

Virtual Town Hall

Leading During a Pandemic

FRIDAY, MARCH 20, 2020 | 2:00-3:00 PM ET



Presenters



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Agenda

01

Welcome

02

How Independent Sector Will Proceed

03

Principles for Navigating COVID-19

04

Independent Sector Operations

05

Federal Policy Update

06

Organizational Sustainability (The Bridgespan Group)

07

Town Hall

How Independent Sector will proceed

As needs rapidly shift, Independent Sector is quickly adapting to be responsive to the community.

This is our strategic footing.

Independent Sector will strengthen our position as a catalytic organization where the changemaker community can collectively take action.



Listen carefully and expansively.



Make clear sense of what we're hearing.



Reflect that analysis back to the community.



Build a shared agenda together.

Principles for Navigating COVID-19

01

Pay particular attention to the most vulnerable in your organization, among your stakeholders, and in your community.

02

Ensure your organization has a flexible business continuity and recovery plan that is known by the board, staff, and stakeholders.

03

Contribute positively to public discourse and be a source of calm and sound advice internally and externally.

04

Be mindful that how you respond today will shape how stakeholders and communities trust you in the future.

How has Independent Sector adapted so far?

We are responding and adapting to the new normal so that we can be a stable resource for the sector.

- ✔ 100% Remote Team
- ✔ Virtual Convenings
- ✔ Daily Leadership Team Meetings
- ✔ Two Coronavirus Teams (Internal/External)
- ✔ Clear and Frequent Communications
- ✔ Budget Scenario Planning
- ✔ Opening Member Benefits to the Whole Community (including Monthly Policy Update and The Digest)

Key areas for organizational sustainability



Federal
Policy Work



Organizational
Sustainability
Human Resources
Community Impact
Public Policy
Communications



Federal Policy

Recent Policy Developments

H.R. 6074 signed into law March 6 — provides \$8.3 billion to federal agencies for vaccine development, public health, and preparedness.

H.R. 6201 signed into law March 18 — contains paid leave mandates and payroll tax credits, nutrition assistance, additional Medicaid funding, and COVID-19 testing for uninsured individuals.



Federal Policy

Shaping and Advocating Future Policy Solutions

A third coronavirus package is in process with the Senate Republican version introduced late Thursday. Negotiations with Senate Democrats and the House are likely through weekend and into early next week.

Nonprofit community sent a letter endorsing policies to mitigate funding hardships, including a temporary UCD, government grants, and request for parity with assistance to business.

Independent Sector is assessing other emerging needs that may require a policy response, including volunteerism and voter participation.



Act Now!

Emergency Aid for Nonprofit Organizations and COVID-19

The charitable sector is on the front lines of addressing the COVID-19 pandemic, but risks catastrophic damage from evaporating revenue, new demands, and major disruptions in charitable giving. Tell your legislators that Congress must provide emergency aid to nonprofit organizations by expanding charitable giving and providing organizations with grants, loans, and tax credits.

[INDEPENDENTSECTOR.ORG/ACTNOW](https://independentsector.org/actnow)



Organizational Sustainability

Conversation Goals

Share how others are responding and what still remains uncertain

Share what we have learned from those who have weathered tough times in the past

The Questions We're Hearing from the Field



Strategy/Program

How do we deliver on our mission under current constraints?



Leadership

How does our leadership approach need to respond/ evolve?



Organization

How do we support our staff?
How do we adapt or create new systems for working?



Financials

How do retain our teams and sustain ourselves financially?

We're white-water rafting in the fog...

Will Berkowitz, CEO of Jewish Family Service of Seattle

Eight Steps for Managing Through Tough Times

01

Act quickly, but not reflexively, and plan contingencies

02

Identify the people who matter most and keep that group strong

03

Stay very close to your key funders

04

Protect the core

05

Shape up your organization

06

Collaborate to reduce costs and expand impact

07

Involve your board

08

Communicate openly and often

Where We Would Focus in Today's Context

01

Act quickly, but not reflexively, and plan contingencies

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Act Quickly, but Not Reflexively, and Plan Contingencies



Understand the scope of the challenge as quickly as possible

Do away with “nice-to-haves” not critical to your mission

Delay new initiatives

Manage costs aggressively



Scenario planning for best and worst case (not just for funding)

Identifying “trigger points” for action

Develop contingencies

Act Quickly, but Not Reflexively, and Plan Contingencies



Identify a core group of individuals “most critical” to the impact of the organization or your team

Invest in them – time, care, focus, and support

Engage them in problem solving as you work through tough times

Stay Very Close to Your Key Funders

For Nonprofits

- Let funders know what you are seeing
- Share how you will respond and explain choices you will make
- Ask for transparency on how payouts or donations are impacted
- Understand funders' priorities and where your nonprofit fits in
- Explore ways to renegotiate restrictions or timing on grants

For Funders

- Weigh how big and small decisions impact grantees (e.g., payment schedule changes)
- Communicate openly and transparently
- Help grantees with risk management – include contingency funds in budget to help with emergencies
- More explicitly plan for the unexpected in grant-making process



The Bridgespan Group

www.bridgespan.org

www.bridgespan.org/special-collections/managing-through-tough-times

@BridgespanGroup

A stylized graphic of an eye, composed of several overlapping, rounded shapes in shades of teal and green. The central iris is a light green circle, and the surrounding shapes form the eyelids and sclera, creating a sense of depth and focus.

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Thank You



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independentsector.org/covid-19