

Ramah in the Rockies

Our Roadmap to Summer 2021

PREFACE

Ramah in the Rockies will open its doors during summer 2021 for in-person programming.

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With your partnership, we remain steadfast in our commitment to create a safe operating environment for both campers and staff, while continuing to deliver on our mission to create a laboratory for joyful Jewish living and learning. Since early July 2020, a dedicated and well-qualified group of lay leaders and staff have been following the science, evaluating camps that did operate during summer 2020, and researching best practices to ensure we can deliver on this commitment.

STARTING SOMEWHERE

Before a typical summer we prepare for a variety of scenarios. We have plans if a camper breaks a bone, if there is a bear in camp or if there is a fire at camp. Scenario planning is key to running a safe community. We are taking a similar approach to preparing for *kayitz* 2021; we are considering a multitude of scenarios and coming up with plans for each.

There are things we know we have not planned for yet, and this document will continue to change and evolve as we get closer to the summer. We are committed to updating this manual each month before the summer and sharing the updates with our community. We have committed ourselves to being fully transparent with our community, and see the publication and monthly updating of this manual as integral to this process.

WHAT YOU WILL FIND IN THIS DOCUMENT

This document is dynamic, posted on our website, for all to see our latest thinking and plans. This document is NOT our final operations manual for 2021. Rather it is a snapshot

of our thinking IF WE WERE TO OPEN CAMP NEXT MONTH, BASED ON WHAT WE KNOW NOW AND WHAT SCIENCE AND BEST PRACTICES ARE TELLING US TODAY.

We outline our core assumptions and various operating procedures below including sections about community structure, health & safety, travel, program, food service, facility, and communication strategies.

Six Word Overview

Keep COVID out. Contain COVID spread.

THE TWO-MINUTE OVERVIEW

Ramah in the Rockies will open during summer 2021 for in-person programming.

Camp will remain a laboratory for joyful Jewish living and learning. In an effort to keep our community safe and to mitigate the spread of COVID our program will likely need to be altered. Campers will likely need to follow responsible physical distancing before arrival at camp and bring with them documentation of a negative COVID test too before stepping foot on the *Chava*. Our camp will operate as a “bubble” with limited ins/outs of campers, guests, and staff.

On opening day, campers and staff will likely be placed into cohorts, to eat, do activities, pray and learn together. This will help our medical team mitigate spread should COVID appear. Our entire community will undergo regular health checks, receive COVID tests, and be asked to use NPIs (non-pharmaceutical interventions) whenever possible, like mask wearing, distancing, and being outdoors. We believe that we will be able to offer most of our core programming like rock climbing, mountain biking, archery, arts, and more as well as our premiere *masa* (backcountry) trips. These activities will be structured in a way to allow for distancing, remain outdoors, and allow for mask wearing. Large camp gatherings will need to be limited in the initial weeks of a session. We know that remaining flexible with our planning will be key to running this summer.

While camp will be different in some ways, in many ways camp will still be the same; our beautiful 360-acre mountain ranch, canvas platform tents and *medurot* (camp fires), creating friendships that last a lifetime, inspiring the next generation of Jewish leaders, and creating an appreciation for the natural world will remain core to who we are at Ramah in the Rockies.

WE ARE ALL IN THIS TOGETHER

Finally, we appreciate your trust and your patience. Nine months ago we could not have imagined the possibility of a ‘canceled summer’ let alone the notion that this pandemic will impact this coming camp season too. While it is the middle of winter, we sit here imagining the feeling of opening day in summer 2021. We imagine giving your child a joyfully Jewish experience next summer, and we all know that what our kids need and

deserve most of all right now is camp! Please do not hesitate to reach out, connect with us if you have any questions or just to say hi too.

With gratitude,

Rabbi Eliav, Julia, and the Ramah in the Rockies team

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What are some things you would like us to address in a future update? What comments and/or suggestions do you have about our current draft-plan?

