

MEMO

Attachment E



Date: April 17, 2020
To: Board of Directors
From: Roni Luckenbill, CEO
Subject: Report on Business Continuity

Attached is our Business Continuity and Recovery draft plan (Attachment F). I am sharing it with the board to give you confidence that the staff is taking decisive and difficult action in the face of our world's COVID-19 crisis. We recognize that we are not going back to "business as usual." The attached briefing will provide you with the areas of work that we are focused on and the various actions that we are considering. We are looking at this situation in three timeframes:

1. Immediate – which we define as now through May 31. During this timeframe, we are looking at what is needed in the immediate crisis to keep in touch with girls, families, volunteers, and staff; to develop virtual programming to engage girls; and to manage the immediate business needs that include expense management and revenue generation.
2. Short term – this is defined as June 1 through December 31, 2020. During this timeframe, we will be concerned with business continuity – ensuring that we have the means to continue to operate in an adjusted environment, identifying the new ways of work to recruit and support members and keep the operations going.
3. Long term – this is defined as January 1, 2021 through June 30, 2022. During this period of time, we expect to focus on creating a framework for future growth. This will include a focus on innovation and answering the question, "What best advances the long-term mission of our organization?" We fully expect that growth will not happen until we are fully in recovery and this could be in 2022.

I welcome your thoughts as you review this plan but am not looking for input during this meeting. I appreciate the board's support and kind words during this crisis and your confidence in my leadership. Please feel free to reach out if you have any questions. Thank you.

