



Rising to the Occasion

Presenter Outline – Black Funders of St. Louis

Rising to the Occasion Webinar Presenters

Introduction to Black Funders of St. Louis

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Founder of Black Funders of St. Louis, Founder + President

Strategic Planning & Program Refinement: This is Not Downtime

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Fund Development: Protecting & Growing Your Donor Base

Brandon Sterling, Sterling Consulting

Financial Planning: Surviving the Economic Downturn

Kim Stemley, Former Executive Vice President, Business Development and CFO of Rx Outreach

STRATEGIC PLANNING & PROGRAM REFINEMENT: THIS IS NOT DOWNTIME

1. Leadership Engagement
2. The Shift (Pivot & Transition)
3. Adaptive Action

Leadership Engagement

1. Supporting the team as “part of the team” with empathetic leadership.
2. Ongoing dialogue/conversations
3. Leadership mindfulness (allowing the team to lead, understanding change and the “push back”)
4. Accountability begins with the leadership
5. Leadership vulnerability:
 - a. Stress
 - b. Unknowns
 - c. Decision Making
 - d. Accountability
6. Leading to a “two-way” transition:

Rising to the Occasion

Presenter Outline – Black Funders of St. Louis

The Shift (Pivot & Transition)

1. Assessment
2. Contingency Planning (planning for the “unknowns” and the “what ifs”)
3. Informed Decision Making
 - a. PAC – Priority, Accountability & Commitment Unknowns
 - b. RBA – Results Based Accountability
4. Leading to a “two-way” transition:
 - a. Program downsizing
 - b. What programs are essential to retain according to:
 - Organization’s mission
 - Adaptive Programming
 - Post COVID-19: “A return to normalcy?”

Adaptive Action

1. Resource and Partnership Development
2. Reconsider the “bottom line”

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Presenter Outline – Black Funders of St. Louis

PROTECTING & GROWING YOUR DONOR BASE

1. Communicate Your Value & Relevance
2. Anticipate Emerging & Expanding Needs
3. Be Creative & Proactive About Fundraising

Communicate Your Value & Relevance

1. What sets your service delivery apart? What do we need to know about your clients?
2. Tell people how COVID-19 is affecting your consumers. What are you *doing* to address it?
3. Describe how COVID-19 has changed how you work, proving your adaptability and commitment to serving the public.
4. *Document* how you have pivoted to remain effective & relevant. Client & org success stories.
5. Validate your strategy by surveying your clients.
6. Provide *regular* updates to your clients, donors, and funders. Increase your visibility by expanding your communication tools to include: E-newsletters, social media posts & advertisements, Op-Ed articles, etc.

Tip(s):

1. Send out 2-3 monthly emails to your constituents ([Mailchimp](#) 15% discount for pro account)
2. Post videos. The appetite for video content is stronger than ever across all demographics.
3. \$70 week-long [Facebook](#) or [Instagram ads](#) can reach 1,000+ potential donors.
4. [Blipboards](#) is an affordable twist on traditional billboard advertising. As more people slowly return to work, this is a great way to get in front of potential donors, without person-to-person contact.

Anticipate Emerging & Expanding Needs

1. Better serve your clients and broaden your funding options by becoming a thought leader.
2. What future challenges await vulnerable populations, what strategies do you suggest and how do they align with the values of donors and funders?
3. Search for and document trends among your existing and new clients. Look for research that confirms *and* contradicts your theory.
4. Get informed, then get courageous - Share your findings with donors, funders & colleagues.
 - a. Research best practices. Identify improvements or flawed assumptions.
 - b. Create and distribute content. e.g. Blog posts or [white papers](#).
 - c. Find real correlations between your mission and current events.

Tip(s):

1. [Know the 12 Social Determinates of Health](#) & how they impact your work.
 - a. These may help you determine if you are eligible for health funding.
 - b. Remind you to look at your work in non-linear ways, to determine new ways to discuss need & impact with donors and funders.
2. City and County Libraries let you use [Demographics Now](#) online for free.

Rising to the Occasion

Presenter Outline – Black Funders of St. Louis

Be Creative & Proactive About Fundraising

1. If you can make a case that your mission benefits those impacted by COVID-19 or other current events, it could serve as a catalyst for giving.
2. Build your email list and social media accounts.
3. Engage social media influencers or entities with big social media footprints.
4. Virtual Fundraising. Virtual runs, Raffles, Auctions, Watch Parties, Crowdfunding.
5. Use Giveaways or smaller raffles to generate larger mailing lists and donation leads.
6. Use link tracking in emails to create donor prospect groups (people who may have clicked on links about donating but did not follow through).

