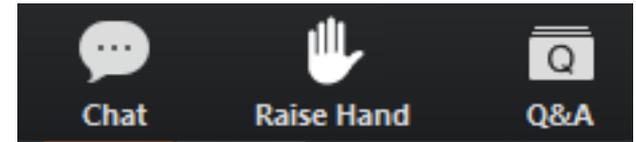**hispanicfederation**

Leading in a Time of Crisis

Strategies for Latino nonprofit executives in the COVID-19 emergency

March 25, 2020

Webinar Items
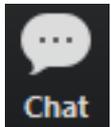## Zoom Essential tools

All incoming attendees are automatically muted upon entry into the webinar

Please submit your questions to the panelists by clicking the icon Q & A icon located in your zoom tool bar

Upvote submitted questions for answer by clicking the thumbs up below each question asked

Polls will appear on your screen for voting. Use the chat icon to give the responses for the "other" option.
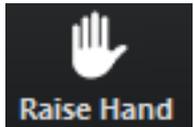
Raise your hand at the end if you want to ask a video question

Thank you and enjoy today's webinar!

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Webinar Agenda

Leading in a Time of Crisis

Topic	Presenter
1. Welcome/Introduction	Frankie Miranda
2. Crisis Leadership: Board & CEO Roles and Sound Practices	Emily Gantz McKay
3. Communications/Media Strategy	Gebe Martinez
4. Remote Advocacy & Policy Work: Polling	Emily Gantz McKay, Jessica Orozco, and Laura Esquivel
5. Providing Services	Brent Wilkes
6. Business Continuity	Brent Wilkes
7. Questions/Identification of Best Practices	Discussion

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Your Organization's Greatest Challenges
Poll #1

Which are your organization's greatest challenges during this COVID-19 emergency? *Check up to 3.*

a) Meeting critical client needs

b) Obtaining needed equipment and supplies

c) Working remotely

d) Ensuring enough funds are available

e) Planning for an emergency that lasts for months

f) Other (Use [Chat] to specify)

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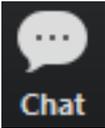
Focus Areas for Leaders

Dimensions of your crisis response

1. **Services:** Provide essential services
   - Obtain needed materials and equipment
2. **People:** Keep employees, volunteers, & clients safe
   - Make expectations clear
   - Maintain morale & energy
3. **Finances:**
   - Address immediate financial needs
   - Safeguard the organization's sustainability
4. **Operations:** Be effective remotely
5. **Collaboration:** Be part of the larger solution
   - Participate in public decision-making
   - Work with others to meet crisis needs
6. **Communications:** Keep "family", community, donors, & policymakers informed

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Board and CEO Roles

Board: *Direct, oversee & protect*

- Plan for remote governance
- Approve crisis response plan
- Assess risk & review finances
- Help advocate
- Give & help raise funds
- Help develop and approve communications plan
- Help problem solve & innovate
- Discuss & approve priorities & strategy
- Provide feedback to CEO
- Do continual assessment

CEO: *Manage and lead*

- Assess risk including finances
- Develop contingency plans
- Recommend & implement strategy
- Update crisis response plan
- Advocate
- Raise resources
- Ensure employee safety & morale
- Continue essential work
- Plan & oversee crisis roles
- Help develop & implement communications plan
- Serve as public face & voice

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Sound Practices for Crisis Leadership

Sources: McKinsey & Company, Harvard Business Review, Bridgespan, and Risk Alternatives

1. **Use & empower crisis-response teams**
2. **Plan contingencies** for current crisis & for the future
3. **Identify people who matter most** & keep that group strong
4. **Stay very close to your key funders**
5. **Protect the core**
6. **Address weaknesses and inefficiencies**
7. **Move quickly but rationally:** get information, assess, anticipate, act, & refine
8. **Show that people matter**
9. **Collaborate** to reduce costs and add impact
10. **Communicate** openly and often

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Communications and Media Strategy

1. **Communicate openly and often**
   - Reassure stakeholders that you are confronting the crisis
   - Widely share your own regularly updated summary of facts and implications (or information from HF or other trusted sources)

2. **Develop a 2-track communications plan**
   - **Communicate internally** to staff volunteers, clients, & community – and any other advocates
   - **Communicate externally** to donors, stakeholders, & policymakers
   - Address each audience's concerns, questions, and interests

3. **Emphasize:**
   - What you are doing for your clients and stakeholders
   - Your organization's status, priorities, and challenges
   - What you are doing to make a difference – data/firsthand examples
   - What you need – policies, resources, volunteers, expanding social networks

Communications Strategies

Steps to take

1. **Reach out to local Spanish-language TV and radio** (not just news programs) – make them partners
2. **Engage mainstream reporters** and "like" or retweet on social media their pieces or comments that align with your views
3. **Consider holding weekly "update" news conferences** for community reporters and stakeholders
   - Let them hear community leaders facing particular issues
   - Use local "tables" to check in and stay on the same messaging page
4. **Make sure all materials, including emails, are bilingual**
5. **Do not send lengthy emails** – turn content into graphics that are shareable on social media
6. **Stay very close to your key funders**
7. **Become a local "resource" for the community,** a referral center for detailed information

