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**Review**

Review survey

**Examine**

Examine COVID impact

**Explore**

Explore priority areas post-Covid

**Learn**

Learn tactics to increase impact and efficiency

# Survey Overview

- ▶ Dispensed Fall 2020
- ▶ Total Respondents: 137
- ▶ Completion Rate: 100%



THE FOUNDATION FOR ENHANCING COMMUNITIES

## NONPROFIT COVID-19 SURVEY SUMMARY

### Representation from all Major Mission Areas

- Animal Welfare
- Arts & Cultural
- Education
- Healthcare
- Housing
- Mental Health
- Recreation

### Representation from all TFEC's Counties

- Cumberland
- Dauphin
- Franklin
- Lebanon
- Perry
- Dillsburg Area\*

\*of Northern York County and/or within 20 miles of Center City Harrisburg

### Nonprofit Biggest Challenges through COVID-19

More than half cited funding/revenue issues, specifically, not knowing how to adapt programming or not having resources or a plan to do so.

Majority said they're ok now, but they will be in serious financial trouble or risk of closing within 6 months.

### Nonprofit Concerns

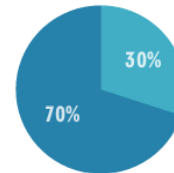
#### Top Three Short-Term (1-6 months)

1. Financial Stability/Revenue  
\*Referenced more than 12x more than any other category
2. Operations (how to adjust programming/staff changes)
3. Staff/Board/Volunteer (turnover, morale, and recruitment)

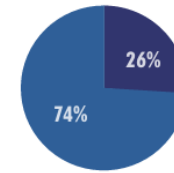
#### Top Three Long-Term (1+ year)

1. Financial Stability/Fundraising  
\*Referenced more than 5x more than any other category
2. Operations (adjusting priorities/restructuring with fewer resources)
3. Disruption of Growth/Expansion

\*No references to official plans to combat challenges



**30%:** "We've noticed a dip in donations/support/revenue, but we are adjusting."



**26%:** "Strained, we continue to make budget adjustments/cuts."

# Covid Impact

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Everyone was affected

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71% decrease in services/available operations

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67% furloughed employees

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51% laid off employees

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55% closed offices

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30% decreased employee pay and benefits

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23% saw an increase in demand

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72% project to raise less this year

# Covid Policies

- ▶ Do you need policies for Covid/vaccine, risk management, liability, etc.?
- ▶ Board approval, document in meeting minutes

Nonprofits and Coronavirus, CC BY

What nonprofits need to know

https://www.youtube.com/watch?v=L0e6RthrKEs

YouTube

Search

COVID-19 Vaccine

NATIONAL COUNCIL OF NONPROFITS  
National voice. State focus. Local impact.

**What nonprofits need to know as staff and volunteers return from remote work to in-person operations**

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0:08 / 1:07:55

What nonprofits need to know as staff and volunteers return from remote work to in-person operations

1,899 views • Apr 9, 2021

LIKE DISLIKE SHARE SAVE ...

# What Now?

- ▶ Anticipate more change
- ▶ Reimagine your work
- ▶ Start Discussing and *Deciding*\*
  1. Why do we do what we do?
  2. How do we fund what we do?
  3. What supports what you do?
    - ▶ Leadership Capacity
    - ▶ Adaptive Capacity
    - ▶ Collaborative Capacity
    - ▶ Technology Capacity

\*Stanford University Social Interaction Review

# Actions Steps You Can Start *Today*

Review mission alignment

Find one area for collaboration

Adapt one volunteer opportunity

Farm out one task (relieve staff, focus on programming)

Take advantage of the tech support you already have

Invest in technology

Start your reserves/endowment

Create one page Succession Plans for all management staff

Stay positive (and realistic)

# Communicate, Communicate, Communicate

- ▶ Update your donors and stakeholders **NOW**
- ▶ Explain how Covid affected your organization and consumers
  - ▶ *“We had to decrease the ABC services by 40%, which means that Tevin had to find replacement services for three days a week.”*
- ▶ Explain how you survived to this point
  - ▶ *“We had to cut the DEF program for three months because we couldn’t bring staff back safely.”*
- ▶ Explain what you need moving forward
  - ▶ Reserves- *“We want to be prepared in the future.”*
- ▶ Provide talking points to board, staff, and stakeholders

