Welcome! Below are a few housekeeping items to review before we get started.

If you can’t get the audio through your speakers or by VOIP, try dialing in using your phone.

As we have several participants on the call, you will be muted at first. Please unmute yourself when you would like to speak. Otherwise, please stay on mute to ensure the best audio quality for everyone.

There will be several pauses for discussion.

You can also use the chat feature to add comments or ask questions during the discussion. You can ‘pop’ this out for easier navigation!

Please MUTE yourself during the presentation. Feel free to unmute during our question pauses and discussion.

Select Phone Call or Computer Audio. If using the phone enter your participant ID.

Use Gallery view to see all participants. Speaker view shows active speaker only.

This session is being recorded and will be shared following the close of the session.
Responding to COVID-19: Managing Financial Health to Survive the Pandemic

Presented by
Deirdre Flynn
Director
Meadow Didier
Manager
Vishal Makhijani
Analyst
Our Mission

We unlock the potential of mission-driven organizations through tailored investments, strategic advice, and accessible insights.
Before we begin...
This is a crisis like no other

**As a global community, we are navigating uncharted waters**

- To ‘bend the curve’, we have suspended human activity and business as we know it

- More questions than answers
  - When will the pandemic end?
  - When can we return to ‘business as normal’?
  - Which businesses will survive this?

- **New information and data continues to pour in**, shaping possible futures
  - Economic recession and state budget cuts, federal rescue packages

You all are playing key roles at the center of this storm. Thank you.
A New Mission for Nonprofits During the Outbreak: Survival

Upended by the coronavirus outbreak, nonprofits are laying off workers and seeking help from stretched donors.
Strategic Questions: What are your top concerns?

- Meeting client and community needs
- Delayed or cancelled events or programs
- Adapting service to remote delivery
- Taking care of staff
- Making difficult tradeoffs
- Replacing lost revenue and cash flow
- Business continuity and remote working
What We’ve Been Hearing

We need "operating revenue NOT TIED to deliverables that can be used at our discretion to save our mission."

“We need an infusion of cash to purchase food and pay staff, increase our technology abilities and support clients who are undocumented and do not qualify for...government support.”

“For a very short while we can sustain this but eventually, we will be forced to choose between our biggest expense - staff - and survival.”
NFF’s Response to COVID-19

As the sector seeks to react to the current pandemic, we believe nonprofits will have three *overlapping* needs:

- **Response**: Ensuring survival of your organization and mission delivery, as you are able.
- **Recovery**: Bringing the business model back to steady state, adjusting operations to fit new revenue reality (correcting for lost and delayed revenue) and changes in demand for your services.
- **Resiliency**: Working with funding partners to develop long-term financial resilience strategies, including a plan that prepares for the next crisis.
Learning Goals: Focusing on Response and Recovery

1. Current options for liquidity
2. Quantify the impact of change and evaluate options to respond
3. Use financial data to plan, communicate and advocate
Agenda for Today: 3 Steps Nonprofits Can Take Now

Step 1: Assess your Situation

Step 2: Quantify and Determine Options

Step 3: Communicate, Reflect and Learn

Questions & Answers
Assessing Your Situation
How much cash do you have?
Assess Your Current Financial Situation

Cash flow projections provide a clear sense of cash flowing in and out and the net cash available

- An estimate of how much cash will be available each month over the course of the year
- **Goal:** Reduce uncertainty about whether you will have enough cash to meet operating and balance sheet needs when they arise

**Cash Flow vs. Cash Issues**

- Cash Flow issues - a *temporary* lack of cash due to timing of receipts
- Cash issues - a loss of funding that produces a cash shortage with no predictable end date

**Tool:** [Cash Flow Template](#) (weekly and monthly versions)
What is your cash position today? In two weeks?

- Starting cash indicators (cash + cash equivalents, not receivables)
  - Typically calculated monthly
  - **With tight liquidity, calculate in weeks** or even days

<table>
<thead>
<tr>
<th>Months of Cash =</th>
<th>Total Cash</th>
<th>Weeks of Cash =</th>
<th>Total Cash</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(Annual Expenses / 12)</td>
<td></td>
<td>(Annual Expenses / 52)</td>
</tr>
</tbody>
</table>

- How long can you operate with existing cash without cutting back on expenses? How long is the runway?
  - How is your cash obligated (or restricted?)
  - What are your upcoming expenses? Personnel and benefits?
  - What payment terms can be re-negotiated?
When is cash coming in and how do you know?

