

Business Model Impact and Revenue Hit

- a. Take a look at your contingency plan for a revenue hit. If you don't have one, make one. If you do, ask if it works in this situation and modify it accordingly.
- b. Consider your line of credit
- c. How are people, products & services impacted? How can the business model pivot to address each area?
- d. How do you shore up remaining revenues - look at timings of Account Payables and Account Receivables
- e. Evaluate, eliminate or minimize discretionary spending - do it collaboratively with staff
- f. Consider how to maintain talent - avoid laying people off if possible
- g. Explore other options besides cancelling events
- h. Generationally Millennials are more comfortable with virtual meeting than Baby Boomers
- i. Consider lessening the number of in-person board meetings

Disruption and Silver Linings

- a. Now is the time to address longstanding opportunities
- b. Disruptions are always an opportunity for learning and innovation: collect them for after the disruption as they can be hard to track when changes are fast and furious
- c. Improve the speed of both internal and external communication
- d. Develop/fortify Business continuity plan
 - i. How best to communicate, who was responsible, agencies on retainer to help execute
 - ii. Contract updates
- e. Plan how to deal with significant staff illness
 - i. Telework
 - ii. IT network redundancy
- f. PCI Compliance - taking payments
- g. Re-examine the value propositions
- h. Manage expectations on future gathering
 - i. Policy change to work with older parents and allowing staff to telecommute
- j. Review organizational structure in light of this level of disruption; are you organized for flexibility
- k. Identify the process for continuing regular operations (e.g., product development) including creating a process for how to reallocate resources with such a disruption
- l. Re-examine travel policy and consider potential cost savings for nonessential travel

EXCERPT FROM COVID-19 RESPONSE CHECKLIST CREATED BY SETH KAHAN