

A WAY FORWARD

COVID-19 BOARD TASKFORCE



STAGES & TIMELINE

STAGE 1: ANALYSIS



Over the past few weeks, the CEO has been talking with funders, Board members, team leads and partners in general about our current COVID- challenges.

One thing is clear - the model of the agency will change. We need to "cut or cover," in order to survive this crisis with *a sustainable way forward*.

We are taking a **proactive approach*. After the Taskforce meets in May, the CEO will present 3 different model scenarios and coinciding budget drafts to the Committee. The drafts will be impacted by any *#decisions* to:

1. Cut or modify the onsite children's program*
2. Find sustainable partners to fund the above
3. Discuss & review other uses for the building space over the next 12 months.

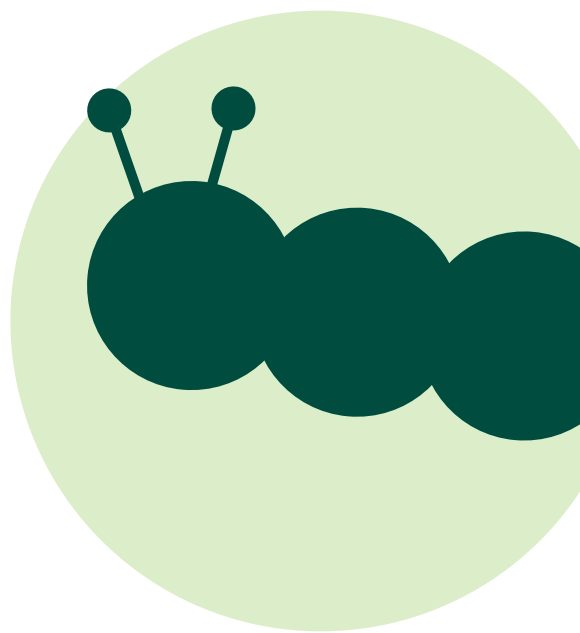
Possibilities, contracts, legal, branding/messaging external and internal communications and **timelines** will be discussed with this taskforce in detail.

STAGE 2: REVIEW

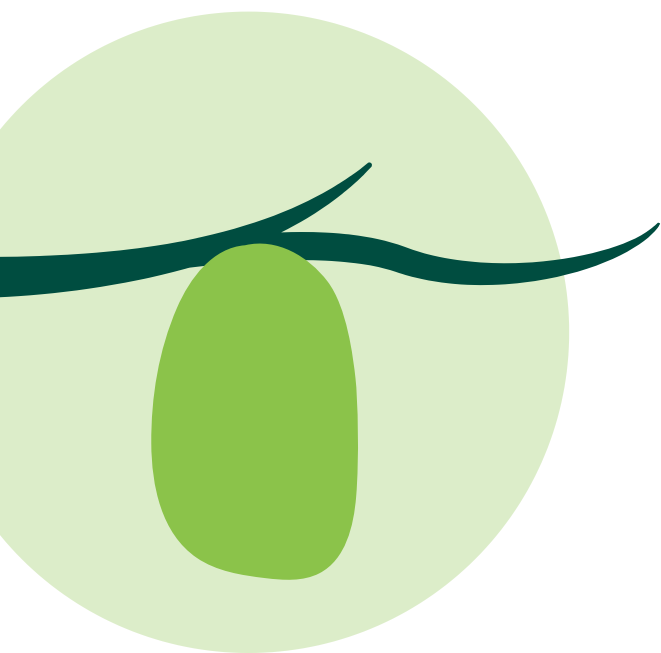
******The CEO reviewed the last 3 years of Bryan's House budgets/funding trends and cycles in detail in April. The onsite child development program is the most expensive with the least amount of contracted funds covering daily expenses.

We need to take advantage of potential new partnership solutions to reduce program expenses, or cut the program entirely or for a period of 12 months (**variable**).

New opportunities are being explored by the CEO with DISD, HeadStart of Greater Dallas, United Way and CCA.



STAGE 3: BUDGETS & STAFF



We were successful in securing PPP funds to pay our full team until June 30 and the cash position is holding. It is anticipated that we may not meet FY21 budgeted revenue goals, but may audit under budgeted expenses, to level things out.

The CFO and CEO have drawn up two draft budgets to discuss, and both scenarios will mean staff member cuts.

STAGE 4: LAUNCH PLAN

The Taskforce will advise the CEO on preparing to launch the new model, communicate with teams and partners, then officially launch with a view to create "collaborative excitement with new and existing communities, funders, friends and partners." A timeline follows listing variable impact that any new partnerships/funding could have and timing.



TIMELINE

AS IT STANDS NOW

Final **#decisions** will impact the below timeline. The Taskforce will discuss this in detail, as other partners and their funding timelines could change our course and way forward. We will remain conservative as a precaution.

TASKFORCE

MAY

A decision is made on what model and budget to present to the Board as a recommendation for the June Board meeting for approval.

Any by-laws or legal aspects will need to be reviewed by the taskforce beforehand.

The Taskforce communicates the above (using visual tools) to the Board via email.

JUNE

Board Vote on "Way Forward"

Budget & Model Change

JULY

New Board/Terms Begins

COVID Taskforce Advises CEO

New model/service changes begin & outcomes measured using Cap60 database.

AUGUST

Branding Strategies, Materials, Marketing and Communications Advisement to CEO/Board Committees.

SEPTEMBER

New Model Launches Publically

BH TEAM

MAY

- COVID Taskforce meets weekly to determine path forward.
- CEO discusses partnerships with DISD, EHGD, UWDG, CCA
- Formal agreements drawn up (variable)
- Budgets adjusted to present to Board at the June meeting.

JUNE

- CEO finalizes budget with CFO to present to the Finance Committee, Board with Taskforce endorsement.
- HR - all staff cuts finalized, communicated.
- Partnership contracts signed (variable)
- Communications (internal and external) developed for new model.

JULY

New Board Orientation about model changes, with existing Board members. Offsite at the weekend in person or Zoom (depending on health advisories).

AUGUST

- DISD Enrollment/Funding (variable)
- Funding Contracts (variable)
- Grant App/Partnership for 2021 Confirmed by EHSGD? (variable)

SEPTEMBER

New Model Launches Publically

JANUARY 2021

Early HeadStart Funding Kicks-in

