The Financial Impact of COVID-19 on Independent Schools Survey Insights, Scenario Planning and Financial Modeling

Live NBOA Community Meeting Wednesday, June 17, 2020

Presented by:



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NBOA's Response and What Can Best Support You

- NBOA Online Resources
 - Checklist for reopening
 - Employee leave flow chart
 - Long-range financial model for independent schools
 - Space planning tool
 - You asked, we have it!
 - coming soon!
- Net Assets Feature Articles
 - Successfully Managing Remote Employees
 - Digitally Communicating Your School's Value
 - Managing Your Empty Campus
 - Impossible is Off the Table
 - coming soon!

- NBOA Webinars
 - Employee considerations for returning to campus
 - Enrollment strategies through "The Next Normal"
 - Leading health, legal, and crisis communications experts re: reopening
 - Preparing for potential litigation re: COVID-19 refunds
 - How to reopen campuses safely per facilities experts
 - Boundaries in a remote setting
 - Title IX compliance

Access to PPE available at discounted rates from:



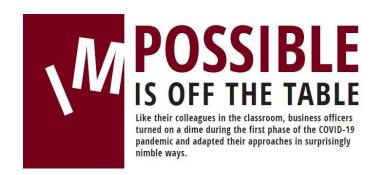
Brought to you by



Impossible is Off the Table - Sneak Preview!

- We are rethinking long-standing practices since the business office can be more flexible than previously imagined.
- The pandemic provided a stark reminder of our heavy reliance on tuition revenue. Cash reserves are top of mind and leaders are examining expense management.
- Having a crisis response plan and team are critically important, but schools must remain flexible.
- Many business officers are rethinking how the school can deploy staff in new ways by leveraging automation and remote working.
- Communicating transparently has been key to supporting the community and conveying your value proposition.
- Schools are not really made of bricks and mortar but rather the relationships of the community.





Other Insights and Trends



- Open to and planning for every scenario
- Many schools feel they may live in multiple scenarios at once given little guidance or certainty
- "Schools are where they are, because of where they've been" and conservative financial approaches are proving valuable
- Monitoring enrollment and the effects on budgets, staffing, and programming
- Families delaying decisions and some schools are more flexible than usual with deadlines
- Sensitivity to the well-being of the entire community
- Independent schools are more than just bricks and mortar

Poll #1

Did you participate in the most recent NBOA Flash survey?

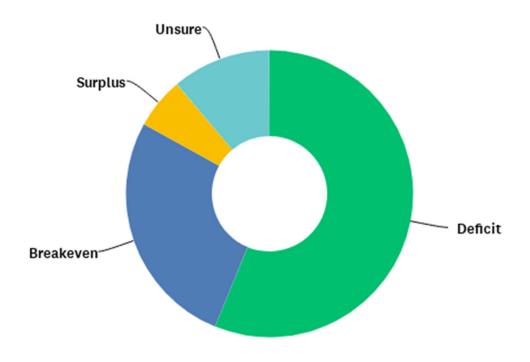
A) Yes

B) No

C) I can't remember, everything is a blur

FY21 Budget Projections

Expected FY21 Budget



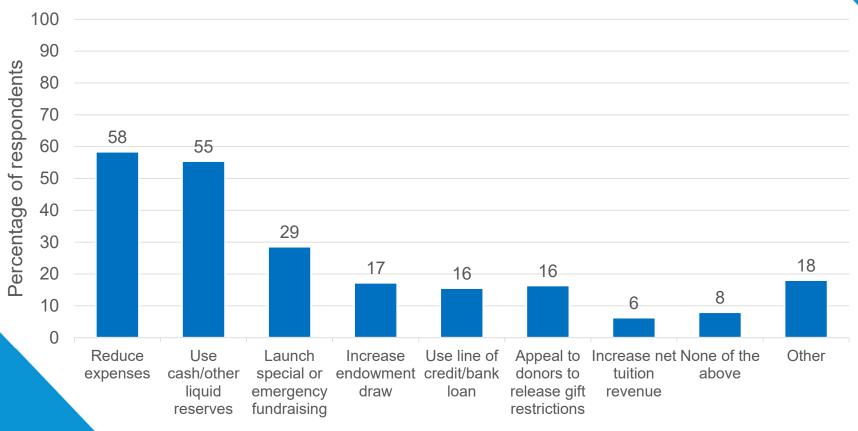
FY21 Budget Projections: Enrollment & Revenue

