2020 / School policy & schedule

- Continued research from summer 2020, what worked and what did not?
- Do K-12 schools open in-person across the US this fall? Why and/or why not?
- How are colleges / universities operating this fall and spring?
- What can we learn from the schools this fall and spring?

## Area # 2 - Child-care / Camp Regulation

- Program Policy
  - HGF, FJC, ACA, Etc.
- Regulation
  - Colorado Department of Public Health and Environment (CDPHE)
  - Colorado Department of Human Services (CDHS)
  - Jefferson County
  - Centers for Disease Control and Prevention (CDC) and other Federal Agencies





### Area #3 - Medical / Safety Feasibility

- What does that look like at camp, in a communal environment?
- Do we need to do pre-summer screening / testing for campers and staff?
- Do we need to alter our excursion / out of camp trips?
- Do we need to change how food service is done?
- Do we need to limit our camper & staff capacity?
- ETC. ETC. ETC.

### Area #4 - General Travel

- 75% of our campers fly, in a world where air travel is either unsafe (perceived and reality), or cost prohibitive for our families, what do we need to do to pivot to address this next normal?
- International campers and staff (~30%)

### Area #5 - Consumer Sentiment & US Economic / Political Trends

- "Homebody" Economy / Less disposable income
- reviewing tuition models / offering more financial aid
- November elections



**Research  
areas  
(continued)**

# Financial Planning

## **1) Building your overall budget**

Start somewhere... We based our FY2021 on 60% capacity (FCE)!

## **2) Put a "Lockbox" on your Rollover Tuition**

Wait as long as possible to use your Rollover Tuition

## **3) Increase financial aid / travel support**

Anticipate an increase in financial aid needed from your families

## **4) Increase operational areas**

Anticipate extra medical, housekeeping, & kitchen supplies / staff  
Insurance prices may go up too

## **5) Capital Expenses**

Anticipate new kitchen equipment or new bunk / bathroom items







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**Thank you!**

Questions?  
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