[Click here to SUBMIT A QUESTION](#)

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CORE ASSUMPTIONS

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(The ten minute version of the letter above)

Our Roadmap to Summer 2021

First, we start with our core assumptions and recognize that if any of these things change before summer 2021, our operating principles will likely need to change alongside these common understandings:

1. ***We continue to believe we can operate safely*** - Parents entrust us with that which is most precious to them in the entire world. This trust is a foundation of the partnership we have with all our families and a blessing to us. If at any time throughout the fall, winter, or spring we (Staff, Medical Committee, COVID Taskforce, or Board of Directors) feel we cannot deliver on this most basic promise, keeping everyone safe, we will not hesitate to act accordingly.
2. ***Regulators will allow us to operate*** - As a licensed child-care facility in the state of Colorado and accredited by the American Camping Association, Ramah in the Rockies adheres to the regulations of numerous local, state, and federal agencies and several national programmatic partners too. We maintain close working relationships with five core policy makers - The Jefferson County Health Department (JeffCo), Colorado Department of Public Health and Environment (CDPHE), National Ramah Commission (NRC), Foundation for Jewish Camp (FJC), and American Camping Association (ACA).

- 3. Vaccines will NOT be widely available for children** - At this time, medical experts still tell us there will likely be no vaccine specifically for children (under 18) by Summer 2021. We are actively tracking vaccines for adults and if such a vaccine exists that is widely available prior to the summer we may require staff and adult guests to obtain prior to arrival onsite.
- 4. Coronavirus (COVID-19) will be present in our communities and at camp** - We must operate under the assumption that COVID-19 will still be present in the communities we serve across the world AND that COVID-19 could potentially be present in our camp community too. Our goal is to develop the right protocols for pre-camp screening, onsite testing, cohort based programming to prevent large-scale spread, and an ability to handle any cases should one appear. This is not a one-size-fits all approach, but instead should be viewed as a multi-layered system to keep our entire community safe.
- 5. Testing will be readily available** - We are operating under the assumption that testing (both rapid and standard) will be readily accessible at camp and not cost prohibitive to complete when necessary throughout the summer at our facility and in town.

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COMMUNITY STRUCTURE

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Our Roadmap to Summer 2021

Based on recommendations from successful camps and communal settings that did operate during summer 2020, we plan to operate mainly as a closed system with most of our community separated into smaller cohorts. Limiting the ins/outs of staff, vendors, and guests can help prevent COVID-19 and the potential spread beyond a small cohort should campers or staff contract COVID-19 while in route to camp or after arrival.

We imagine that each ohel will be defined as a cohort, but cohorts may be as large as a few tents. The cohorts will do activities together, pray and learn together, eat together, and share indoor spaces only with their cohort. After an initial period and only when deemed safe by our medical team, cohorts, and individuals from separate cohorts, may interact for the remaining time in the session. Any interaction between cohorts will require the NPIs of masks, outdoors, and distance.

**Exact camper cohort make-up is still under development and will be announced by April 2021. Currently we anticipate each cohort will be comprised of the ohel (bunk), with potentially a larger grouping by edah with additional guidelines. While some of our edot (units) are two grades, when possible we will separate the grades into different ohelim.*

Campers and staff should expect to be primarily with their cohort for organized activities during each session. We also recognize most actions fall on a spectrum. For example, eating may only be done by cohort, but sitting outside during an art chug may be possible with multiple cohorts. We plan to continually review our cohort structure and make updates closer to the summer about which activities should be done by cohort only and which activities can be done on this spectrum. When cohorts or individuals need to interact with people outside their cohort, they should expect to do so with at least two of the following NPIs (non-pharmaceutical interventions), and all three when possible: mask wearing, distancing, being outdoors.