	Enrollment (n=226)	Gross tuition and fees (n=236)	Endowment draw (n=197)	Annual fund (n=147)	Capital campaign (n=109)	Room & board revenue (n=50)	Auxiliary activities/ rentals (n=129)	Cash reserves/ surplus (n=137)	Financial aid awards (n=146)
Flat	17%	11%	52%	30%	33%	26%	15%	28%	8%
Increase up to 5%	10%	33%	9%	6%	5%	4%	0%	6%	38%
Increase 6-10%	1%	3%	1%	2%	1%	0%	1%	1%	26%
Increase 11-20%	1%	0%	2%	0%	1%	0%	0%	0%	20%
Increase more than 20%	0%	0%	1%	0%	1%	0%	0%	0%	6%
Decrease up to 5%	27%	19%	11%	18%	6%	10%	16%	20%	0%
Decrease 6-10%	23%	15%	5%	14%	2%	6%	21%	13%	1%
Decrease 11-20%	14%	12%	1%	12%	6%	8%	14%	11%	0%
Decrease more than 20%	4%	3%	1%	10%	6%	6%	29%	11%	0%
Unsure	3%	3%	19%	8%	40%	40%	4%	11%	1%

FY21 Budget Projections: Expenses

	Instructional payroll & benefits (n=239)	Administrative payroll & benefits (n=228)	Purchases of property, plant & equipment (n=209)	Debt services (principle/ interest) (n=139)	Auxiliary programs (n=152)	Facility maintenance & operations (n=157)		Technology (operational/ capital) (n=157)	Student/ faculty boarding (n=63)
Flat	23%	32%	43%	72%	29%	27%	30%	27%	41%
Increase up to 5%	42%	37%	9%	6%	4%	31%	7%	29%	6%
Increase 6-10%	5%	2%	3%	1%	1%	16%	1%	17%	3%
Increase 11-20%	1%	0%	1%	1%	0%	5%	0%	10%	0%
Increase more than 20%	0%	0%	2%	0%	0%	1%	0%	4%	0%
Decrease up to 5%	10%	13%	11%	9%	23%	10%	18%	8%	6%
Decrease 6-10%	10%	7%	6%	2%	15%	5%	14%	3%	6%
Decrease 11-20%	5%	4%	7%	1%	9%	1%	6%	0%	0%
Decrease more than 20%	2%	1%	8%	3%	14%	1%	7%	1%	5%
Unsure	3%	4%	10%	4%	5%	3%	17%	2%	32%

Filling the "Gap"



Staffing considerations

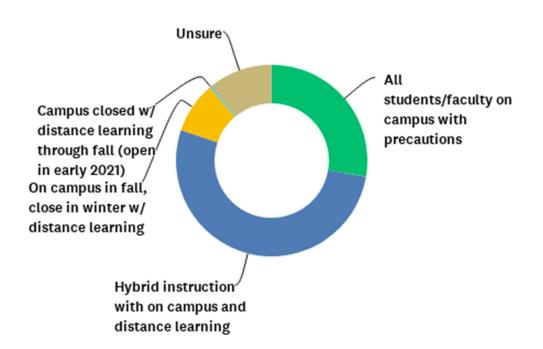


FY21 FTE Projection	Instructional (n=238)	Administrative (n=228)				
Flat	48%	57%				
Increase up to 5%	15%	7%				
Increase 6-10%	2%	1%				
Increase 11-20%	0%	0%				
Increase more	00/	0%				
than 20%	0%					
Decrease up to 5%	18%	24%				
Decrease 6-10%	8%	4%				
Decrease 11-20%	4%	1%				
Decrease more	00/	10/				
than 20%	0%	1%				
Unsure	4%	4%				

- 50% of schools are expecting pay freezes or pay cuts to happen in FY21 or have already happened
- 61% will not fill open positions
- 33% of schools are likely to make cuts to programs, activities or operations to reduce faculty or staff
- Schools are unlikely to incentivize retirement, reduce benefits or provide bonuses

