

Not-for-Profit Management in the Time of Coronavirus

Managing through the virus outbreak and containment crisis

The coronavirus has upended life across the U.S. and the globe. Cancellations and closings along with operational shifts to provide social distancing are coming fast and furious. By thinking through the demands of operating and sustaining your organization during the crisis, you'll be better prepared to help the communities you serve.

That leaves leaders to examine sources of risk and find the most effective actions to sustain operations, keep staff (and the organization) healthy and weather the downturn. There are official sources to keep organizations apprised of the latest news on the coronavirus outbreak and recommended actions. Monitor these sources along with our list of questions and actions to get your planning underway.

[Centers for Disease Control \(CDC\)*](#)

[Council of Nonprofits*](#)

[U.S. Chamber of Commerce*](#)

[Truist Coronavirus Information*](#)

[Search "\[your state\] department of health & human services"*](#)

As you get your planning underway using our compiled list of considerations and actions below, know that our team is here to support you and your organization through the coronavirus crisis. Whether it's evaluating your investment policy for the weeks and months ahead or looking for services to support you during the crisis, talk to your client manager and investment advisor for ideas and ways we can help.

Cash & liquidity

Are you at risk?	What can you do?
What's your cash coverage? How can you adjust your needs during a sustained crisis?	<ul style="list-style-type: none">• Assess the impact of canceling and/or postponing fundraising events and programs on the organization's budget• Reach out to funders to confirm existing commitments, seek funding advances and inquire about COVID-19 related funding opportunities• Conserve cash by tightening discretionary spending controls and payables tracking; Prioritize regular weekly/monthly expenses and put a hold on discretionary purchases• Create a plan for continued financial processing using electronic processing where possible, while using remote access with proper controls• Plan for your short- and long-term needs; Confirm your borrowing and credit card limits; Make sure you have access to capital for payroll and general business expenses• Communicate with your bankers, investors and advisors to keep them apprised of your situation, avoid surprises and prepare them for future needs for more capital

* See last page for URL.

Informed leadership

Are you at risk?	What can you do?
<p>Are you tuned into reliable, unbiased information about the outbreak and economy?</p> <p>What connections do you have to local and industry guidance?</p>	<ul style="list-style-type: none"> • Stay on top of current developments through reliable sources (CDC, state and local government, industry groups); Implement government mandates and orders • Use a diverse set of local and national media to stay up to date on the latest outbreak developments • Monitor the responses of your community partners and other organizations to the crisis to inform your actions • Set up regular, organization-wide communications about the crisis, its impact on your mission and the actions undertaken. Use digital and internal social media along with text, voice and video formats to reach office and remote staff. Install Skype (Facebook Live; ZOOM, etc.) for video conferencing • Make regular public statements through your organization’s Facebook page or website • Consider ways you or your organization can offer time or resources to support those in need in your community

Planning

Are you at risk?	What can you do?
<p>How can you plan for the changes and opportunities resulting from the crisis?</p>	<ul style="list-style-type: none"> • Estimate the impact of the crisis and adjusted operations on your fundraising, income and cash flow; Commit to updating projections frequently as new information about the crisis/your finances emerges • Review your contingency financial plan with your key stakeholders, employees, managers, advisors and board; Check your organization’s disruption insurance for any coverage during the crisis • Confirm fraud protection measures and boost staff vigilance — any disruption to business as usual leaves an organization vulnerable to fraud* • Keep an eye on long term goals

Community engagement

Are you at risk?	What can you do?
<p>Do members of the community come to your location(s)?</p>	<ul style="list-style-type: none"> • Adjust staffing and location hours; Few have experienced a crisis of this type, so be ready to adjust assumptions quickly • Shift programs and fundraisers online to the extent possible; Ensure existing technology infrastructure can handle added traffic • Perform extensive environmental cleaning daily; Increase cleaning frequency for high traffic areas and let your key stakeholders, constituents and community know you are doing so • Communicate with your stakeholders and board members regularly via social and digital channels to illuminate your organization’s response to the outbreak, update them on your operations and stay top-of-mind

* See last page for URL.

Work environment & staff

Are you at risk?	What can you do?
<p>Where does your organization depend on available staff and board members to maintain operations?</p>	<ul style="list-style-type: none"> • Review roles and responsibilities for each staff member with a contingency plan for backups and opportunities for reassigning duties and sharing responsibilities to cover absences • Instruct sick staff and volunteers to stay at home; Consider adjustments to sick time policies to ensure that affected staff has financial incentives to stay at home • Identify your staff and volunteer population most at risk per health guidelines, and make sure you are doing everything to protect them. (CDC is a reliable source.) • Prepare staffing policies to handle absences by parents of children released from closed schools, by staff caring for ill family members and by self-quarantined individuals staying isolated after virus contact; Consider ways you can support them • Ramp up work-from-home technologies including remote access to files and core systems along with telecommunications & virtual meetings; Extend secure access measures (Virtual Private Network access, encryption, etc.) to protect data and customer information, and update staff instructions and monitoring • Add daily management staff reporting to monitor workforce capacity and identify coverage gaps • Eliminate or curtail business travel and conference attendance • Prepare for increased calls from the communities you serve seeking information or support; Secure additional staff and technology support

**Prepare to Weather the
Coronavirus Outbreak**

Reach out to your Investment Management team about the impact to your organization. We are here to help.

Centers for Disease Control (CDC)
www.cdc.gov/coronavirus/2019-ncov/index.html

Council of Nonprofits
www.councilofnonprofits.org/nonprofits-and-coronavirus-covid-19

U.S. Chamber of Commerce
www.uschamber.com/coronavirus

Truist Coronavirus Information
www.truist.com/coronavirus-information

Search “[your state] department of health & human services”
www.google.com

Additional Fraud Protection Information
www.suntrust.com/resource-center/commercial-corporate/fraud-protection

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