This summer, we anticipate needing to find a balance between operating in a safe medical fashion, in concert with the latest guidance from the National Ramah Medical Committee, and adhering to regulations set forth by the Jefferson County Health Department. Maintaining cohorts and separation between cohorts will allow us to quickly contain and limit the spread of COVID-19 this summer. Under current county guidelines, the presence of COVID-19 in one cohort means that we can isolate one group and not close camp entirely. For example, from a medical perspective, two campers, from different cohorts, operating with all three NPIs in place pose almost no risk of passing COVID-19 between them in the initial days of camp. However, the current Jefferson County guidelines suggest that if Camper A tests positive for COVID-19, then anyone who has been within 6 feet of her, even outside and masked, would then need to also enter quarantine. Additionally, all of Camper B's contacts would also need to enter quarantine. While we certainly hope these regulations will be updated prior to the opening of camp, we will adhere to all county regulations at a minimum.

Here are some more key details:

Key Groupings

1. Cohorts with campers and staff - Most campers and staff will be placed into small cohorts of campers and staff during each session
2. Chuggim Staff - These staff members may interact with multiple cohorts to run our various activity areas but do so in a physically distance manner, outside when possible, and always while wearing a mask

3. Senior Staff - Our directors and senior staff will need to interact with multiple cohorts on a regular basis but do so in a physically distance manner, outside when possible, and always while wearing a mask
4. Medical Staff - Our medical team will need to interact with multiple cohorts on a regular basis but do so outside when possible and always while wearing a appropriate medical PPE
5. Kitchen and Support Staff - These staff members will work behind the scenes to keep our facility clean and prepare the food, with limited interactions with any cohorts; all kitchen and support staff should expect to wear mask, eye protection, and gloves while working

Cohorts with Physical Distancing

1. All members of a cohort will primarily interact with their cohort for programming, meals, or living, this includes cohort staff as well
2. After the initial strict-cohorting period, cohort staff may interact with staff and campers from other cohorts if everyone is masked, distanced, and outdoors. This includes during staff time off
3. Guidelines for free time are still under development, pending guidance from Jefferson County and the State of Colorado. We hope that after the initial strict cohorting period, campers may interact with campers from other cohorts provided everyone is masked, distanced, and outside. We may limit games that require close contact such as gaga and basketball. Campers may not enter tents other than their own. Campers must be masked throughout free-time except in their own ohel.
4. Essential staff who must interact with multiple cohorts (i.e. directors / senior staff) will do so outside or in well ventilated areas, wearing masks, and maintaining physical distance (The only exception is medical staff who may need to interact with campers and staff in close proximity, but will do so with PPE including N-95 masks, eye protection and gloves)
5. If no COVID-19 cases arise after onsite testing, or cases are appropriately quarantined and the camp medical staff feel it safe to do so, cohorts may gather together outside or participate in activities together while continuing to physical distance and wear masks

Guests and visiting Educators / Rabbis

1. In general, camp will be treated as a “bubble” next summer with a primarily closed community to ensure the safety of campers and staff
2. Short-term overnight guests (i.e one shabbat) will likely not be allowed in order to maintain our camp “bubble”
3. Educators and Rabbis may be able to join our community, only if they agree to abide by our “*Pre-camp Requirements*” listed in the Health & Safety section and are able to stay at camp for (2) to (4) weeks*

4. Visiting educators and staff will likely only be able to join during our “A” sessions and not once a four week session is underway
5. Year-round staff who do not traditionally live on site during the summer but need to visit for camp business may be able to do so as well while following appropriate protocols

**We are still evaluating if Educator / Rabbis can bring families with non-camper aged kids and if they will be assigned to a specific cohort or be considered part of the central staff. We recognize the importance of educators and rabbis in our camp community each summer and want to do what we can to bring them to camp in 2021 within the confines of a COVID-19 environment.*

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HEALTH & SAFETY

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Our Roadmap to Summer 2021

We are evaluating a few options to give us the best chance at not introducing COVID-19 into our camp community. This is our current approach and we plan to continually revise our understanding for pre-camp requirements and will make a final determination by March 2021.

