

# REOPENING TOOLKIT

For Nonprofits



**ALL YOU  
NEED TO  
REOPEN**

## Nonprofits Are Bracing For The Worst

**73%**

Shifted programs or services  
to virtual formats

**60%**

Moved fundraisers

**32%**

Reduced staff hours/pay

**20%**

Had staff layoffs

Source: MNN 3/24/20

The impact of Covid-19 has been shocking and difficult for nonprofits. Many have seen a disruption of services. Others have seen an increased demand for services. 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 operate in a new, and still evolving environment.

That's the purpose of this Toolkit.

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

# REOPENING TOOLKIT FOR NONPROFITS



## 4 Steps:

# 1. Assess

## 2. Account

### 3. Plan

## 4. Communicate

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

- Are you a no, low, medium or high-human-contact organization?
- How has the perspective of your clients, volunteers and donors changed with respect to your organization as a result of the COVID-19 pandemic?
- If you have seen increased demand for your services. What's the impact of that on your organization?

As you plan for communities to reopen, focus on what we call the BIG QUESTIONS that will lead you to your plan. These are the elements that you should look at more carefully with your SCORE mentor and other business advisors. In particular, focus as soon as possible on looking at your cash flow, with several scenarios based on different reopening dates. What do you need to do in order to make it to reopening, and what does your cash flow look like once you do?

## START WITH 2 BIG QUESTIONS

## What is the status of your nonprofit during the pandemic?



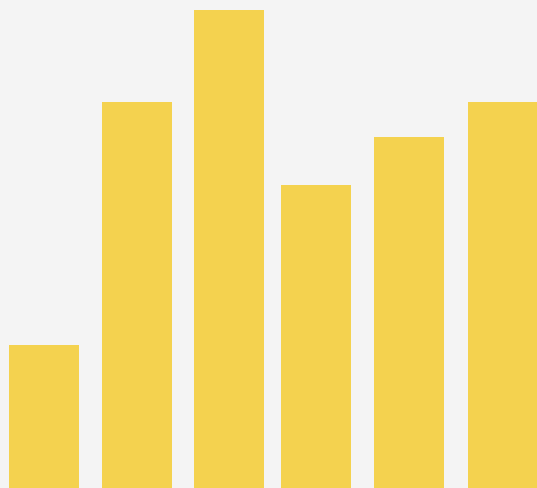
## How much physical interaction do you need to have with your clients and the public?



# ASSESS

## Understanding that will drive the success of your mission

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



Before you can plan you need to fully understand the state of your own organization as well as the state of mind of your clients, volunteers and donors.

1. What will be important to your constituents as you reopen? Do they have fears? Will clients or volunteers be reluctant to engage with your organization? Will your donors have the means to donate? List all the potential barriers that your constituents may have.
2. How are you doing financially? To fully understand how you can operate in the future, you need a cash flow forecast. Create different versions: an optimistic model, a likely model and a low income model. Play with the timing of reopening and client interaction. An easy way to do this is to use SCORE's Excel Cash Flow Spreadsheet (all the formulas are there--you just need to input the numbers and play with a range of variations). While a forecast is always your best guess, take steps to make it as accurate as possible.
  - Gather past financial records, including leases, 2017/18 tax returns, 2019 returns. Not available? Use your 12/31/19 P&L and Balance Sheets.
  - In your various versions, consider your expenses and group them into 3 groups: must have, nice to have, don't need
  - Include your payroll again thinking about must have, nice to have, don't really need



# ACCOUNT

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## What Do You Need To Survive?

### How much cash infusion do you need?

After reviewing your cash flow options, it will become apparent how much cash you'll need to reopen and to cover you for the first few months. None of us know how much government budgets will be cut or grants reduced. And we should all expect to see a dip in giving at least short-term. You'll need to make some tough decisions to conserve cash.

