



These are challenging times for nonprofit organizations, and our team continues to navigate the many uncertainties as they pertain to you.

Knowing that guidance is still in flux, we will continue to share timely information on our website and via email, as well as in this newsletter, about ongoing topics of interest to your organization. We are available to consult with you about any issues, so please don't hesitate to reach out to us with your questions or concerns.

Management in Focus

Bridging the Crisis, Coming Out Stronger

CCOVID-19 has affected populations and economies around the globe. There is a palpable sense of unease as circumstances change daily. One thing to consider is that many of the world's best innovations were conceived during the most challenging times.

By adjusting the way you operate, you may be able to not only bridge the crisis, but actually come out stronger. Here are some ideas to set your organization on the right path.

Dig in: In many organizations, the executive committee discusses financials but doesn't necessarily dig deep into the organization's financial position to assess the break-even point, where your costs equal your income. These unprecedented times require that you examine both sides of this equation carefully and create projections that enable timely and informed decisions.

Negotiate: It's likely that your two largest expenses are payroll and rent. Would your landlord be amenable to making changes to your lease? Would your leadership take a percentage pay cut?



Also, talk to your lenders and vendors. Many are eager to provide more favorable terms and incentives to ensure they have adequate cash flow.

Ask: Reducing costs and expenses needs to be counterbalanced by increasing income and funding. (See page 3.) You've probably explored the opportunity for certain government funding, and we will continue that discussion as we learn more about payback requirements and deadlines.

Also, consider partnering with a

commercial entity that services a complementary market or community. Get all hands on deck to ask for additional funding from current sources.

Communicate: Perhaps the most important part of bridging this crisis is communicating openly and often with your community. And for now, you need to define your community in the broadest terms to include not only your board, employees, volun-

Continued on page 3

Fundraising Forward

Health officials have reminded us to be vigilant and smart as we go about our daily lives. The same is true for fundraising moving forward.

Don't Stop

Studies have shown that organizations that stopped fundraising immediately after a crisis like 9/11 had a significantly harder time recovering financially than those that kept going. There is an inevitable decrease in donor activity during a crisis, but it's critical for your organization to continue its efforts. Expect that there will be less to go around as donors recon-

sider their own financial situations. Your supporters may be the best source of ideas to help refocus your fundraising efforts.

For major donors, a personal check-in lets them know that you are thinking about them and that you value their support. You can continue to stay meaningfully connected in this way, at a distance.

Indeed, by focusing on enhanced donor stewardship, you'll encourage deeper engagement overall, which can help you recover more quickly. What does this look like: more social media posts to raise visibility; more

of the event, its size, and complexity, as well as your ability to reschedule given your usual calendar. However, deciding early will give you more options.

Some organizations have moved their events online or taken a virtual approach. While it's too early to tell how effective these types of fundraising events are, they are appreciated by donor communities at least in terms of effort. They may also teach good lessons for the future in terms of return on big event organizing and expense. Maybe there are different ways to approach events—a blend of online and in-person activity may suit your organization well.

Show the Love

Take a critical look at the messaging in your communication channels. It's important to acknowledge the obvious—we are all affected personally and professionally by this pandemic—but showing gratitude and sharing hopeful messages will create a positive association with your organization and preserve giving relationships.

For example, continue to tell stories of how your organization has made an impact and improved the community. Recognize donors for their gifts and board members and volunteers for their talents and hours of work. Show appreciation for those who have helped you through difficult times. Everyone likes a thank you, and everyone appreciates knowing their efforts are making a difference.

No one knows what the "new normal" looks like, but remember that the basics of fundraising and your mission haven't changed. Continue to engage authentically with your various constituencies, and they will continue to support your mission.

Interested in discussing your fundraising efforts moving forward? Contact us today.



sider their own financial situations.

But remember that your donors don't stop supporting your mission because of a crisis. In many instances, they understand the need to increase their support.

One way to gauge your donor community is to poll some of them. A few calls to donors at various levels of giving will give you a good idea of where to focus your efforts, both in the short term and beyond. You'll learn a lot about how donors are feeling about your organization and its mission, and where you fall in their

reporting on how support has impacted your mission; more outreach overall.

Revisit Events

Many nonprofit organizations hold large annual fundraising events that account for a large portion of their budgets. Obviously, safety concerns about large gatherings will affect events moving into the next gala season.

Should you continue, reschedule, cancel, or retool? Many factors go into this decision, including the date

Women, Philanthropy, & Technology

The Women Give 2020 report by the Women's Philanthropy Institute (WPI) at Indiana University explores giving and technology through a gender lens. It's no surprise that the study concludes that there are differences in how women and men give and how they use technology and social networks in their giving.

The study used data from four case studies—Charity Navigator's Giving Basket, GlobalGiving, Givelify, and Global Impact's Grow Fund—to discern how women and men give via online platforms and apps.

Regardless of gender, it's clear that technology enables easier giving, allows donors to learn about new organizations and their missions, and facilitates social media connections focused on giving via virtual communities. But the study's conclusions specifically about how women give might provide actionable insight for your organization moving forward.