Pre-camp Requirements

1. Campers and Staff will be asked to follow a set of CDC recommended behaviors prior to arrival at camp including good hand washing often, avoiding close contact with people outside your household, wearing a face covering that covers both your mouth and nose when around others, and daily monitoring of health (*We are still assessing what how this will apply for example to Session I campers who may still be at in-person school prior to arrival or Session II campers who may traditionally participate in other camp or activities before coming to Ramah, more on this by March 2021.*)
2. All members of the campers household should also try whenever possible to never be with others outside their household without a facial covering 14-days prior to a campers arrival
3. Campers and Staff should expect to have at least one (1) molecular PCR COVID Test within the 10-days prior to arrival and at least one (1) negative test within 72-hours before arrival

4. We ask that campers or staff who receive a positive test at any point within two-weeks of arrival contact us immediately, and that individuals without a confirmed negative test do NOT board airplanes or drive to camp
5. In addition to the requirements above, all staff will be required to arrive at least 14-days prior to the arrival of the first campers and stay on camp property during this arrival time for staff training and health screenings

Arrival Week and Ongoing Monitoring

1. All campers and staff will receive at least one (1) molecular PCR COVID test within the first few days after arrival at camp
2. We are committed to figuring out how to conduct this testing onsite in an efficient manner and then taken to a local lab for quick results
3. All campers and staff will have daily temperature and common symptom checks throughout the summer
4. Ramah in the Rockies is considering other ongoing monitoring efforts like checking wastewater for COVID presence or other types of rapid testing methods

Face Coverings for Campers & Non-medical Staff

1. All campers and staff will wear masks throughout the duration of camp, except when in one's personal living quarters, during meals, or in activities only with their assigned *ohel* (tent)
2. Anyone required to leave property for camp-related business, or a camper visiting a healthcare clinic MUST wear a mask and eye protection

Preventing Spread at Camp

1. All camper cohorts will have individual first aid kits to avoid as many trips to the Health Center as possible
2. When possible, medical staff will examine campers for non-COVID related needs outside
3. Any camper or staff presenting COVID-like symptoms or who tests positive during arrival week testing will be immediately isolated from the rest of the community. Campers and staff who were in contact with this person will be quarantined as a group, tested, and monitored for symptoms.
4. Camp medical staff will work closely with JeffCo and CDPHE to manage any positive cases or outbreaks
5. We recognize the idea of isolation or quarantine for any campers or staff might seem scary, annoying, frustrating, "all the above"; we promise that anyone required to isolate or quarantine will still have the opportunity to experience the magic of camp, just likely in modified way
6. This might mean access to board games, a small outdoor gathering space specifically for isolated campers, or additional art projects, furthermore we promise to communicate our plan for our facilities to accommodate isolation or quarantine

by April 2021, so that campers coming to camp have a clear picture of what it might look like before they arrive

Positive or Suspected Cases - Isolation and Quarantine

Regardless of a test pending or positive, campers requiring further medical care or evaluation will be taken to Children's Hospital Colorado. The decision to present to a hospital will be at the discretion of the responsible physician at camp. As there are a variety of symptoms, related and unrelated to COVID-19, that require evaluation and treatment outside of the scope of the camp infirmary, it is not possible to list signs or symptoms that would indicate transport to a medical facility.