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Questions

Q&A
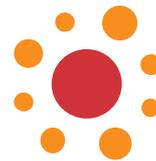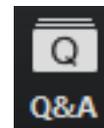
Remote Advocacy
Sources: Campaigns & Elections

- **Most Latino nonprofits:**
  - Have no direct seat at the table with policy makers
  - Normally depend upon direct person-to-person pressure – impossible during the COVID-19 emergency

- **Alternatives:**
  1. Provide frequent tailored updates to your audience (email, social media updates, website posts)
  2. Send staff letters with key talking points
  3. Be focused, solutions-oriented, and open to compromise
  4. Use a two-track communications plan: policymakers and your supporters (members, allies, advocates, employees, clients)

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Priority Policy Issues for Your Organization
## Poll #2: State and local issues

Please identify the most important policy issue affecting your organization:

  a) State & City contract/grant modifications (deliverables, timeline, etc.)

  b) Emergency relief funding for nonprofits

  c) Receiving funds owed from City/State contracts

  d) Other (Use [Chat] to specify)

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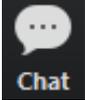
Priority Policy Issues Affecting Your Constituency
## Poll #3: State and local issues

Please identify the most important following policy issues affecting your constituency. *Check up to 2.*

a) Halting mortgage, rent & utility payments

b) Halting evictions & utility shutoffs

c) Ensuring assistance, such as paid sick leave, is expanded to all individuals included documented and undocumented immigrants

d) Ensuring individuals who rely on medical care outside of COVID-19 maintain access to care

e) Other (Use to specify)

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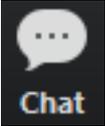
Most Important Federal Policy Issues
Poll #4: Federal issues

Please identify the most important policy issues for your organization. *Check up to 3.*

a) Assistance for low-income workers (such as eligibility for direct payments)

b) Expansion of basic benefits such as SNAP, Unemployment Insurance, and Medicaid

c) Financial supports for large corporations

d) Forgiveness of student loan debt

e) Help for small businesses including nonprofits

f) Ensuring that undocumented immigrants and DACA and TPS recipients have access to testing and medical care

g) Other (Use [Chat] to specify)

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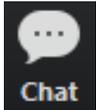
Free and Low Cost Tech Tools for Nonprofits
Keep your team as productive at home

Cox, Comcast & **Spectrum** are all making their broadband programs for low income families free for the first 60 days:

COX — **Connect2Compete** $9.95/month thereafter with speeds of 10/1 Mbps.

COMCAST — **Internet Essentials** $9.95/month thereafter with speed increased to 25/3 Mbps.

AT&T is waiving data overage fees to all customers so they can use unlimited data at home

Spectrum — **Spectrum Internet Assist** $17.99/month thereafter with speeds of 30/4 Mbps.

T-Mobile is providing unlimited data on all mobile plans for the next 60 days and an additional 20GB hotspot

Office 365 — **Microsoft** offers a free version of Office 365 productivity suite. A premium version of Office 365 is being offered free for 6 months.

Google is providing free access to the enterprise version of Hangouts Meet to all G Suite and G Suite for Education users.

Microsoft is also offering a free version of their popular Teams chat and video app which allows non-profits to do remote work and distance learning.

Google also provides G Suite free to Nonprofits which includes Gmail, Docs, Calendar, Drive, and Hangouts Meet

LogMeIn is making "Emergency Remote Work Kits" available for free to nonprofits for three months. Kits include GoToMeeting, GoToWebinar and LogMeIn.

Zoom offers a free version of its popular video and audio conferencing platform

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Agency Operations during the COVID-19 Crisis
Poll #5: Services

1. Are you continuing to provide direct services to clients?
   a) Yes
   b) No

2. Are you:
   a) Providing services remotely?
   b) Keeping some facilities open or working in the community to provide services?
   c) Suspending operations during this stage of the emergency?

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Alternatives to Direct Services
Rethinking how to serve your community

- **Questions to determine alternatives**
  - What types of services do we provide?
  - What is the nature & likely duration of the state of emergency?
  - What are the essential needs of the community we serve?
  - Which of these essential needs can we serve?
- **Potential alternatives:**
  - **Telemedicine/teleservices**
    - Phone banking
    - Hustle and Phone 2 Action
    - Peer Mentorship through Google classrooms
    - Conference calling through Zoom, Teams, and Webinars
  - **Limited appointments** that are spaced out, with access to cleansing wipes, hand sanitizer, and protective gear for staff in a physical space that allows social distancing

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Steps to ensure business continuity

Plan ahead and act quickly

1

Prevention
Implement and communicate recommended CDC guidelines for illness prevention to employees

2

Set-up Infrastructure
Set up a secure infrastructure to facilitate working remotely

3

Phone & Video Conferencing
Convert in-person meetings to phone or video calls. Curtail all non-essential travel.

4

Develop Plan of Action
Develop a plan of action to ensure continued services and assistance to your clients

5

Seek Funding & Flexibility
Continue to seek public and private funding and ask for flexibility from funders to help your community during crisis.
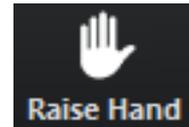
6

Postpone or Cancel Events
Consider postponing, cancelling or converting to online your upcoming conferences and events.

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Questions and Identification of Best Practices

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