More Gifts

Women give more gifts and a greater percentage of overall dollars than men. In fact, the report showed that women gave nearly two-thirds of all gifts. This larger number of donations translates to women giving more dollars than men through each of the online donation platforms studied—between 53 and 61 percent, depending on the case study.

Case in point: Women give 64.5 percent of gifts on Giving Tuesday.

Smaller Gifts, More Organizations

Three of the four case studies noted that women generally give smaller gifts than men, and women tend to give to smaller organizations. Men are most likely to give to midsize and large organizations.

Women Support Women

Women give between 60 and 70 percent of funds to organizations with missions focused on women and girls. Environmental causes are also of greater interest to women.

Online + Community Wins

Technology lets people donate in the way they like most, reduces barriers and cost of giving. However, building trust and engagement is also important, particularly with women.

Crowdfunding Appeals

Women-owned ventures receive a disproportionately low share of venture capital and other investment dollars. Crowdfunding has disrupted this pattern by creating a new venue for women to raise funds, both for their own endeavors and for causes they believe in.

According to Forbes, women-supported fundraisers are generally perceived as more trustworthy, which sets them apart in the crowd-

funding arena. Women are also more likely than men to give via crowdfunding, particularly for disasters.

Challenges for Nonprofits

Women use online giving platforms more than men, so you must determine how to make your mission most appealing where women and technology intersect. Your donors can access all the information they need about your organization—and others—in a click. Make the most of that opportunity.

In addition, creating a sense of community with online giving is a must for the future. Sustained engagement will require this combination. It's imperative to make online donors feel "seen" and appreciated. For local and regional organizations, in-person meetups might enhance the online experience—although the COVID-19 pandemic has made most people more comfortable with online meetups as well.

Stay Positive During the Pandemic

Continued from page 1

teers, donors, and partners, but also your suppliers, landlords, and even financial institutions with which you interact.

Your news might not be good, but a lack of or inconsistent information makes things more difficult. Decide who and what are the primary communication sources for your organization.

Also, update your website regularly, even if there's nothing particularly newsy to report. Current and updated information shows that you are working daily to address the crisis in whatever ways you can.

Develop: Nonprofit organizations always have a long list of things to get to "if only there were time." Now is a great time to focus

on staff development initiatives that could improve your operations. What certificates, cross training, or other changes could you make to improve operations, connect through social networking, refine your mission, or pivot to a new service or opportunity?

Aspire: Your organization will be different coming out of this crisis than it was going into it. Aim high. Dream big. Be aspirational. Gather your advisors to brainstorm solutions and think ahead. Something good can come from these difficult times.

We are committed to assisting you through the pandemic. Please contact us to discuss how we can help.

Our goal is to provide the highest quality tax, accounting and consulting services for our clients.

*D*AMITZ

*B*ROOKS

*N*IGHTINGALE

*T*URNER

*M*ORRISSET



*Certified Public Accountants and Consultants
A Professional Corporation*

200 East Carrillo, Suite 303
Santa Barbara, CA 93101
805-963-1837 Fax 805-564-2150

7 Steps to Pandemic Fraud Protection

Unfortunately, the pandemic has inspired scammers to figure out new ways to defraud and take advantage of individuals and organizations. With larger numbers of employees working remotely, your organization is at a higher-than-usual risk of fraud and cyber threats.

Here are seven ideas to help keep your employees and your organization safer:

1. Review your anti-fraud controls. Just because there may be added difficulty around normal payment controls, don't be tempted to make changes for the sake of convenience.
2. Beware of changes announced electronically by partners, vendors, and other organizations with which

you normally do business. Scammers take advantage of your willingness to help during times of crisis. Confirm with a phone call to a trusted source.

3. Pay attention to an unfortunate pandemic-related increase in employee fraud. COVID-19 has caused layoffs, reduced hours, and financial stress. Typically trustworthy individuals may find themselves with the opportunity to access company funds and rationalize their fraudulent behavior.

4. Don't participate in the rash of "20-questions" style games circulating on social media. Many of these questions are the same as challenge questions for logins to secure sites. This is just data gathering for hackers.

5. Don't open unsolicited emails. Now more than ever, you will be receiving emails with persuasive subject lines about helping during the pandemic.

6. Don't click links. Even if the URL looks legitimate, it might lead to a mirrored website designed to gather information. Use a search engine to confirm the URL.

7. Confirm any files you are requested to open or download. With employees working remotely, more work files will be circulated.

It's a shame that hypervigilance is required at a time like this. But taking a few extra precautions will reduce your chances of being a victim.



This publication is distributed with the understanding that the author, publisher, and distributor are not rendering legal, accounting, tax, or other professional advice or opinions on specific facts or matters and, accordingly, assume no liability whatsoever in connection with its use. The information in this publication is not intended or written to be used, and cannot be used, by a taxpayer for the purpose of (i) avoiding penalties that may be imposed under the Internal Revenue Code or applicable state or local tax law provisions or (ii) promoting, marketing, or recommending to another party any transaction or matter addressed in this publication. © 2020