Scenarios

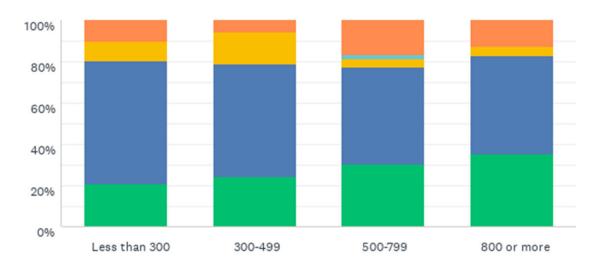
Expectations for 2020-21 Instruction





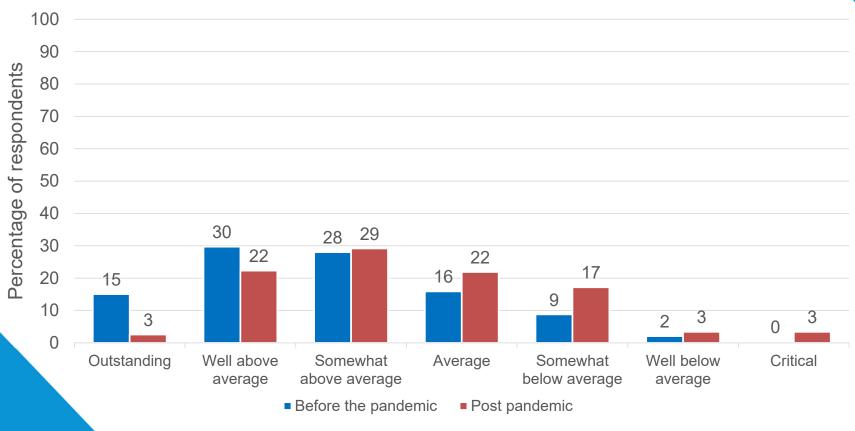
- At 33% of schools, all summer programs are cancelled; a range of 15% – 23% are offering some form of summer programs either in person or online.
- As far as next year, it's a mixed bag, but most are open to and planning for every scenario, and optimistic that at least a portion of the community can return to campus this fall
- Many schools feel they may live in multiple scenarios at once given little guidance or certainty
- Unique opportunities and unique challenges for boarding schools

Expectation for 2020-21 Instruction by Enrollment



- All students/faculty on campus with precautions
- Hybrid instruction with on campus and distance learning
- On campus in fall, close in winter w/ distance learning
- Campus closed, distance learning for all students through fall (reopen early 2021)
- Unsure

How Fiscally Healthy Are Your Schools?



Poll #2

What do you think your school's financial state will be post pandemic?

- A) Outstanding
- B) Above average
- C) Average
- D) Below Average
- E) Critical

"Silver Linings" on the Horizon!



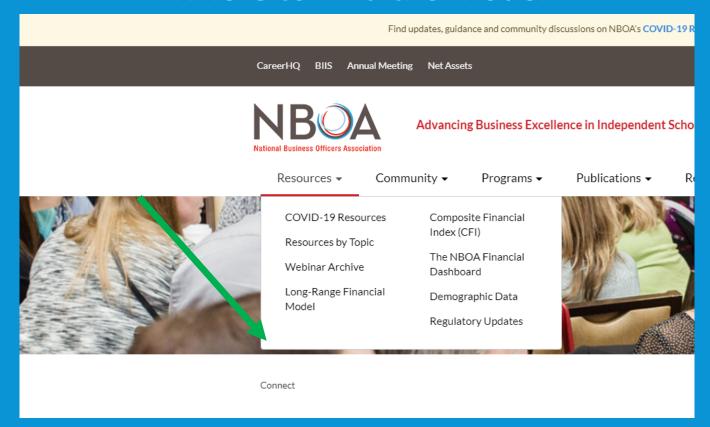
- Realizing operational efficiencies
- Taking the opportunity to make innovative change
- Increased attention on health, safety and well-being
- Better use of technology in and out of the classroom
- The ability to work productively from distance and on a flexible schedule
- Better communication with constituents