1. If a camper or staff member presents symptoms of COVID-19 that are not severe enough to warrant hospital care, they will be isolated in the mirpa'ah until their test results are returned.
2. If a camper or staff tests positive for COVID-19, they will be isolated, and be supervised in the Mirpa'ah by our medical staff. Per CDC guidelines, this person must be isolated for a minimum of 10 days and until they have been fever free for at least 24 hours.
 - a. Campers who are within 2 weeks of their session end date must be picked up by a parent or guardian (either at camp or from a meeting place in Denver) within approx. 48 hours of parent notification.
 - b. Campers who have more than 14 days remaining in their camp session will be allowed to continue isolation at camp, and will have the opportunity to re-join their ohel after their isolation period has ended.
3. Campers and staff who were exposed to a positive case will be quarantined together in the Ramah Valley Cabent area for a minimum of 10 days. This area will have it's own sleeping, toilet, shower, and dining facilities.
 - a. All persons exposed to a positive case will receive ongoing monitor and be tested.
 - b. Campers and staff will continue with camp-style activities while in the quarantine period. We will further communicate our plans for the quarantine area activities in April 2021.

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TRAVEL

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Our Roadmap to Summer 2021

Arrival to Camp

Camp families will have two options for arrival to camp, either via Denver International Airport or by private vehicle, we will NOT be running a local shuttle from the Hebrew Educational Alliance (HEA) in Denver for arrival to camp this year:

1. Families traveling to camp via a private vehicle will be allowed to drop campers off but will not be allowed to enter camper tents, tour camp, or eat in the dining pavilion as usual
2. In order to limit our staff exposure and time inside the airport, Ramah staff will likely only meet specific designated Southwest flights from our major cities (LAX, SFO, MDW/ORD, BWI, LGA, BOS, and any other city with more than 10+ campers). These flights will be the first non-stop flight of the day and will be published in early February 2021.
3. Upon arrival, campers will collect their bags and wait outside near the Westin Hotel Promenade (outside with rain/shade covering) instead of inside the airport by baggage claim prior to loading onto buses up to camp
4. Campers and staff will be masked at all times (even when outside), and staff who need to enter the airport will also wear eye protection
5. Campers may fly on any airline and any flight arriving into Denver before 12pm Mountain Time, however, those campers not on a Ramah designated flight will be asked to collect their baggage on their own and get themselves to the Westin Hotel Promenade outside to meet Ramah staff
6. Local families may drop off campers at Denver International Airport near the Westin Hotel Promenade
7. Campers and staff will travel to camp in school buses, sitting one camper per row with open windows, to maximize physical distancing and ventilation
8. Campers will be asked to show paper evidence of a negative COVID test within 72 hours prior to getting on the bus too

Departure from Camp

At the end of each session, families will have three options for transportation home from camp:

1. Families may pick up their children from camp. Parents/Guardians are welcome to tour camp on the final day of each four-week session with a face covering on but may not enter any buildings or eat meals with the community; there will also be bathrooms designated for guests
2. Camp will provide shuttle service to the Hebrew Educational Alliance on the final day of camp, arriving around 10:00am
3. Camp will provide transportation to the airport in three waves; waves will arrive at the airport by 8:00am, 9:00am and 11:00am

4. Parents can meet campers at the airport outside near the Westin Hotel Promenade or staff can check campers into any Southwest flight that departs before 2:00pm
5. Staff can not check in campers to flights on other airlines
6. For non-Southwest airline flights, a camper must be at least 14 yrs of age, AND able to check in themselves or a parent/guardian must be present to meet the camper
7. Staff will walk children to their SWA gates for all flights leaving between 10:00am and 2:00pm

Factual Flying

1. Wearing face masks along with other onboard measures can reduce the risk of infection from respiratory particles to less than 1% (*Harvard University, "Face Mask Use in Air Travel"*)
2. Forward facing seats create a barrier to transmission (*Boeing & University of Arizona research*)
3. HEPA filters remove 99.99% of aerosol particles cabin-wide (*United States Transportation Command*)
4. Air is exchanged 20-30 times per hour onboard (*Boeing, University of Arizona and the National Center for Biotechnology Information*)
5. Filters can capture particles 10 times smaller than the COVID-19 virus (*Boeing, University of Arizona and the National Center for Biotechnology Information*)

