

	<b>LIMITED</b> <b>SPRING SEASON</b>  <b>FULL</b> <b>SUMMER</b>	<b>NO</b> <b>SPRING SEASON</b>  <b>FULL</b> <b>SUMMER</b>	<b>NO</b> <b>SPRING SEASON</b>  <b>MODIFIED</b> <b>SUMMER</b>	<b>NO</b> <b>SPRING SEASON</b>  <b>NO</b> <b>SUMMER</b>
PROGRAM CONSIDERATIONS	<ul style="list-style-type: none"> <li>• Determine what programs can run concurrently</li> <li>• Determine if any spring programs be rescheduled for the fall</li> <li>• Decide if any programs can be run virtually</li> <li>• Establish timelines for decision-making</li> <li>• Identify key stakeholders for communication</li> </ul>	<ul style="list-style-type: none"> <li>• Determine if any spring programs be rescheduled for the fall</li> <li>• Decide if any programs can be run virtually</li> <li>• Identify seasonal staff needs</li> <li>• Establish timelines for decision-making</li> <li>• Identify key stakeholders for communication</li> </ul>	<ul style="list-style-type: none"> <li>• Determine if any spring programs be rescheduled for the fall</li> <li>• Decide if any programs can be run virtually</li> <li>• Identify seasonal staff needs</li> <li>• Determine which sessions need to be modified or canceled</li> <li>• Establish timelines for decision-making</li> <li>• Identify key stakeholders for communication</li> <li>• Consider providing virtual camp experiences</li> </ul>	<ul style="list-style-type: none"> <li>• Consider remote camp experiences that can be offered</li> <li>• Consider mini-camp experiences that can be offered in the fall or winter</li> <li>• Establish timelines for decision-making</li> <li>• Identify key stakeholders for communication</li> <li>• Consider providing virtual camp experiences</li> </ul>
REVENUE IMPLICATIONS	<ul style="list-style-type: none"> <li>• Focus on flexibility and customer service to maintain loyalty to camp</li> <li>• Incentivize groups to reschedule rather than cancel</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on flexibility and customer service to maintain loyalty to camp</li> <li>• Incentivize groups to reschedule rather than cancel</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on flexibility and customer service to maintain loyalty to camp</li> <li>• Incentivize groups to reschedule rather than cancel</li> <li>• Consider best program structure to maximize both campers served and revenue</li> <li>• Modify core program to reduce expenses</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on flexibility and customer service to maintain loyalty to camp</li> <li>• Determine what programs can be added to a fall or winter season</li> <li>• Determine what disaster relief options are available (insurance, Federal, State)</li> <li>• Consider a philanthropic campaign to support camp through the crisis</li> </ul>
EXPENSES MANAGEMENT	<ul style="list-style-type: none"> <li>• Adjust seasonal staffing as necessary</li> <li>• Reduce high-expense program components</li> <li>• Consider delaying capital projects</li> </ul>	<ul style="list-style-type: none"> <li>• Adjust seasonal staffing as necessary</li> <li>• Delay equipment purchases for summer season</li> <li>• Reduce high-expense program components</li> <li>• Delay purchase of new systems or equipment</li> <li>• Consider delaying capital projects</li> </ul>	<ul style="list-style-type: none"> <li>• Adjust seasonal staffing as necessary</li> <li>• Reduce equipment purchases</li> <li>• Eliminate high-expense program components</li> <li>• Eliminate new equipment and software purchases</li> <li>• Delay capital projects</li> <li>• Evaluate full-time staff levels</li> </ul>	<ul style="list-style-type: none"> <li>• Eliminate summer staff</li> <li>• Eliminate as many variable costs as possible (food, equipment, supplies)</li> <li>• Eliminate nonessential expenses</li> <li>• Eliminate capital projects</li> <li>• Review full-time staff levels</li> </ul>
CONTINGENCY MANAGEMENT	<ul style="list-style-type: none"> <li>• Clear communication with spring campers and groups</li> <li>• Frequent communication with summer campers and staff</li> <li>• Calculate net impact on annual budget</li> <li>• Identify funding sources for gap (reserves, donations, line of credit, Fed. Relief program, loans)</li> </ul>	<ul style="list-style-type: none"> <li>• Calculate net impact on annual budget</li> <li>• Identify funding sources for gap (reserves, line of credit)</li> <li>• Consider emergency funding (Fed. Relief program, loans, philanthropic appeal)</li> <li>• Frequent communication with summer campers and staff</li> <li>• Develop robust protocols for health systems for summer</li> </ul>	<ul style="list-style-type: none"> <li>• Calculate net impact on annual budget</li> <li>• Maximize funding sources for gap (reserves, line of credit)</li> <li>• Consider emergency funding (Fed. Relief program, loans, philanthropic appeal)</li> <li>• Frequent communication with summer campers and staff</li> <li>• Develop robust protocols for health systems for summer</li> </ul>	<ul style="list-style-type: none"> <li>• Calculate minimum cash burn rate for lost seasons</li> <li>• Maximize funding sources for gap (reserves, line of credit)</li> <li>• Maximize emergency funding (Fed. Relief program, loans, philanthropic appeal)</li> <li>• Frequent communication with summer campers and staff</li> </ul>