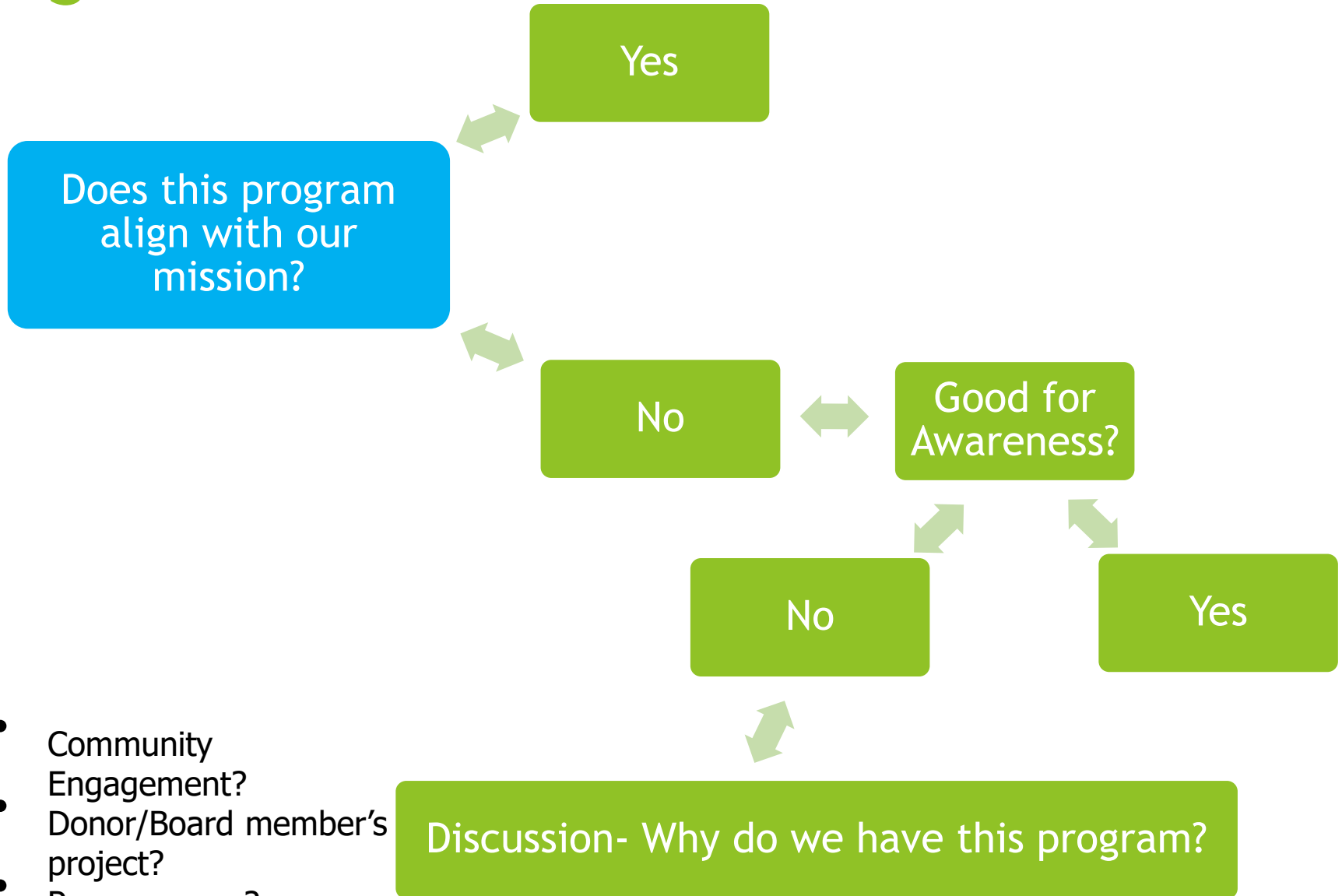
# Program Assessment

- ▶ What were our organization's core services before Covid?
- ▶ Will we continue/return to pre-Covid programming?
- ▶ Did our community's needs change post-Covid?
  - ▶ How will we reassess these needs?
  - ▶ Do we want to meet these needs? Should we?
  - ▶ Do we have the tools and resources available to meet these long-term community needs?