Re-assess your revenue for better data on reliability of cash flow

• What can you negotiate?
  ▪ Contracts and grants: Ask for payment upfront
  ▪ Private foundations: Converting restricted funding or 80% secured funding to General Operating Support

• What can you speed up?
  ▪ What are you doing to optimize billing and collections?

• What is generating revenue, and can you do more of it?
  ▪ Can you do more of the programs are still bringing in cash? What can you minimize?

• The end of ”magical thinking” - what is delayed and what is lost?
  ▪ Special events and individual donations will likely not be what you had hoped
  ▪ Tele-health may not be as productive as hoped
What is the impact on cost structure given changes in revenue?

<table>
<thead>
<tr>
<th>Type</th>
<th>Revenue (Losses)</th>
<th>Expenses (Cost Savings)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government Contracts</td>
<td>• Some govts honoring contracts, will likely require heavy documentation</td>
<td>• Significant cost savings only likely if staff is reduced; lots of concern remains about having to return unused funds</td>
</tr>
<tr>
<td>Foundation Grants</td>
<td>• Some foundations are loosening deliverables requirements, changing to GOS</td>
<td>• There might be budgeted supplies costs that you will not need to expend</td>
</tr>
<tr>
<td>Individuals</td>
<td>• Expectation is that donations could plummet after crisis &quot;rush&quot;</td>
<td>• Probably no cost savings because you will be working harder to secure the dollars you can</td>
</tr>
<tr>
<td>Special Events/Fundraisers</td>
<td>• If scheduled from March – May, likely canceled already, at best it’s delayed revenue, at worst it’s at least partially lost</td>
<td>• Maybe some cost savings, but may have sunk costs in staff time and other non-refundable expenses</td>
</tr>
<tr>
<td>Program Fees</td>
<td>• Likely disruption of program fees as seamless online delivery is proving elusive</td>
<td>• Likely cost savings if program doesn’t operate (e.g. part time/seasonal staff)</td>
</tr>
<tr>
<td>Investment Income</td>
<td>• Stock market declines reduce investment income and asset value</td>
<td>• Probably no cost savings</td>
</tr>
<tr>
<td>Earned Income</td>
<td>• Experiencing declines, especially if reliant on others’ disposable income or wealth</td>
<td>• Some cost savings from cost of income generating activity</td>
</tr>
</tbody>
</table>
It’s not too early to plant the seeds of recovery

Establishing a 'new (better) normal' for your business

• What investments are needed to delivery your mission in the medium and longer term given the changes we face?
  ▪ Operating remotely
  ▪ Virtual delivery of client services, and making sure your clients can access those services
  ▪ Serving expanded Medicaid population
  ▪ What else??

• This needs to be included in your cash flow projections, scenario planning, and budget
Considering whether short term borrowing is right for you

• Set your organization up for success before signing the loan agreement
  ▪ Does the loan product make sense for your needs?
  ▪ Are your repayment sources clear?
  ▪ Does the loan repayment schedule align with your ability to repay?
  ▪ Are the compliance matters reasonable (reporting, ratios, etc.)?

• Then debt management requires:
  ▪ Meeting compliance requirements
  ▪ Monitoring and adjusting plans when needed
  ▪ Maintaining relationships
### What options to manage liquidity are available to nonprofits?

#### Keep cash
- Internal cash reserves built from unrestricted operating surpluses
- Approach funders to ease restrictions on existing revenue

#### Delay/cut spending
- Negotiate favorable payment plans with vendors
- Minimize non-essential expenses – both by line item and by program area

#### Generate additional cash
- Approach funders for accelerated/new funding
- Change the timing of annual appeals
- Focus on revenue/cash generating services/activities

#### Borrow cash
- Draw on an external line of credit
- Apply for bridge loans (i.e., NFF Recovery Fund)
- Understand how new federal stimulus bills apply to you
Assessing Your Options
What might be the impacts to the organization if you must shrink, change, or eliminate programs or services?
Assess Your Current Programmatic Financial Situation

Change is often most immediately felt and responded to at the programmatic level. The effects of changing programs on the enterprise are not always obvious.

