

2020-2022 Business Continuity and Recovery Plan Overview

Considerations	Immediate <u>Through May 31</u>	Short-Term <u>Through 2020</u>	Long-Term <u>January 2021 - June 2022</u>
Cash Flow Needs	<ul style="list-style-type: none"> Identify current sources of cash in the very near term Prioritize all sources and uses of cash Adjust current forecasting models Apply for PPP loan and investigate other government benefits Complete cookie sale ACH withdrawals Determine levels which trigger defined financing and cash savings and other decision-time actions Review banking agreements Determine current capacity in existing financial arrangements Discuss expanded financing or alternative financing based on updated forecasting Evaluate current funded projects and capacity for delayed action Prioritize projects on critical business framework Develop 2021 budget 	<ul style="list-style-type: none"> Develop robust short-term cash flow projections – 30, 60, 90 days. Develop new processes to increase discipline where needed Create action plan to maintain and increase cash Develop strategy with suppliers and other vendors to change payment terms or defer payments Consider alternative ways to increase cash or delay spending Schedule more frequent interactions with lenders and consider developing new short-term metrics Develop a clear alignment of projects and potential projects to strategy plan and ensure funding for only projects that are aligned Finalize 2021 budget and detailed cash flow projections 	<ul style="list-style-type: none"> Regularly update cash flow needs Evaluate multiple scenarios Identify mission critical spending Identify the actions that generate the most profitability Ensure that there is a robust project approval and alignment plan Assess data needed to make best business decisions
Recruitment of Members	<ul style="list-style-type: none"> Identify near term plans and how to postpone or assess viability in work from home restrictions Identify tasks that can be completed during the remote work schedule Plan for Early Bird and Daisy Launch – develop revised projections 	<ul style="list-style-type: none"> Assess projections against reality and adjust expectations Develop mechanisms for revised metrics and consideration of success measures Identify development plans for individual staff, including stronger coaching support Strengthen staff competencies Prioritize software competencies of staff and assess expertise Develop plans for back to school recruitment 	<ul style="list-style-type: none"> Determine membership projections, based on data that create foundation for future growth Identify new skills needed by staff and assess current staffing needs Create future focused staffing structure and identify staff with skills for new ways of work

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Retention of Members	<ul style="list-style-type: none"> Identify near term plans and how to postpone or assess viability in new normal Identify tasks that can be completed during the remote work schedule Develop volunteer appreciation plan and execute new ways of expressing appreciation 	<ul style="list-style-type: none"> Assess projections against reality and adjust expectations Develop mechanisms for revised metrics and consideration of success measures Identify development plans for individual staff, including stronger coaching support Develop temporary staffing structure to focus on retention – meaning what are the critical positions needed and how do we ensure that we retain these staff members? 	<ul style="list-style-type: none"> Determine membership projections, based on data that create foundation for future growth Identify new skills needed by staff and assess current staffing needs Create future focused staffing structure and identify staff with skills for new ways of work Identify success measures for volunteer satisfaction
Volunteer Support	<ul style="list-style-type: none"> Develop a communication strategy for volunteers and re-level expectations on changes to delivery methods and timing Develop a plan for remote management of volunteers and increase volunteer interaction and reporting Develop a communication plan to reset expectations on future production Mobilize service team volunteers to provide ongoing virtual support Develop “re-entry” plan for organization to include recommendations and guidance for staff and volunteers 	<ul style="list-style-type: none"> Re-evaluate volunteer delivery approach Consider how technology can be used to modify volunteer experiences Develop mechanisms to track volunteer experience Develop a plan to ramp up when work onsite resumes Review communication with volunteers regarding current and future status Develop plan to attract new volunteers Assess staff needs and interim staffing structure Recruit and place service team volunteers focused on supporting new leaders and recruitment Train volunteers to include virtual support options Assessment of pilot projects, including alternative support, program delivery, and recruitment methods, to highlight our continued innovation and responsiveness to the changing needs of our members and the environment 	<ul style="list-style-type: none"> Review value proposition to volunteers and assess volunteer agreement Reconsider how we differentiate ourselves from the competition and assess if that held true during adversity Assess if we have volunteers with the necessary skills Assess data needed to make timely decisions Identify key supports needed for volunteer support Assess current service team structure to determine adjustments to address five near term priorities Develop additional pilot projects to continue our focus on innovation and responsiveness to the changing needs of our members and the environment Overall technology assessment to support the flexibility and rapid response capacity for our changing service delivery needs