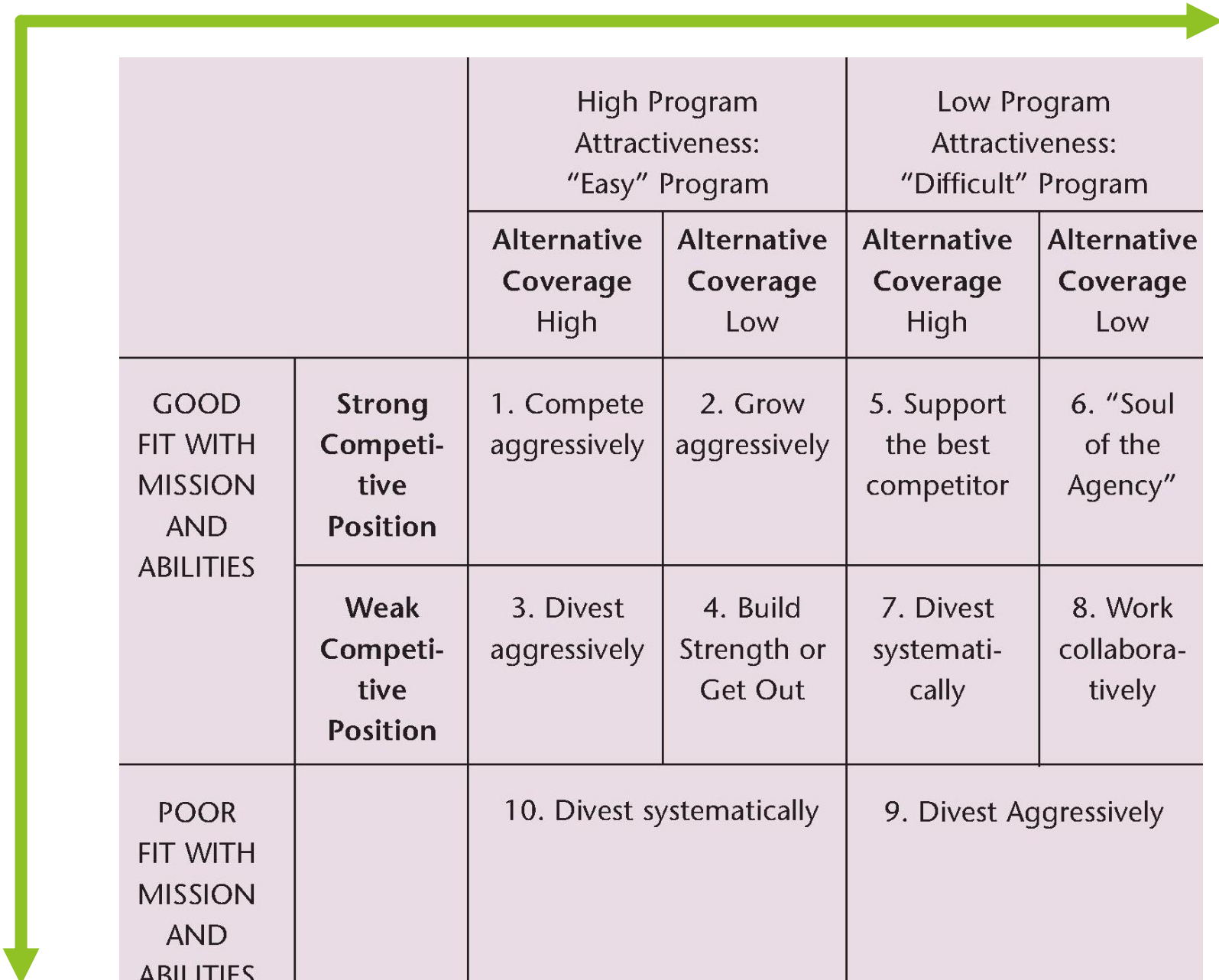


# ▶ Launch Poll

# Tough Love



- Community Engagement?
- Donor/Board member's project?
- Revenue now?



		High Program Attractiveness: "Easy" Program		Low Program Attractiveness: "Difficult" Program	
		Alternative Coverage High	Alternative Coverage Low	Alternative Coverage High	Alternative Coverage Low
GOOD FIT WITH MISSION AND ABILITIES	<b>Strong Competitive Position</b>	1. Compete aggressively	2. Grow aggressively	5. Support the best competitor	6. "Soul of the Agency"
	<b>Weak Competitive Position</b>	3. Divest aggressively	4. Build Strength or Get Out	7. Divest systematically	8. Work collaboratively
POOR FIT WITH MISSION AND ABILITIES		10. Divest systematically		9. Divest Aggressively	

## Logic Model

<b>Inputs:</b> financial and human resources needed to operate the program	<b>Activities:</b> how they will be used	<b>Outputs:</b> units of service resulting from activities	<b>Outcomes:</b> changed conditions for program participants	<b>Impact:</b> changes in organization, community, or systems
Staff Funding Board Clients Materials	Teach students language skills and confidence	# of students taught # of hours of instruction	Higher high school graduation rates Higher college enrollment Higher test scores	Lower crime rates Less poverty Less strain on social safety net

# Jamboard- Outcomes

- ▶ Does your organization track outcomes?
- ▶ Why or why not?