Program Economics Analysis provides a clearer view of the financial contribution of your programs to the organization’s overall bottom line.

- **Internal, strategic tool** that provides financial data leadership can use to make decisions about how to respond to operating changes:
  - What happens if funding is cut completely for a program?
  - What happens if need and demand skyrocket and we suddenly are asked to double a program?
  - How can we juggle multiple changes?

- **Balancing money & mission:** Each program’s financial contribution must be considered along with its contribution towards mission.

**Tool:** Program Economics Analysis

Remember: The NFF ARCH team can help your organization use this tool.
Financial Methodology for Program Economics Analysis

1. Start with your most recent budget or completed year of actuals.

2. Programs: Identify and assign all revenues and expenses directly and entirely tied to each program
   - Ask: If a program is cut, what revenue and expenses go away?

3. Capacity: Assign shared and supporting expenses (occupancy, management, fundraising, administrative, etc.) to capacity areas

4. Program bottom line shows the financial contribution of each program on the overall bottom line
   - This is the likely financial impact to the organization if the program were cut or expanded.
Financial Data Is Not A Decision
What judgement calls do you need to make?

Analysis is both an art and a science, with few clear-cut numbers

**Direct program revenues**: Would program funders continue to support you in other ways if a program were cut?

**Direct program expenses**: Who and what belongs here *entirely*?
- Staff is typically the toughest: Who would you keep, even if they are fully programmatic? Would they be essential in your recovery phase?

**Capacity Costs**: people and infrastructure that support the whole organization
- What costs would you still assume, in full, even if the program is cut?

Don’t do this alone – do it in conversation with stakeholders!
# Program Economics Analysis Example