Tip(s):

1. Examples of local influencers: [RealSTLNews](#) & [Queen Mocha latte](#)
2. <http://www.racery.com> and goforarun.com set up virtual runs at minimal cost.
3. [Charity Charge](#) lists 8 popular crowdfunding platforms. (This should be cause-specific to work)
4. Facebook, Hulu, Netflix, Amazon Prime (with Twitch) all have watch party functions.

Make the Ask!

1. Let donors decide what they can and cannot do. Our job is to make a compelling case.
2. Be honest and clear about what your organization needs to do its job properly. Start by calculating an accurate and fair indirect cost rate.
3. During the Great Recession, most people kept giving. What may have changed is what causes they supported and who got their contributions.
4. Look at your visibility, size, capacity, market, program focus and assess what type of funding offers the most return on time invested – local, federal, or national grants; events; local foundations and/or individual donors.
 - a. [MoCAP COVID-19 Funding Opportunities Email Alerts](#)
 - b. [Tech Soup's COVID-19 Grant Funding Tool](#)
 - c. [TechSoup Discount on GrantStation](#)
 - d. [Black Funders STL COVID-19 Resource Page](#)

Rising to the Occasion

Presenter Outline – Black Funders of St. Louis

FINANCIAL PLANNING: SURVIVING THE ECONOMIC DOWNTURN

1. Establish Plan for rapid decision making and planning.
2. Understanding Your Coverage
3. Establish a contingency cash flow forecast.

Establish Plan for rapid decision making and planning

1. Gather a team of trusted individuals to assist you in making decisions during tough times.
2. The team should consist of HR, Finance, Program Directors, Operations, IT and Legal.

Understanding Your Coverage

1. Pull out your insurance policies and understand what coverage, if any, you have against business interruption, employee exposure to COVID-19 while working on the job, etc.
2. Focus on workers compensation insurance, general liability insurance, board of director's coverage and umbrella coverage.
3. Contact your insurance broker for specific questions on your policy and coverage.

Establish a contingency cash flow forecast

A contingency plan is a proactive strategy that describes the course of action or steps the management of an organization needs to take in response to an event that could happen in the future.

A contingency cash flow forecast is an update to a cash flow projection based upon the occurrence of specific unfavorable events.

3 Scenarios - Complete several scenarios of a contingency cash flow projection

1. Consider a reduction of 50% of normal monthly revenue
2. Consider a partial or complete shutdown of your operations
3. Consider a reduction in certain key grants, key donors, or product lines

Understand fixed versus variable costs

Fixed costs

A fixed cost is a cost that does not change with an increase or decrease in the amount of goods or services produced or sold. Fixed costs are expenses that must be paid by a company, independent of any specific business activities. Examples include rent, salaries, and utilities.

Variable costs

A variable cost is an expense that changes in proportion to production output. Variable costs increase or decrease depending on a production volume; they rise as production increases and fall as production decreases. Examples of variable costs include the costs of raw materials and packaging.

Rising to the Occasion

Presenter Outline – Black Funders of St. Louis

Communicate, communicate, communicate!

1. Contact critical vendors and suppliers to understand if they are having supply chain issues or price changes that will impact your contingency plan.
2. Contact landlords, bankers, legislators and inform them of any specific needs or requests to sustain your organization during this time.
3. Assistance programs exist and are being created daily to help small businesses and nonprofits survive this crisis.

Best Practices

1. Stay abreast of the state and localities issuing emergency and shelter in place orders or curfews as these may affect your operations and employees. Understand if you are deemed to be an essential organization or within critical infrastructure industries.
2. Establish processes for partial or complete shutdown that do not disrupt cash receipts, cash disbursements and payroll. Consider investing in affordable online platforms for accounting, payroll, banking etc. [Research TechSoup, an organization that supports nonprofits and charities by providing access to discounts on software, hardware and more.](#)
3. Be prepared to make tough decisions. If you must reduce headcount, consider using a furlough option as opposed to termination. This allows you to maintain your ability to rehire your best employees when the world is open for business again. Focus on retaining employees that are the best fit and who really care about your organization. Contact HR or Legal for additional guidance.
4. Get in line for a PPP Loan. The CARES Act Paycheck Protection Program (PPP) is offering an unprecedented [\\$349 billion dollars of loan support](#) for small businesses — a much-needed lifeline for many. And it's not just a loan: The [Small Business Administration says](#) that it “will forgive loans if all employees are kept on the payroll for eight weeks and the money is used for payroll, rent, mortgage interest, or utilities.” Check for current revisions to The CARES Act.

Tip(s):

1. [CDC Pandemic Business Checklist](#)
2. [Harvard Business Review - A way forward for small businesses](#)
3. [Creately - How to create a business contingency plan](#)