**RULE #1:** Cut early!

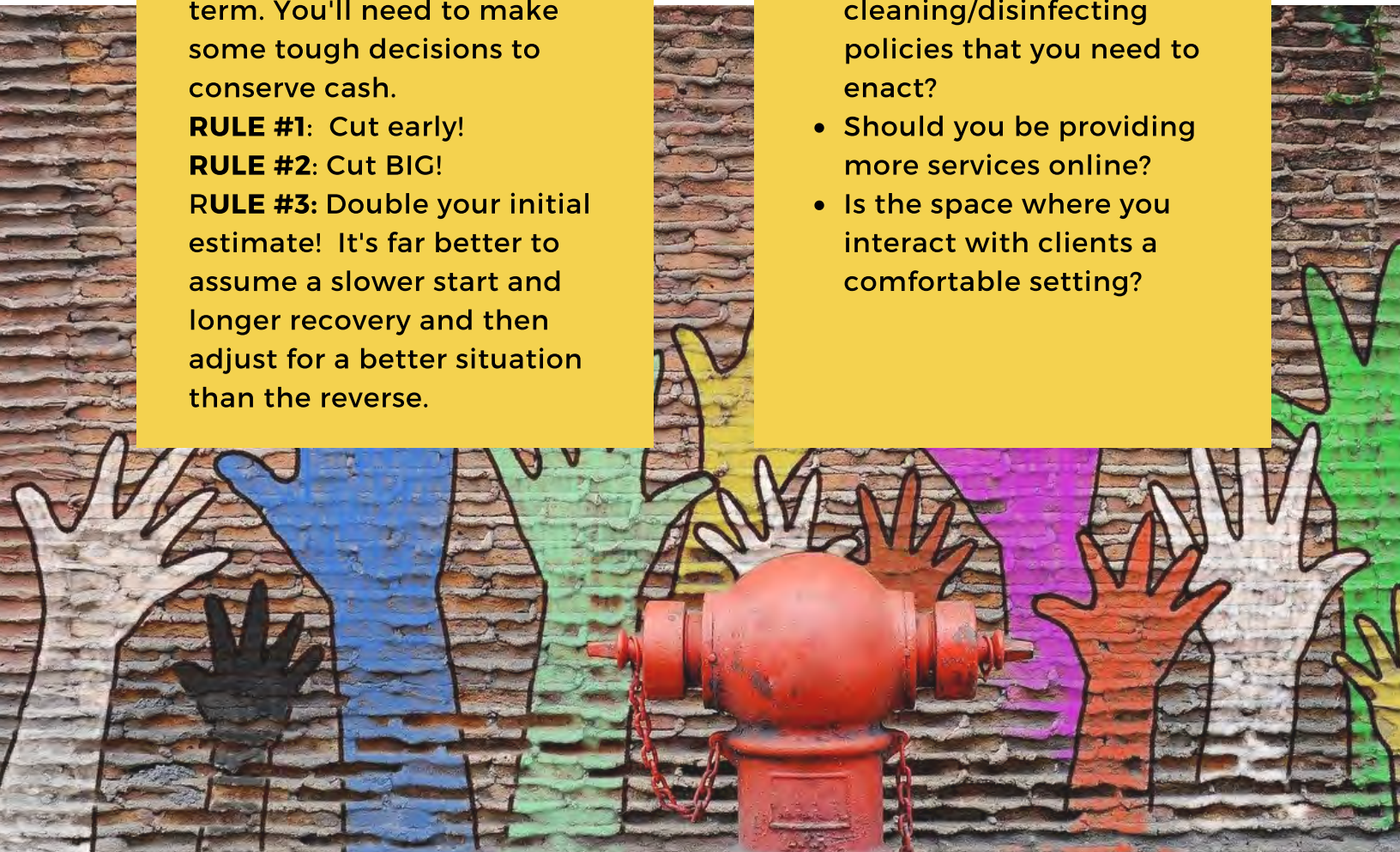
**RULE #2:** Cut BIG!

**RULE #3:** Double your initial estimate! It's far better to assume a slower start and longer recovery and then adjust for a better situation than the reverse.

