

# TOUGH TIMES CALL FOR TOUGH ACTION: A DECISION FRAMEWORK FOR NONPROFIT LEADERS & BOARDS

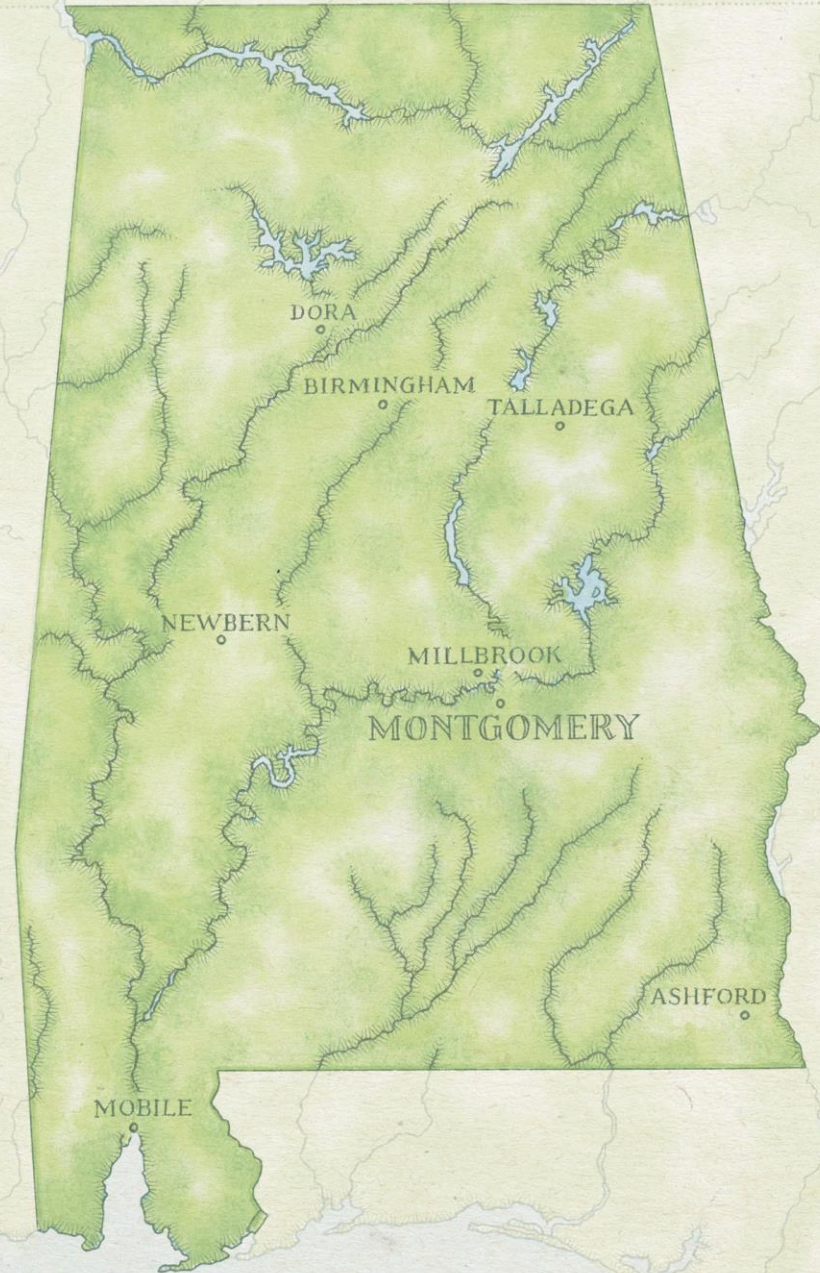
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# FRAMEWORK FOR TOUGH DECISION MAKING

Process Steps	Initiative	Key Questions
Step One	<i>Refocus on the Mission</i>	<ul style="list-style-type: none"> <li>What best advances the long-term mission of our organization?</li> </ul>
Step Two	<i>Understand Your Type of Organization</i>	<ul style="list-style-type: none"> <li>Are we a hibernator, responder or hybrid?</li> </ul>
Step Three	<i>Conserve Cash</i>	<ul style="list-style-type: none"> <li>How do we best reduce expenses, delay payments and / or accelerate revenue?</li> </ul>
Step Four	<i>Resist Magical Thinking; Shorten Time Horizons</i>	<ul style="list-style-type: none"> <li>What processes will help us take appropriate and timely action?</li> </ul>
Step Five	<i>Understand the Nexus of Mission, Cash and Control</i>	<ul style="list-style-type: none"> <li>Who can do what to whom?</li> </ul>
Step Six	<i>Explore M&amp;A, Divestment, Restructuring or a Dignified Dissolution</i>	<ul style="list-style-type: none"> <li>Should we explore a transaction?</li> </ul>
Step Seven	<i>Get Help</i>	<ul style="list-style-type: none"> <li>At each step, what are our organization's needs and what resources are available to us?</li> </ul>
Step Eight	<i>Plan For the Future</i>	<ul style="list-style-type: none"> <li>How do we best plan for the post-COVID future?</li> </ul>

# WHAT CAN FUNDERS DO? THINK OUTSIDE THE BOX!

- *Easy things*
  - Relax restrictions on existing grants
  - Join “COVID-response” grant funds
  - Accelerate outstanding grant commitments
  - Be in an honest dialogue with grantees about future grant prospects
- *Harder Things*
  - Increase spending rate
  - Consider new things:
    - Loans/PRIs, guarantees, etc.
    - Support for mergers, divestments and even “dignified” dissolutions
    - Technical Assistance
- *Really Hard Things: Take an Ecosystem View*
  - Make hard “rationing” decisions about who will survive
  - Support the “transitions” of those that won’t
  - Use dollars and clout to advocated for public sector dollars



# DISCUSSION

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