

Re-Opening Toolkit for Nonprofits

The last few weeks have been shocking and difficult for nonprofits. We still face many, many uncertainties. However, as we shift our mindset from reaction to the pandemic to recovery from the pandemic, it is time to prepare our agencies and organizations to re-open in a new, and still evolving environment.

That's the purpose of this **Toolkit**.

This is an effort by the SCORE Cape Cod & the Islands mentors to provide the best thinking we can on how you can take steps now to help your nonprofits position themselves for long-term success. We don't know what that looks like for your organization, but we're prepared to help you think it through.

One thing that's going to have to change is your method of operating. You have to consider how you interact with the public and what new needs your clients will have.

- Are you a no, low, moderate or high-human-contact organization?
What are the implications of a no, low, moderate or high-human-contact organization?
- Can you run all or a part of your agency online NOW, or do you need to wait for permission to open from the state or town where you operate. Should the question be something like, "How have your clients and/or your donors changed their perspective with respect to your agency or organization as a result of the COVID-19 pandemic?"

In your re-opening planning, focus on what we call **BIG QUESTIONS**. These are the elements that you should look at with your SCORE mentor and other advisors more carefully. In particular, focus as soon as possible on looking at your cash flow, with several scenarios based on different re-opening dates. What do you need to do in order to make it to re-opening, and what does your cash flow look like once you do?

BIG QUESTIONS – write down the answers to these questions to help for you formulate your re-opening plan.

Cash management (excel based cash flow forecast based on several different scenarios your business might experience.

- a. Gather all financial records to use as a reference as you create your cash flow forecast. A forecast is never exactly correct. It represents a point in time or a specific scenario that requires regular updating.
- b. Expense analysis (think about must have, nice to have, don't need)
- c. Payroll analysis (consider: must have; need, but can do without; and can do without)
- d. **How much cash infusion will you need to survive?**
- e. **What can you expect in terms of ongoing donations and fund-raisers in the near and intermediate terms?**

[Excel Spreadsheet Cash Flow \(https://capecod.score.org/resource/3-year-cash-flow-statement\)](https://capecod.score.org/resource/3-year-cash-flow-statement)

Make Plans - What changes will there be in your operating model – How you accomplish mission? How your clients and donors interact with you? How can you change the way you operate in the future?

What is the status of your nonprofit during the Pandemic period?

Closed Partially Open Fully Open
1-----5-----10

Define the amount of physical interaction you normally have with clients & the public.

Little Customer Engagement Moderate Engagement Fully Engaged
1-----5-----10

Staffing

What level of staffing will you need depending on re-opening?

- Near term, Intermediate term, Long term?
- Will your staff be available?
- What do your employees need right now?
- Whole or partial reimbursement for lost wages?
- Equipment, material, supplies or assistance for working from home
- Put them to work in other capacities?
- Have them brainstorm what the future might look like?
- Be Human – Be Humane – your loyalty now will impact your future
- Explain your decision process where you can

Training / Re-Training – preparing staff for new normal – what kind and how much?

- Yourself
- Your staff

Supply Chain disruption (where applicable) **(IS THIS A MAJOR ISSUE FOR MOST OF THE NONPROFITS WE DEAL WITH?)**

- Very little impact
- Reduced flow due to being shut down and limitations in re-opening
- Have to locate new sources of supply

Pivoting – can you pivot to a new operating model that transforms what you do and how you do it. What will the new model look like?

- How might you recreate the client experience to make it safer, yet effective?
- What needs does the epidemic create to put idled resources to work?
- Who can you partner with to create new events, services, opportunities, fundraisers?
- Can you possibly merge or form alliances with another nonprofit to share administrative or other services?
- What else can you do to generate revenue?

- What are other funding sources? Keep up-to-date with other funding sources – loans / grants / donors. Communicate with your key donors regarding your plans and your needs.
- What can you do to protect existing revenue?
- What physical accommodations can you undertake to make clients and employees feel more comfortable?
- Form interest groups to define and police safe practices among similar entities, and to build confidence by communicating plans to the public and authorities.

Communications –

Who:

- With donors, grantors, members
- With creditors/lenders/landlord/utilities/insurance company
- With suppliers, equipment lessors, marketing & advertising firms
- With current clients – what are their expectations?
- With potential clients
- With employees

What:

- What is your message to each of these groups above?

How: – how will you communicate your message?

- Social media
- Traditional media
- Person-to-person via written communications
- Person-to-person via digital communications