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PROGRAM

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Our Roadmap to Summer 2021

Camp-wide Activities

1. During the initial weeks of camp, it is likely that limited camp-wide activities will take place
2. If deemed safe by our medical team, we may try to host kabbalat shabbat in Ramah Valley with appropriate physical distancing between each cohort and with some type of visible barrier
3. After this initial time, or when deemed safe by our medical team, cohorts will be able to gather for shared activities, davening, and camp-wide programs, still while maintaining physical distance and wearing masks

Base Camp Activities (Chuggim)

1. Chug staff will be required to wear a mask at all times and maintain as much distance as possible throughout the program

2. We anticipate being able to run all of our traditional chuggim this summer. In some program areas, activities may be altered to remove any indoor time (ex. Not working in the greenhouse), and to increase ability for social distancing.
3. For the first two weeks of the session, we anticipate that all campers (including Solelim, Bogrim, & Sayarim) will rotate through activities with their ohel, accompanied by a counselor from their ohel. Once it is deemed safe, we may transition to allowing mixed ohel, choice based chuggim for our older campers. If we transition to choice based chuggim, groups will be by Edah. (ie, no mixed Solelim/Bogrim chuggim)
4. Chug Staff will likely not be assigned a specific cohort and will interact with campers from multiple cohorts, and so these staff will need to be extra careful when interacting with campers and staff
5. We will add time to the daily schedule to allow for proper sanitation of equipment or supplies between groups.
6. When possible, Ramah will provide each cohort with its own equipment for the area to be used only by that cohort for the entire duration of the session

Masa'ot (Excursions)

1. We believe we can run equally safe Masa'ot this summer but we also know we will need to rely more on backpacking this summer and less on "front country or car-camping" sites, we may also have to alter our trips to heavy traffic areas like Rocky Mountain National Park or Great Sand Dunes, stay tuned for more updates on our Masa'ot offerings in March 2021
2. In order to maintain our "bubble" at this time we do not believe we will use any outfitters this summer, and so rafting, kayaking and farming trips may not run
3. During the first two weeks, Masa'ot will be completed by Cohort (ohel) only and within a reasonable driving distance to camp.
4. During the second two weeks, we hope to offer choice based Masa'ot with mixed cohort (though single edah) groups for our Solelim, Bogrim, and Sayarim chalutzim.
5. While driving, groups should keep their windows down to increase air-flow, all passengers must continue to wear their mask, and will not be allowed to stop at the store or interact with any person outside their group, vans will even top off gas at our onsite maintenance tanks to decrease the needs to stop
6. Like always, Masa leaders will be encouraged to limit any interactions with strangers on the trail and wear masks when passing other groups on the trail
7. In addition to Dr. Bronners soap, all groups will bring hand sanitizer which will be used in addition to soap after bathroom usage & before cooking

FOOD SERVICE

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Our Roadmap to Summer 2021

Eating by Cohorts

1. Mainly campers and staff will eat by cohorts with limited interaction with the kitchen staff
2. Fortunately, our new dining pavilion scheduled to be complete by May 2021, will give us extra flexibility to spread groups out and eat by cohorts in a safe manner
3. Depending on how many cohorts we have during a session, we may need to implement (2) eating shifts since we can only have (5) cohorts eating safely at one time
4. When the medical staff deem it safe, we may eat as one community later on each session, but we know eating requires close proximity without masks thus making it more risky with COVID-19

Menu Updates

1. Our core menu will remain the same with goal of “lifting the veil” on where food originates and introducing our community to a wide variety of predominantly vegetarian cuisine
2. Our kitchen team may introduce more “grab n’ go” options to increase the ease of eating outside (i.e. muffins for breakfast, pre-made sandwiches for lunch, etc)
3. During each session, campers may experience more meals outside, around a campfire, similar to masa food but at our base camp
4. Food service may switch from family style to buffet style served by a dedicated cohort staff member with appropriate face covering, eye protection, and gloves
5. We need to rethink items like salad bars, hot bars and breakfast bars to eliminate sharing across cohorts

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FACILITY

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Our Roadmap to Summer 2021

Our 360-acre campus is well-suited to encourage outdoor gatherings and physically distanced activities. Our walled-canvas platform tents where campers and staff sleep

have good ventilation, many of our bathrooms are open-air with high ceilings and our programming pavilion tents open to the great outdoors as well. We are uniquely positioned in this regard and we see this as a great advantage as we face the challenges of COVID-19.