Long-Range Financial Model for Scenario Planning

NIROA			TA	RS												
INDWA	Sample School Budget Mod	1-1	1/1													
_ ,	Current Year Inputs	iei														
	Current Year Inputs															
Instructions: Enter current year data in highlighte	ed cells.	Current Year	Notes, Data Sources, etc.											_		
Enrollment														_	_ , -	
Group 1 (Enter title to the right)	Early childhood	28		NBO	Λ										ΓAŦ	$\mathcal{Q} \subset \mathbb{R}$
Group 2 (Enter title to the right)	Kindergarten	54													$\Box \Box \Box$	
Group 3 (Enter title to the right)	Grade 1-3	93					Sample S	chool Budge	et Model					_		
Group 4 (Enter title to the right)	Grade 4	22						umption Pag								
Group 5 (Enter title to the right)	Grades 5 - 8 (MS)	71					7100	ampaon r ag	,-							
Group 6 (Enter title to the right)	Grades 9 - 12	153		Instructions: Enter assumption	ne for poyt 10 years in	high lighted a	oa Onco initi	al ontrine are	complete on	tor CTDL O t	to recet back	olino numbor	co vou can	coo offect	of future char	naoc
Group 7 (Enter title to the right)	test a			instructions. Enter assumption	ils for flext to years in	nigh lighted at	ea. Once min	ai elitiles ale	complete en	tel CINE Q I	to reset base	silite Hulliber	so you can	see ellect	or luture criai	iges.
Group 8 (Enter title to the right) Total Enrollment	test b	421														
Total Enrollment		421				Current Yr	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Tuition						Current 11	rear r	i edi Z	rear J	real 4	rears	rear o	i eai i	i eai o	rear 3	real IU
Group 1	Early childhood	14,300	*	Baseline Net Income		(1,228,804)	(43,020)	(336,672)	(660,216)	(578,319)	(494.925)	(405,580)	(310,311)	(209,446)	(103,147)	7,898
Group 2	Kindergarten	19,900	*	Change to Baseline Net I	como	(1,220,004)	(43,020)	2.800	5.680	8.840	12.360	15,960	19,740	22.800	27.040	31.820
Group 3	Grade 1-3	21,400		Change to baseline Net II	icome		U	2,000	5,000	0,040	12,300	15,300	13,140	22,000	21,040	31,020
Group 4 Group 5	Grade 4 Grades 5 - 8 (MS)	22,100 23,530	*	Assumed Inflation Rate			3.0%	3.5%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Group 6	Grades 9 - 12	25,000	*	Enrollment Adds for	North and State and		3.0%	3.5%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Group 7	test a	25,000	*		Early childhood		-	-	-	-	-	-	-		-	-
Group 8	test b		*	Enrollment Adds for	Kindergarten		-	-	-	-	-	-	-	-	-	-
				Enrollment Adds for	Grade 1-3		-	-	-	-	-	-	-	-	-	
Financial Aid and Other Discounts				Enrollment Adds for	Grade 4		-	-	-	-	-	-	-	-	-	
Need & Merit Based Financial Aid		2,890,400	 includes multi-child discounts, single pay, 	Enrollment Adds for	Grades 5 - 8 (MS)		-	-	-	-	-	-	-	-	-	
Additional income to tie to Net Tuition Rever		-	plug to tie to Net Tuition Revenue	Enrollment Adds for	Grades 9 - 12		-	-	-	-	-	-	-	-	-	-
Tuition Remission (include below if treated a	as a benefit)	398,600	*	Enrollment Adds for	test a		-	-	-	-	-	-	-	-	-	-
Operating Income				Enrollment Adds for	test b		-	-	-	-	-	-	-	-	-	-
Income Line 1 (Enter title to right)	Auliliary Progarms	100,000		Tuition % Increase over Infla			1.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Income Line 2 (Enter title to right)	After School Program	90,000		Tuition % Increase over Infla	tic Kindergarten		3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Income Line 3 (Enter title to right)	Other Income	128,000		Tuition % Increase over Infla	tic Grade 1-3		1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Income Line 4 (Enter title to right)	Transportation Income, net	483,000		Tuition % Increase over Infla	tic Grade 4		1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Income Line 5 (Enter title to right)				Tuition % Increase over Infla	tic Grades 5 - 8 (MS)		1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Income Line 6 (Enter title to right) Annual Giving & Support	Annual Giving & Support	880.000		Tuition % Increase over Infla	tic Grades 9 - 12		1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Endowment Draw	Endowment Draw	320,000		Tuition % Increase over Infla	tictest a		1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Endowment Value Prior Year End	Endownient Draw	8,500,000	Prior fiscal year end balance - MUST ente	Tuition % Increase over Infla	tictest b		1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Endowment Value 2 Years Ago		8,750,000	2 prior fiscal years end balance - MUST e	Tuition % Increase for	Early childhood		4.0%	5.5%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Endowment Value 3 Years Ago		9,000,000	3 prior fiscal years end balance - MUST e	Tuition % Increase for	Kindergarten		6.0%	6.5%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Estimated Return on Endowment for Current	t Year	5.00%	return for most recent fiscal year end	Tuition % Increase for	Grade 1-3		4.0%	4.5%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Expected Additions to Endowment		250,000		Tuition % Increase for	Grade 4		4.0%	4.5%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Total Operating Income Net Tuition Revenue (from 10 Year Financi	-1.5	2,001,000 6.158.030		Tuition % Increase for	Grades 5 - 8 (MS)		4.0%	4.5%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Total Income	ai Forecast)	8,159,030	Ties to Income Stmt and Total Operatin	Tuition % Increase for	Grades 9 - 12		4.0%	4.5%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Total Income		0,139,030	ries to income Sunt and rotal Operatin	Tuition % Increase for	test a		4.0%	4.5%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
				Tuition % Increase for	test b		4.0%	4.5%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
				Tuition Remission as a % o		4.2%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
				Financial Aid as a % of Gro		30.6%	30.6%	30.6%	30.6%	30.6%	30.6%	30.6%	30.6%	30.6%	30.6%	30.6%
					ss ruillon	30.0%		30.6%	30.6%	30.6%	30.0%	30.0%		30.6%		30.6%
				New Revenue Items		000.000	-				000 000	000 000	-		-	000 000
				Annual Giving & Support		880,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000
			ļ	Estimated Return on Endow		5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
				Cash Gifts & Additions to E		250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
				Spending Rate from Endow		3.7%	3.7%	3.7%	3.7%	3.7%	3.7%	3.7%	3.7%	3.7%	3.7%	3.7%
				Spending Rate as a % of B	eginning Endowment Va	alue	3.6%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
			l													

