

**From:** [Matthew Grossman](#)  
**Subject:** Management Team Retreat Assignment and Schedule  
**Date:** Sunday, March 15, 2020 11:17:19 PM

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Dear Team,

I am sure you spent the weekend as I did - getting used to the new normal. Tonight was the big “family meeting” where the kids were given their schedule for the week (based on that colorful [Covid-19 schedule](#) that is circulating online). Ten minutes in to our discussion (which is the same amount of time this schedule is going to last when it kicks off tomorrow) my eight year-old turns to me and asks “when are we going to have Spring Break?” The innocence of it all...

Thanks for gathering quickly for a meeting on Friday. As you may recall, [the document I shared with you](#) had four key areas on which we are going to focus for the foreseeable future. Given the unbelievable success of [BBYO OnDemand](#), Jill encouraged me to add “digital program engagement” as its own distinguished area as it has such a unique opportunity to be a unifying force in the Jewish teen space. In fact, the [Jewish Forward](#) already picked up on it and ran an article about our “Netflix” for Jewish teens. I have received about a dozen emails from people asking how we did this so quickly. Congrats to Ian and others who really worked their magic (and a couple of long nights) to bring this to life.

To be sensitive to those who are now pulling double duty with their job responsibilities and childcare, we are going to amend our management team schedule for this week. In fact, a portion of the work is going to begin immediately. Jill and I created [five worksheets](#) – one for each the areas of the “Greatest Light” plan (Finance, Summer, Culture, Connection and Program). Each worksheet has a section for “additional considerations” (in addition to the bullet points already listed, what should we be considering in this area of work) and “priority action items” (what do we need to start doing now to get things moving). I’d like everyone to use track changes to enter in their bullets in each of those categories – feel free to put any questions or thoughts as comments as well. Please complete this work no later than Tuesday at 6:00pm.

Jill and I are going to review the worksheets on Tuesday evening and synthesize them into final workplans which we will all discuss on Wednesday afternoon and Thursday morning. These sessions will serve as the management team retreat. You will receive invites to Team meetings on this momentarily. Once we have summarized our collective best thinking, we will assign team leaders and begin work as soon as possible. I expect that we will have quick check-ins as a management team to monitor our progress and align resources.

This is such a crazy time, but I am truly motivated by the work that we are about to do together. I have no doubt that later in life, when we reflect on the most critical moments of our careers, it will be this moment that we can look back on with pride. I am so glad that we are in this together.

Sincerely,

Matt

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