## Whole enterprise budget

<table>
<thead>
<tr>
<th>Enterprise budget line items</th>
<th>Programs</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>After School</td>
<td>Youth Program</td>
<td>Literacy</td>
<td>Senior Services</td>
<td>Program Subtotal</td>
<td>Capacity Subtotal</td>
<td>Capacity Subtotal</td>
<td>Capacity Subtotal</td>
</tr>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(A) Earned</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government contracts</td>
<td>$457</td>
<td>$110</td>
<td></td>
<td></td>
<td>$1,367</td>
<td></td>
<td></td>
<td>$0</td>
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<tr>
<td>Ticket Sales</td>
<td>$0</td>
<td></td>
<td></td>
<td></td>
<td>$0</td>
<td></td>
<td></td>
<td>$0</td>
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<tr>
<td>Client Fees</td>
<td>$156</td>
<td></td>
<td></td>
<td></td>
<td>$256</td>
<td></td>
<td></td>
<td>$0</td>
</tr>
<tr>
<td>Subtotal</td>
<td>$613</td>
<td>$110</td>
<td>$0</td>
<td></td>
<td>$1,623</td>
<td>$0</td>
<td>$0</td>
<td>$1,623</td>
</tr>
<tr>
<td>(B) Contributed</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Foundations &amp; Corporat</td>
<td>$113</td>
<td></td>
<td></td>
<td></td>
<td>$233</td>
<td></td>
<td></td>
<td>$10</td>
</tr>
<tr>
<td>Government</td>
<td>$27</td>
<td></td>
<td></td>
<td></td>
<td>$27</td>
<td>$80</td>
<td></td>
<td>$107</td>
</tr>
<tr>
<td>Individuals</td>
<td>$85</td>
<td></td>
<td>$120</td>
<td>$12</td>
<td>$357</td>
<td>$946</td>
<td>$427</td>
<td>$1,730</td>
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<tr>
<td>Trustees</td>
<td>$12</td>
<td></td>
<td></td>
<td></td>
<td>$12</td>
<td>$152</td>
<td>$185</td>
<td>$349</td>
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<tr>
<td>Subtotal</td>
<td>$237</td>
<td>$0</td>
<td>$120</td>
<td>$12</td>
<td>$357</td>
<td>$946</td>
<td>$427</td>
<td>$1,730</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>$850</td>
<td>$110</td>
<td>$120</td>
<td>$900</td>
<td>$1,980</td>
<td>$946</td>
<td>$427</td>
<td>$1,730</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salary &amp; Benefits</td>
<td>($441)</td>
<td>($80)</td>
<td>($100)</td>
<td>($100)</td>
<td>($1,046)</td>
<td>($188)</td>
<td>($85)</td>
<td>($1,794)</td>
</tr>
<tr>
<td>Consultants &amp; Contracts</td>
<td>($239)</td>
<td>($100)</td>
<td>($172)</td>
<td>($511)</td>
<td>($1,046)</td>
<td>($188)</td>
<td>($85)</td>
<td>($1,794)</td>
</tr>
<tr>
<td>Professional Fees</td>
<td></td>
<td></td>
<td>$0</td>
<td>$48</td>
<td>($85)</td>
<td>($13)</td>
<td>($46)</td>
<td>($146)</td>
</tr>
<tr>
<td>Occupancy</td>
<td>($112)</td>
<td></td>
<td>($108)</td>
<td>($62)</td>
<td>($146)</td>
<td>($13)</td>
<td>($46)</td>
<td>($146)</td>
</tr>
<tr>
<td>Office &amp; Supplies</td>
<td>($3)</td>
<td>($12)</td>
<td>($5)</td>
<td>($20)</td>
<td>($20)</td>
<td>($20)</td>
<td>($20)</td>
<td>($20)</td>
</tr>
<tr>
<td>Program</td>
<td>($85)</td>
<td>($10)</td>
<td>($44)</td>
<td>($44)</td>
<td>($44)</td>
<td>($15)</td>
<td>($102)</td>
<td>($205)</td>
</tr>
<tr>
<td>Interest</td>
<td></td>
<td></td>
<td>$0</td>
<td>($20)</td>
<td>($20)</td>
<td>($20)</td>
<td>($20)</td>
<td>($20)</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>($15)</td>
<td>($29)</td>
<td>($44)</td>
<td>($44)</td>
<td>($44)</td>
<td>($15)</td>
<td>($102)</td>
<td>($205)</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>($894)</td>
<td>($100)</td>
<td>($100)</td>
<td>($1,000)</td>
<td>($2,094)</td>
<td>($300)</td>
<td>($337)</td>
<td>($1,378)</td>
</tr>
<tr>
<td><strong>Surplus/Deficit</strong></td>
<td>($45)</td>
<td>$10</td>
<td>$20</td>
<td>($100)</td>
<td>($115)</td>
<td>$646</td>
<td>$90</td>
<td>($5)</td>
</tr>
</tbody>
</table>

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Balancing Money and Mission
Questions to guide the conversation and aid decision-making

High $ contribution, low mission alignment
- Assess threat of ‘drift’
- Opportunity to align with core programs?
- Non-financial costs?

Low $ contribution, low mission alignment
- Relevance to the organization?
- Legacy? One-off?
- Opportunities for strategic realignment?

Low $ contribution, high mission alignment
- Potential for costs?
- Can the business model change?
- Does subsidy exist elsewhere in the organization?

High $ contribution, high mission alignment
- What can we cultivate and preserve?
- Are there opportunities for growth?

Money

Contribution Margin

Low Impact

High Impact

Mission

Youth Program

Senior Programs

After-school

Literacy
Balancing Money and Mission, with COVID-19
How has the conversation around programs and mission delivery changed?

<table>
<thead>
<tr>
<th>Money</th>
<th>Contribution Margin</th>
<th>High $ contribution, low mission alignment</th>
<th>High $ contribution, high mission alignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>+ $</td>
<td></td>
<td>If we removed this program, how would the loss of margins impact our ability to run other mission aligned services?</td>
<td>How can we continue to this program? What investments do we make to ensure continuity? Virtual services?</td>
</tr>
<tr>
<td>- $</td>
<td></td>
<td>Low $ contribution, low mission alignment</td>
<td>Low $ contribution, high mission alignment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Is there a partner organization that can take this activity on?</td>
<td>What is the impact of suspension or delay? Easy to restart? At what point do we stop the service – what’s the threshold? Possibilities for emergency funding?</td>
</tr>
</tbody>
</table>

Low Impact | High Impact

Mission

Youth Program

Youth Program
Youth Program: What is next?
Understanding the financial & mission impacts is a good start
How can the data inform the conversation?