Where to Find the Model



The Long-Range Financial Model for Independent Schools

Tips for Using the Model

- Load the Current Year Inputs tab with your non-COVID-19 scenario for next year (or the status quo)
- In the Income and Expense lines segregate out those items you think are most exposed by the pandemic (ex. Summer programs or janitorial services)

NBOA Academy – A Mid-sized Pre-K – 8

Type: Pre-K – 8

Enrollment: 440

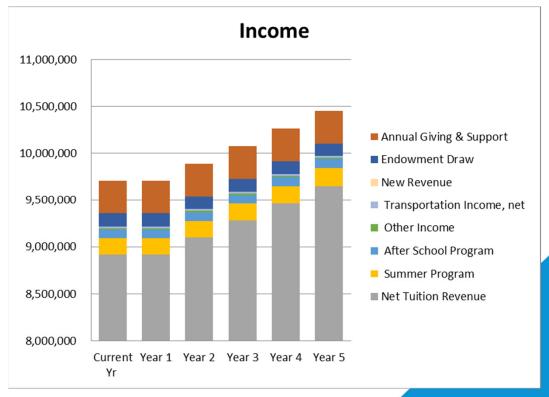
• Operating Budget: \$9,709,000

Endowment: \$4,000,000

Financial Aid Budget: 15.2% of

Gross Tuition

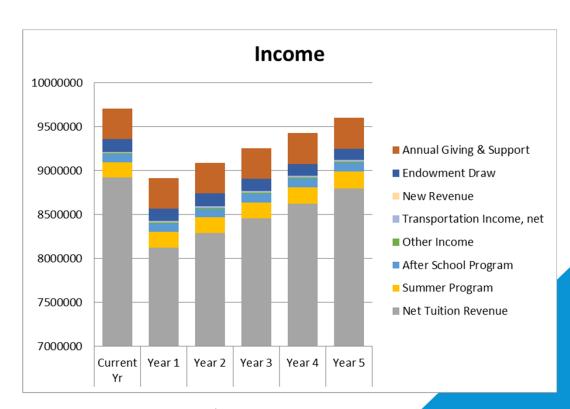
Gap per student = \$1,798 or 8.1%



NTR = \$20,268 per student

NBOA Academy – Scenario 1

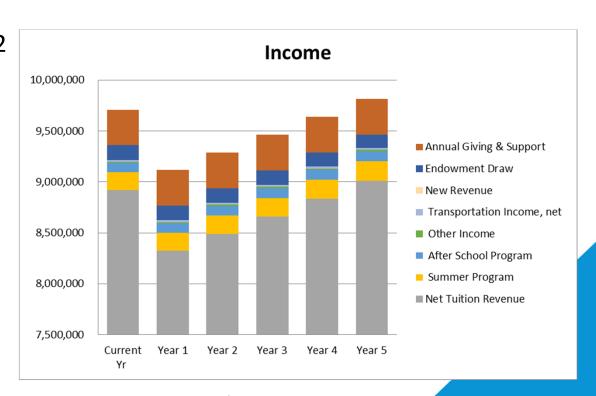
- Enrollment: decreases by 5% or 22 students (all in the lower grades)
- 1.5% tuition increase announced prior to pandemic
- Financial Aid Budget increases by
 5% of Gross Tuition
- The school institutes a pay freeze for all personnel
- Holds all other expenses flat
- Gap increases to \$3,719/std or 16.3%