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Fund Development	<ul style="list-style-type: none"> Assess current projections against crisis needs Plan for gap fund raising Plan for revised comprehensive campaign timeline Execute plan for donor stewardship and communication Assess state of Ohio funding projections and make adjustments to plans 	<ul style="list-style-type: none"> Execute on revised fund development plans Ongoing donor stewardship and communication Develop revised projections for comprehensive campaign Reassess master plan and develop priority actions 	<ul style="list-style-type: none"> Identify data needs for informed business decisions Re-energize comprehensive campaign
Cookie Sale Program	<ul style="list-style-type: none"> Assess current state of sale, excess inventory levels Communicate with volunteers Assess financial risk of sale Successfully close out sale 	<ul style="list-style-type: none"> Identify donation sites for excess inventory and plan for distribution Assess financial risk to cookie program for 2021 Develop 2021 sales plans with priority given for risk mitigation Develop contingency plans for 2021 sale 	<ul style="list-style-type: none"> Assess future projections for foundation setting – identify growth areas of cookie program Minimize risk for 2021 sale
Program Support	<ul style="list-style-type: none"> Assess ability to provide virtual video programming – what tools are needed? Develop calendar of videos Identify data to be collected to make business decisions about virtual programming Assess skills of program and other staff in providing virtual programming Find ways to catalog/archive videos for future use by girls and troops 	<ul style="list-style-type: none"> Assess ongoing ability of staff to provide virtual programming Identify methods of video and other virtual programming Assess virtual programming using data Prioritize virtual programming and identify optimal methods and curriculum 	<ul style="list-style-type: none"> Identify ways to share virtual programming with members and engage girls Assess capital needs to provide virtual programming
Summer Camp Program	<ul style="list-style-type: none"> Assess risk of summer program Consider alternatives to full camp season – partial season, day programs, family programs Communicate with service unit day camp volunteers regarding cancellations or safe execution Communicate with staff hired for summer camp and with specific summer camp vendors Communicate decisions regarding summer camp offerings 	<ul style="list-style-type: none"> Communicate with parents, volunteers, and members about camp programming or cancellations If summer programs are cancelled, develop plans for re-opening camp in 2021 Develop contingency plans for fall/winter outdoor programming 	<ul style="list-style-type: none"> Create strong communication plan and promotion for re-opening of summer programs in 2021 Identify risk mitigation for summer programs Develop contingency plans for summer 2021
Fall Product Sale Program	<ul style="list-style-type: none"> Assess financial risk of fall product sale and ways to mitigate risks Develop communication plan for fall sale 	<ul style="list-style-type: none"> Develop plans for minimizing loss to fall sale Execute fall program product sales plans 	<ul style="list-style-type: none"> Develop plans for 2021 fall sale that minimize risk to troops and council

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Human Resource Needs and Support	<ul style="list-style-type: none"> Assess the FTE needs to deliver program and customer service Identify and convert business necessary roles into remote capable Identify if excess headcount can be redeployed in other parts of the business Consider alternative arrangements – furloughs, reduced work schedule – if we are not approved for the PPP loan Overlay necessary employee modifications and additional IT infrastructure as needed Evaluate emergency government support plans and impacts to employee benefits plans Identify process changes needed to work remotely Clearly define roles and expectations for remote work – set realistic goals Ensure IT infrastructure and capacity exist to handle larger remote workforce Establish new communication protocols and processes to managing remote teams Develop a plan to have teams engage socially and with virtual live interaction Increase frequency and diversity of touchpoints and feedback from team leaders 	<ul style="list-style-type: none"> Consider furlough/layoffs/reductions in force for targeted positions Determine if business critical roles move to remote capable over time – allowing staff opportunities to work remotely on an ongoing basis Identify additional support/training required for employees working in new processes Identify new tools (IT and others) to assist and consider changes to performance review/coaching processes Develop an employee ramp-up plan for return to increased volumes Identify supports for employees on furlough or reduced work schedules Assess impact of reduced travel and in person meetings on performance metrics Consider alternative performance metrics based on new processes and expectations Assess impact of reduced travel and in person meetings on volunteers and employee satisfaction Develop a plan to capture input from employees on how to improve experience and efficiency Develop a plan to have teams engage socially and with virtual live interaction Increase frequency and diversity of touchpoints and feedback from team leaders Build skills in resiliency 	<ul style="list-style-type: none"> Identify ways of work to maintain the new work styles rather than resort back to previous processes Identify efficiencies in how work is performed Identify revised or new roles to ensure employees are trained in cross functional areas Create an employee career path that is more diversified or has opportunities to advance into other parts of the business Empower employees to re-imagine their role in the business Assess if staggered or other alternative meeting and travel schedules could improve employee engagement and retention and volunteer satisfaction Consider current metrics for high-performing productive employees and identify myth-busting changes in the metrics and criteria Assess the ideal workforce structure and determine if changes are needed in the recruitment process to be open to a broader scope of candidates – do we need staff with different skills/experiences to operate in a new model? Identify how we can utilize technology to recruit talent more efficiently and increase success of selecting the right candidates Increase use of HR metrics to track success and opportunities for improvement in our processes Evaluate current employee benefit plans/costs Evaluate third party administrator relationships and costs

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Property Management	<ul style="list-style-type: none"> Develop plans for closing properties that includes ongoing maintenance and security Communicate to members about property closures 	<ul style="list-style-type: none"> Assess ongoing staffing needs and maintenance priorities Identify security issues and mitigation plans Revise capital budget 	<ul style="list-style-type: none"> Prioritize camp capital projects based on available funding Develop staffing plans and cross training of staff Assess needs in light of camp re-openings
Retail Operations	<ul style="list-style-type: none"> Develop plan for distributing online orders Assess tasks that retail staff can complete while remote Pack Toledo retail inventory 	<ul style="list-style-type: none"> Communicate revised store hours and offerings Assess skills of current retail staff and develop plan for cross training Develop long term plan for staffing that includes pending retirements Plan for technology changes 	<ul style="list-style-type: none"> Assess future retail needs against current retail offerings Identify data needed to make business decisions Strengthen retail operations
Communication to Members and the Public	<ul style="list-style-type: none"> Develop a communication plan for setting expectations Consider ongoing social networks that continue to support communication Identify alternative ways to impact communication in the community given new restrictions and business situation Rebalance portfolio of media across time, treasure and focus to fit current new normal 	<ul style="list-style-type: none"> Evaluate ways to drive ethical decisions making Consider ways to be a leader to protect our mission and reputation for the long term Consider new metrics for measuring impact Consider ways to increase frequency of communication 	<ul style="list-style-type: none"> Assess brand identity in the new normal Identify focus to determine if we are putting resources in the right areas Identify data that is needed to make good business decisions