- Financial impact:
  - If the program is cut completely, we still lose $10,000. Can we cover that loss?
  - What is the impact on cash flow?
  - If the program is kept unchanged, can we find replacement funding? Can we repurpose funding from other programs (like Literacy)?

- Mission impact:
  - How core to mission is this program? What is the threshold to discontinue this service?
  - What gap in service is no longer being filled due to suspension?
  - Can you partner with another network member to deliver services?
Determine and Monitor Your Options
Scenario Planning Overview

A scenario plan defines the range of potential financial impacts of changes and responses to the crisis

- Helps articulate current knowns and unknowns
- Helps clarify and quantify what is within your control so that you can quickly adapt to what is outside your control
- Like a budget, a scenario plan is a roadmap for the different paths you might take depending on how this plays out
- Helps leadership be thoughtful about big decisions that need to be made quickly and under pressure

Tool: Scenario Plan Template
Iterative Components of Scenario Planning

Scenario Planning requires that multiple overlapping steps:

- Take stock of existing data about programs, operations, finances, & people
- Imagine those things reconfigured under different sets of ‘what ifs’;
- Project the ‘what if’ outcomes in written and financial plans; and
- Prepare for implementation

Planning is best done in discussion with trusted colleagues, board members, and partners.

For you, this includes other network members and NFF as thought partners and consultants.
Start With Defining Your North Stars
Crisis can quickly elevate what is important

- What are our **north stars** – the values & priorities that make us who we are?
  - ★ What are our goals?
  - ★ What is our mission? What is core to achieving that mission?
  - ★ What are our financial priorities?
  - ★ What are our programmatic priorities?

- How can you leverage internal strengths and know-how?

- Are there opportunities for making changes that we’ve been wanting to make that, ironically, this current crisis makes easier to push through?

As you consider these questions and begin planning, keep recovery in mind; remember the goal is a **better normal**
Imagining Your “What Ifs”
Narrowing down the areas and ranges of unknowns

- **Length and severity of social distancing**
  - Best case: Rapid and complete end in three months
  - Worst case: Limited loosening of restrictions after six or more months

- **Economic recovery**

- **Client demand and need** for your services
  - What if demand and need are not aligned?

- **Telehealth**

- What other scenarios not in your control are you facing?

- **Your own strategic decisions**
  - What are the options you are considering that *are* in your control?
Juggling Multiple Decisions in Multiple Scenarios

A Decision Matrix can help you prioritize your decision-making and document your conversation.

<table>
<thead>
<tr>
<th>Planning Considerations</th>
<th>Focus first on these strategies:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mission Impact</td>
<td>High</td>
</tr>
<tr>
<td>Degree of Control</td>
<td>Direct control</td>
</tr>
<tr>
<td>Capacity Requirements</td>
<td>Easily met</td>
</tr>
<tr>
<td>Time Horizon</td>
<td>Immediate/Urgent</td>
</tr>
<tr>
<td>Risks</td>
<td>Low</td>
</tr>
<tr>
<td>Financial Impact</td>
<td>High</td>
</tr>
</tbody>
</table>

Prioritization will inevitably involve:

**Trade-offs:**
- Rarely will a strategy ‘check all the boxes’
- High mission impact is often mis-aligned with risk and financial impact

**Iteration:**
- Revise your considerations as new information surfaces and as you implement your strategies
## Decision Matrix Example
Assessing options for losing the youth program