NTR = \$19,436 per student

NBOA Academy - Scenario 2

- Enrollment: decreases by 5% or 22 students (all in the lower grades)
- Financial Aid Budget increases by 5% of Gross Tuition
- Increased tuition by 4% prior to pandemic
- The school institutes a pay freeze for all personnel
- Holds all other expenses flat
- Gap decreases by \$479/std and is now 14.2%



NTR = \$19,915 per student

The NBOA School – A Large Pre-K – 12

• Type: Pre-K − 12

• Enrollment: 1,115

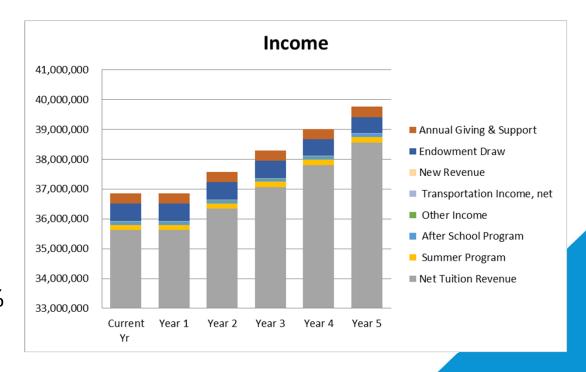
Operating Budget: \$36,863,000

Endowment: \$14,750,000

Financial Aid Budget: 10.5% of

Gross Tuition

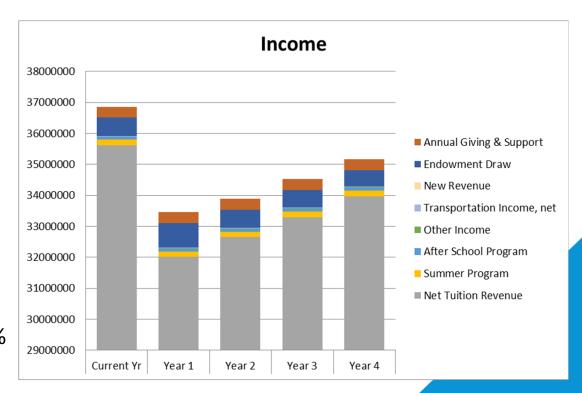
• Gap per student = \$1,110 or 3.4%



NTR = \$31,951 per student

The NBOA School – Scenario 3

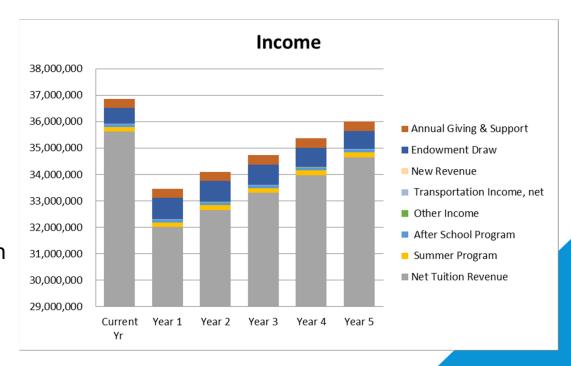
- Enrollment: decreases by 5% or 56 students
- Tuition is flat year over year as is all other non-tuition revenue
- Financial Aid Budget increases by 5% of Gross Tuition
- Salaries increase by 2% for all personnel
- Holds all other expenses flat
- Gap increases to \$4,939/std or 14.4%



NTR = \$30,228 per student

The NBOA School – Scenario 4

- Same as Scenario 3 except:
- Endowment draw increases to 5.5%
- Athletics down 25% and education, administrative and development expense down 5%
- Do not fill 6 faculty, 2 admin and 3 staff positions vacant due to attrition
- Gap decreases to \$3,487/std or 10.3%



NTR = \$30,228 per student

Poll #3

Do you currently use any long-range financial model (3 years or more)?

A) Yes

B) No

C) I can't remember, everything is a blur

Reopening Made Easier with These Other TOP Five Resources (Visit the NBOA COVID-19 Resources Page!)

1. Reopening checklist

Include health, safety, and communication procedures and protocols in reopening plans

2. Employee leave and accommodation flow chart

Easily navigate legislation and myriad scenarios you may face with employees to understand options, best support them and protect the school.