### What are your constituents telling you?

We can all reopen our organizations but if our constituents don't engage, we can't succeed.

- Have your clients' needs changed?
- Do you need to rethink your physical layout to accommodate social distancing?
- Are there new cleaning/disinfecting policies that you need to enact?
- Should you be providing more services online?
- Is the space where you interact with clients a comfortable setting?





# PLAN

**Form industry interest groups to define and police safe practices.**

**Build confidence by communicating plans to your donors and the public.**

## **What Changes Will There Be In Your Operating Model?**

Can you (or should you) pivot to a new operating model that better delivers on your mission? Think of this as an opportunity to improve your organization, to do away with some of those nagging issues that constrain you. What will that new model look like?

- How might you recreate the client experience to make it safer and better satisfy needs?
- What needs does the pandemic create to put idled resources to work?
- Who can you partner with to create new events, services, opportunities, fundraisers?
- Can you share administrative or other services with other nonprofits?
- What are other funding sources? Keep up-to-date with new funding sources/loans/grants.
- How can you protect existing revenue?



# PLAN

## STAFFING

- What level of staffing/volunteers do you need to reopen?
  - Short-term? Intermediate-term? Long-term?
- Will your staff/volunteers be available?
- What do your employees need right now?
  - Whole or partial reimbursement for lost wages?
  - Equipment, supplies or assistance to work from home at the level you want and need?
- Can you put staff to work in other capacities?
- Be HUMAN
  - Your loyalty and honesty now will impact your future
  - Ask them to brainstorm with you as to what the future may look like
  - Explain your decision process where you can

## TRAINING/RETRAINING

- What kind of training will you need? And how much?
- Prepare you and your team for the "new normal"
- Train while you're still closed if possible



# PLAN

**Make sure all the parts fit together.**

## **SUPPLY CHAIN DISRUPTION**

You may have increased demand or you may not have been purchasing supplies over the past few months.

- Contact all your suppliers to ensure that they are (or will be) open and are able to ship your orders
- Renegotiate terms as needed
- Source new suppliers when needed to meet financial and quantity/delivery timing goals
- Be a team player. You need these people as much as they need you.

## **FUNDING**

- Fully explore all new funding/relief efforts in the state and community
- How has the grant schedule changed and where is your greatest opportunity?
- Are there ways to leverage canceled fundraisers, e.g. ask sponsors to donate and provide appropriate recognition to them?





# COMMUNICATE

## TO WHO?

- Donors, grantors, members
- Creditors/lenders
- Landlords/utilities/insurance companies
- Current and potential clients
- Volunteers
- Employees

## WHAT?

- Create a relevant message for each
- Think about what's most important to them
- Reaffirm your Value Proposition

## HOW?

What's the right way to connect with each of these groups?

- Social media (improve your SEO to ensure you're reaching the right people)
- Traditional media
- Person to Person written or digital communication

## Communicate Your Plan



## You Don't Have To Do This Alone



**Cape Cod & the  
Islands**

We hope this Toolkit helps you get on the right track to reopening your organization. It's a good start and we'll add more over time. None of us are so naive as to think that this is an easy job. It's not. It's probably the hardest thing you've ever had to do. And it's even harder if you try to do it alone.

SCORE Cape Cod & the Islands has over 50 experienced mentors who can help you put together the right reopening plan for your organization. Every organization will have different needs so we're prepared to hunker down with you, dig into the numbers and work with you to develop the best possible reopening plan.

So contact us. We'll be there to help you, mentoring remotely via phone or video conference until such time as we can meet in person.

Stay well!

A photograph of a sandy beach with a wooden fence and dunes in the background. The fence is made of vertical wooden posts connected by horizontal rails, and it runs along the edge of the sand. The dunes are covered in green grass and shrubs. The sky is clear and blue.

**CONTACT SCORE AT  
508-775-4884 TO  
REQUEST A MENTOR**