<table>
<thead>
<tr>
<th>How might you respond to the loss of a program?</th>
<th>Mission and community impact</th>
<th>Financial impact</th>
<th>Leverage internal assets?</th>
<th>How will this service change over time?</th>
<th>Existing or new funding support?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Expand other programs to address needs of youth (i.e., after school)</td>
<td>Medium to High. Similar community.</td>
<td>Likely require subsidy in year one. After-school programs currently have ($45k) contribution.</td>
<td>Yes. Can leverage current know-how and staff. Relationship with schools.</td>
<td>Possibly can continue 3-5 years – tracks with partnerships w/ schools.</td>
<td>Yes—existing support. Foundation XYZ may be interested in offering support.</td>
</tr>
<tr>
<td>2. Establish corporate partnership for volunteers and funding</td>
<td>High. Would keep similar program.</td>
<td>Best case – break even in first year.</td>
<td>No. May require additional support staff to manage relationships</td>
<td>Unclear whether this can sustain over time. New funder may have requirements</td>
<td>Yes—new funder. Corporate philanthropy—new funder.</td>
</tr>
</tbody>
</table>
Add Numbers and Concrete Action Plan

- Use the **Program Economics Analysis** and other **Scenario Planning tools** to define the financial impacts of potential changes.

- Develop **Action Plans** that outline what you will do if a scenario becomes reality.

- Determine the **triggers** that signal a shift to a different scenario.
  - For example: if X% of revenue doesn’t arrive by Y date, we will cut Z% of expenses in these ways.

- **Iterate**: as new information becomes available, update your plans.

- Remember when possible the goal of a **better normal** (planning for recovery).

### Scenario Plan A: Plan of Action

- **Timeline**
- **Triggers/milestones**
- **Concrete actions**
- **Staff or team responsible**
- **Communications strategy**
Limitations of Scenario Planning

Limitation

• We can’t know the future
• We don’t have perfect information
• We can’t be exhaustive of all possibilities (esp. with COVID)

Response

• Don’t let the perfect be the enemy of the good
• Practical tools can still help you prepare
• Use a tool and estimate based on the best information we have available to us now
Communicate, Reflect & Learn
Communicate & Advocate

The more comfortable we become with our situation, our options, and what we need, the more we can work on finding a path forward.

- Open and maintain a dialogue with staff, board, partners, and constituents about what’s known, what’s unknown, and what options are

- Stay in front of funders — don’t pull back

- Share your experience and insights with the network and stakeholders

- Advocate for a more equitable and effective system and supporting policies

- Don't be afraid to ask for help

- Communicate early and often!

Tool: Financial Storytelling Guide
Philanthropy May Be More Open to Conversation Than Nonprofits Think

**Asking Nonprofit Leaders:** My NPO can have open dialogue with funders about...

**Asking Foundations:** Overall, are you willing to engage in an open dialogue with nonprofits on funding for these purposes?

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Nonprofit Leaders</th>
<th>Foundations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expanding programs</td>
<td>53%</td>
<td>85%</td>
</tr>
<tr>
<td>General operating support</td>
<td>32%</td>
<td>70%</td>
</tr>
<tr>
<td>Multiyear funding</td>
<td>20%</td>
<td>65%</td>
</tr>
<tr>
<td>Acquiring or renovating a facility</td>
<td>19%</td>
<td>51%</td>
</tr>
<tr>
<td>Flexible capital for change/growth</td>
<td>9%</td>
<td>47%</td>
</tr>
<tr>
<td>Working capital (cash flow needs)</td>
<td>11%</td>
<td>40%</td>
</tr>
</tbody>
</table>

**NFF is finding this to be especially true right now!**

Source: NFF 2014 State of the Sector Survey
Source: Grantmakers for Effective Organizations 2014 Survey
Reflect, Learn, & Share
Within your organization and across the network

- Remember there are others out there (likely within your network) facing similar situations and decisions

- Distinguish mission from *how you deliver* your mission
  - Mission may not change but how you deliver might

- Survival calls for ability to innovate 'on the fly'
  - Sharing can help reduce the number of innovations needed

- Know your metrics of success
  - Crisis is timebound
  - Opportunities for recovery will emerge
NFF is committed to you: COVID-19 Resources Moving Forward

**Self-guided resources**
- Website-based
- Blog and downloadable tools and explainer videos

**Group programs**
- Webinars
- Small-group coaching sessions

**Individualized help**
- 'Ask NFF' email service

All resources linked in this webinar will be e-mailed to you.

Visit [www.nff.org](http://www.nff.org) for additional supports, including specifics on the SBA supports.
Thank You!

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What questions do you have?

- We will stay online for up to 30 minutes