3. Classroom and space planning tool

Engineering tool to determine how many people may safely be in a classroom or other space on campus while remaining physically distant.

4. Georgia's Path to Recovery for K-12 Schools

Provides considerations, recommendations, and best practices to ensure a safe and successful 2020-2021 school year. https://bit.ly/2ZYgkbb

5. Field Guide for Camps on Implementation of CDC Guidance

A practical guide and tool kit to implement specific recommendations provided by the CDC in relation to risk reduction at camps.

Checklist for Reopening Independent School Campuses

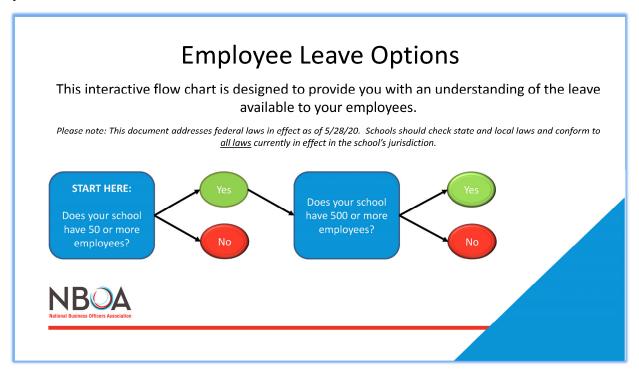
- Includes operations concerns ranging from coordination to physical space, financial, and administrative considerations
- Unique boarding and residential considerations called out
- Fillable
- Assignable by department or by individual
- Blank spaces to add steps unique to your school

Updated and re-released late last week!

National Business Office Establish Physica	rs Association al Safety Protocols Department:
Assignee	Due Item
-	Review the current safety requirements in your locality and the school's
-	ability to meet those requirements. Provide personal protective equipment (PPE) to all employees and train them
П	on its use. Monitor lead times for resupply of PPE and disinfecting products and adjust
<u> </u>	inventory as necessary.
-	Close shared spaces and communal services that are not absolutely
-	necessary Remove non-essential shared objects from shared spaces.
	Remove public computers.
뭐	Disable public touch monitors.
H	Provide disinfecting products in all shared spaces. Provide hand sanitizer by frequently touched public surfaces such as door
	handles and handrails.

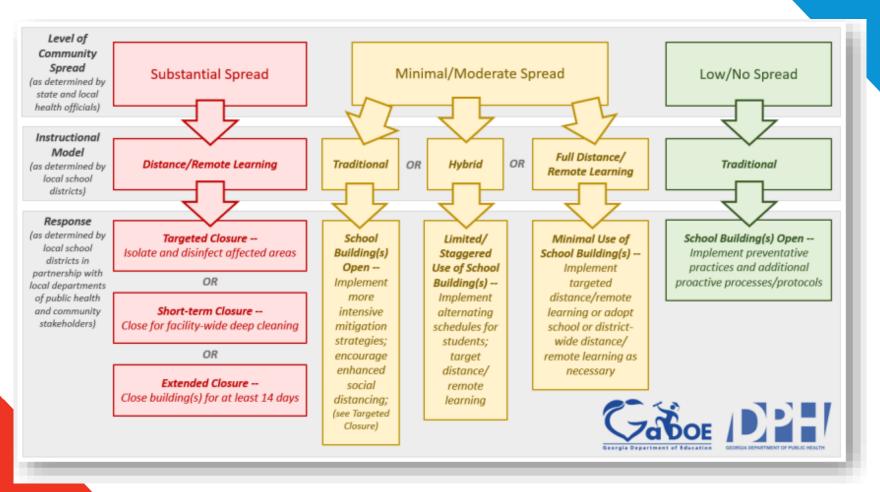
Interactive Employee Leave Flow Chart

- Includes emergency leave laws under the FFCRA
- Point and click to follow steps
- Clarifies misconceptions
- Links to further guidance