# Financials

- ▶ Quantify Covid Impact
- ▶ Re-evaluate your Cost Per Service

Cost of Operations - Secured Funds

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Average Gift Size

= # of donors  
needed to  
break even

# Free Cash Flow Template Nonprofit Finance Fund

AutoSave  Off Copy of Cash\_Flow\_Projection\_Template\_0 - Compatibility Mode - Excel Buchanan, Ivy BI

File Home Insert Page Layout Formulas Data Review View Help Nuance PDF Search Share Comments

Clipboard Font Alignment Number Styles Cells Editing Ideas Sensitivity

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Note: See Explanation worksheet contained in this file, for instructions to complete this cash flow projection.

### Monthly Cash Flow Projection

[Your Organization name]  
[Date]  
Nonprofit Finance Fund

Numbers in [ ]	Month 1		Month 2		Month 3		Month 4		Month 5		Month 6		Month 7		Month 8		Month 9		Month 10		Month 11		Month 12		P	
	Proj.	Actual	Proj.	Actual	Proj.	Actual	Proj.	Actual	Proj.	Actual	Proj.	Actual	Proj.	Actual	Proj.	Actual	Proj.	Actual	Proj.	Actual	Proj.	Actual				
Beginning Total Cash	0	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Unrestricted Operating Cash on Hand [Beginning of month]	0	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Operating Cash																										
Unrestricted Operating Cash Receipts																										
Earned Income 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Earned Income 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Earned Income 3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Unrest. Contributions 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Unrest. Contributions 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Unrest. Contributions 3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Restricted Cash Releases	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Op. Cash Receipts	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Operating Cash Spent																										
Personnel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Professional Fees	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Occupancy	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Interest on debt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Other 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Other 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Other 3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	

Explanation Worksheet

12:41 PM 7/14/2021 65%

# Fundraising



GIVING GOING  
BACK TO PRE-  
COVID \$



BE REALISTIC  
ABOUT  
DONATIONS



DONOR  
RETENTION



DEVELOPMENT  
PLAN



DEVELOPMENT  
AUDIT



# Check On Your Staff



# Support Your Staff

- ▶ Employee Assistance Program
- ▶ Give bonuses
- ▶ Offer flexibility
- ▶ Uptrain all staff
- ▶ Increase employee appreciation and/or benefits



# Beef Up Your Team

- ▶ HR Expert
- ▶ Attorney
- ▶ Financial Expert/CPA
- ▶ Strategic Planning Expert
- ▶ Board Development
  - ▶ Retention
  - ▶ IT Skills?



# Volunteers

- ▶ 50% re-engagement of pre-Covid
  - ▶ People want to get out of the house
  - ▶ Survey their comfort and interest level
  - ▶ Volunteer Welcome Back event
- ▶ 46% of organizations are creating virtual opportunities
  - ▶ Writing content, collecting examples
  - ▶ Wish list
  - ▶ Audit or manage website/media
  - ▶ Filing
  - ▶ Focus groups
- ▶ Corporate Engagement- get creative
- ▶ Safety and Liability Policies

# How much time can they commit?



168 hrs/wk

- 56 hrs for sleep
  - 40 hrs for work
  - 21 hrs for eating
- = 51 hrs of “free time”

(family, school, friends, health, chores, hobbies, volunteering, etc.)

# Jamboard- Collaboration

▶ What do you need?

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Review survey



Examine COVID impact



Explore priority areas post-Covid



Learn tactics to increase the impact and efficiency





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## Background

- ▶ 21 years of experience
- ▶ President of Helix Strategies, LLC
- ▶ Strategic solutions to fundraising and leadership challenges
- ▶ Started two nonprofits and edited three nonprofit textbooks
- ▶ PhD, Administration and Leadership in the Nonprofit Sector
- ▶ Research focus: multidisciplinary collaboration and engagement