Sleeping and Bathroom Facilities

1. Campers and staff will continue to sleep in walled-canvas platform tents with open windows for good ventilation.
2. Camper tents may have limited capacity depending on regulations and square footage requirements; our current projection is (8-10) campers per tent with (2) staff, which is about 75% capacity
3. Campers and staff will be required to sleep head to toe per usual and bunk beds will be spaced further apart than normal
4. In general, hand washing will be required before and after meals and emphasized throughout the day, plus hand sanitizer will be readily available too
5. Each cohort will be assigned a specific set of toilets/sinks in the camper tent area that will be cleaned twice daily by our hospitality team
6. Each cohort will be assigned a specific shower time and showers will be cleaned in between each cohort use
7. Common area bathrooms will assigned to cohorts or closed off if its not possible to properly assign to a specific cohort
8. Extra portable bathroom trailers will be brought in if necessary to ensure the proper separation of cohorts
9. By April 2021, cohort locations will be assigned so onsite staff can begin to ready our *Chava*

Cohort Programming Space

1. Each cohort will be assigned a specific pavilion tent for davening, learning, and group activities and cohorts will only use their assigned pavilion tent

Camp-wide Cleaning

1. Per usual, a dedicated group of staff will be assigned to daily cleaning, trash removal, and sanitizing of all spaces throughout camp on a regular rotation
2. All bathrooms in use will be cleaned and sanitized twice daily
3. All showers will be cleaned and sanitized after each cohort use
4. All program areas will be cleaned and sanitized regularly
5. All program equipment that is shared by multiple groups will be sanitized after every use

COMMUNICATION STRATEGIES

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Our Roadmap to Summer 2021

We know that communication is critical to all that we do. It's core to who we are in an effort to provide excellent customer service from inquiry, to registration, to arrival and departure of campers, to follow up after the summer. Summer 2021 will be no exception and here are some of our initial communication strategies.

1. During the offseason, we plan to schedule online “town-hall” meetings throughout the fall, winter, and spring to give space for parents and campers to ask questions about this roadmap and any other camp related questions
2. Parents will be kept well informed throughout each session about COVID testing, isolation and quarantine measures if required, as well as the “normal stuff” too like photos and shabbat blogs; parents should expect weekly emails at a minimum
3. If a camper or staff tests positive for COVID while in our care, we promise to notify all parents with campers on site via email and identify the specific measures we are taking to address the situation
4. Every summer, if a camper needs to be kept overnight in the *Mirpa'ah* (Health Center), we notify the parents and this summer will be no different
5. Every summer we have a parent liaison in the office ready to take calls and emails to ensure every question is answered in a timely manner and we plan to continue this for Summer 2021
6. By April 2021, we will have fully formulated our communication plan for the summer and that will be added to this roadmap

List of dates mentioned in this roadmap

1. By February 2021
 - a. Publish list of Ramah designated camp flights
2. By March 2021
 - a. Finalize pre-camp requirements for campers and staff
 - b. Determine cohort make-up and notify registered families
 - c. Publish a list of base camp activities and any alterations we need to make
 - d. Publish a list of masa'ot offerings by cohort for each session
3. By April 2021
 - a. Determine our cohort living facility locations and assigned bathrooms
 - b. Communicate our plan for our facilities to accommodate isolation or quarantine campers
 - c. Publish our parent communication plan for Summer 2021