# LIMITED SPRING SEASON • FULL SUMMER

## PROGRAM CONSIDERATIONS

- Determine what programs can run concurrently
- Determine if any spring programs be rescheduled for the fall
- Decide if any programs can be run virtually
- Establish timelines for decision-making
- Identify key stakeholders for communication

## REVENUE IMPLICATIONS

- Focus on flexibility and customer service to maintain loyalty to camp
- Incentivize groups to reschedule rather than cancel

## EXPENSES MANAGEMENT

- Adjust seasonal staffing as necessary
- Reduce high-expense program components
- Consider delaying capital projects

## CONTINGENCY MANAGEMENT

- Clear communication with spring campers and groups
- Frequent communication with summer campers and staff
- Calculate net impact on annual budget
- Identify funding sources for gap (reserves, donations, line of credit, Fed. Relief program, loans)

# NO SPRING SEASON • FULL SUMMER

## PROGRAM CONSIDERATIONS

- Determine if any spring programs be rescheduled for the fall
- Decide if any programs can be run virtually
- Identify seasonal staff needs
- Establish timelines for decision-making
- Identify key stakeholders for communication

## REVENUE IMPLICATIONS

- Focus on flexibility and customer service to maintain loyalty to camp
- Incentivize groups to reschedule rather than cancel

## EXPENSES MANAGEMENT

- Adjust seasonal staffing as necessary
- Delay equipment purchases for summer season
- Reduce high-expense program components
- Delay purchase of new systems or equipment
- Consider delaying capital projects

## CONTINGENCY MANAGEMENT

- Calculate net impact on annual budget
- Identify funding sources for gap (reserves, line of credit)
- Consider emergency funding (Fed. Relief program, loans, philanthropic appeal)
- Frequent communication with summer campers and staff
- Develop robust protocols for health systems for summer

# NO SPRING SEASON • MODIFIED SUMMER

## PROGRAM CONSIDERATIONS

- Determine if any spring programs be rescheduled for the fall
- Decide if any programs can be run virtually
- Identify seasonal staff needs
- Determine which sessions need to be modified or canceled
- Establish timelines for decision-making
- Identify key stakeholders for communication
- Consider providing virtual camp experiences

## REVENUE IMPLICATIONS

- Focus on flexibility and customer service to maintain loyalty to camp
- Incentivize groups to reschedule rather than cancel
- Consider best program structure to maximize both campers served and revenue
- Modify core program to reduce expenses

## EXPENSES MANAGEMENT

- Adjust seasonal staffing as necessary
- Reduce equipment purchases
- Eliminate high-expense program components
- Eliminate new equipment and software purchases
- Delay capital projects
- Evaluate full-time staff levels

## CONTINGENCY MANAGEMENT

- Calculate net impact on annual budget
- Maximize funding sources for gap (reserves, line of credit)
- Consider emergency funding (Fed. Relief program, loans, philanthropic appeal)
- Frequent communication with summer campers and staff
- Develop robust protocols for health systems for summer

# NO SPRING SEASON • NO SUMMER

## PROGRAM CONSIDERATIONS

- Consider remote camp experiences that can be offered
- Consider mini-camp experiences that can be offered in the fall or winter
- Establish timelines for decision-making
- Identify key stakeholders for communication
- Consider providing virtual camp experiences

## REVENUE IMPLICATIONS

- Focus on flexibility and customer service to maintain loyalty to camp
- Determine what programs can be added to a fall or winter season
- Determine what disaster relief options are available (insurance, Federal, State)
- Consider a philanthropic campaign to support camp through the crisis

## EXPENSES MANAGEMENT

- Eliminate summer staff
- Eliminate as many variable costs as possible (food, equipment, supplies)
- Eliminate nonessential expenses
- Eliminate capital projects
- Review full-time staff levels

## CONTINGENCY MANAGEMENT

- Calculate minimum cash burn rate for lost seasons
- Maximize funding sources for gap (reserves, line of credit)
- Maximize emergency funding (Fed. Relief program, loans, philanthropic appeal)
- Frequent communication with summer campers and staff