Independent School Space Planning Tool

Room Name/Number	Room Length	Room Width	Person Radius	Desk Ra	idius		Square Pa	acking	No Wall Square F	Packing	Perfect Hexagonal Packing	No Wall Hexago	nal Packing	Hexagon	nal Packing	
1	20	15	3	2			6		2		6	2			6	
2	25	30	3	2			12		6		12	6			12	
3	30	45	3	2			20		12		21	13			20	
4	35	60	3	2			28		18		28	18			28	
5	40	75	3	2			40		28		41	28			40	
6	45	90	3	2			50		36		57	43			53	
7	50	105	3	2			66	,	50		66	50			66	
8	20	15	3	1			6		2		9	4			6	
9	25	30	3	1			16	,	9		18	10			17	
10	30	45	3	1			24		15		30	20			28	
11	35	60	3	1			40		28		41	28			40	
12	40	75	3	1			60		45		61	45			60	
13	45	90	3	Length (ft)	Width (ft	t) Person Ra	adius (ft)	Des	sk Radius (ft)		om packing efficiency excel spreadsheet made by Ari Rosner © 2020	MuLinkedIn				
14	50	105	3	40	30	3			1	For questions, o	comments, feedback, suggestions, or distribution itions, please email arijrosner@qmail.com					
15	20	15	3	Must fill room						1	ions, please eman announer gryman com			_		
16	25	30	3	using "First-in last-out" method			H	lexagona	al Packing (0.91)	1			Hexagonal Pac	king (0.9	1) Cor	nfiguration
17	30	45	3			Number of	f People:		27			Number of People:	इ	8		ole in Odd Rows: 2
18	35	60	3	Notes:												le in Even Rows: 2 I # of Rows: 4
19	40	75	3	For a circle, the most		To use this spreadsl				(1)	(4)				10	# Of NOWS. 4
20	45	90	3	efficient packing is a hexoganol		and the desired radius (yellow). The total number of people will be shown, with the number of people in each quadrant shown below.			(3)					(•) ;	Odd Row	
21	24	28	3	arragement (0.91)							(9)					
				When the size of the circles to be packed is						Ì					Even Row	
				large compared to the	e compared to the This model assumes that									•)		
				box, hexagonal		This model assume.	s that we can									
				packing efficiency leads to additional		This model assumes put people along the corner of a room.	s that we can ie wall and in the			(2)	(8) (5)				Odd	
				packing efficiency		put people along the	es that we can ne wall and in the			(2)	(8) (5)				Odd Row	
				packing efficiency leads to additional unids that over-rule		put people along the	es that we can ne wall and in the			(2) This diagram is n	oot to scale, but just flustrates where people would be located within the room.				Odd Row	
				packing efficiency leads to additional unids that over-rule		put people along the	es that we can ne wall and in the			(z) This diagram is n	be located within the room.				Odd Row	
				packing efficiency leads to additional unids that over-rule		put people along the	rs that we can ne wall and in the			(2) This diagram is r	be located within the room. # of people in:				Odd	
				packing efficiency leads to additional unids that over-rule		put people along the	s that we can ne wall and in the		Area (1)	(2) This diagram is r	be located within the room.				Odd Row	
				packing efficiency leads to additional unids that over-rule		put people along the	s that we can			This diagram is r	# of people in:				Odd	
				packing efficiency leads to additional unids that over-rule		put people along the	s that we can ne wall and in the		Area (1) Area (2)	This diagram is r	be located within the room. # of people in: 1				Odd	
				packing efficiency leads to additional unids that over-rule		put people along the	s that we can ne w all and in the		Area (1) Area (2) Area (3) Area (4) Area (5)	This diagram is r	# of people in: 1 1 4 1 1				Odd Row	
				packing efficiency leads to additional unids that over-rule		put people along the	s that we can		Area (1) Area (2) Area (3) Area (4) Area (5) Area (6)	(2) This diagram is 1	be located within the room. # of people in: 1 4 1 4 1 4				Odd Row	
				packing efficiency leads to additional unids that over-rule		put people along the	s that we can		Area (1) Area (2) Area (3) Area (4) Area (5) Area (6) Area (7)	This degram is t	be located within the room. # of people in: 1 1 4 1 1 4 2				Odd Row	
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				packing efficiency leads to additional unids that over-rule		put people along the	s that we can		Area (1) Area (2) Area (3) Area (4) Area (5) Area (6) Area (7)	This diagram is 1	be located within the room. # of people in: 1 1 4 1 1 4 2				Odd Rew	



Georgia's Path To Recovery for K-12 Schools

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- Conquer the Changing Landscape of Philanthropy Thursday, June 25, 2020, 4 p.m. ET
- Managing Expenses and Spending with Purpose Thursday, July 9, 2020, 4 p.m. ET
- Confronting Crisis and Securing the Future Thursday, July 23, 2020 — 4 PM ET

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Visit the NBOA website: www.nboa.org

Visit our COVID-19 Resources page for much

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