Monitor Institute
by **Deloitte.**

Responding to COVID-19

Resources for Nonprofits

Last Updated: May 28, 2020

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Document Purpose

Monitor Institute by Deloitte is a team within Deloitte LLP that works with **social impact-focused organizations** and their leaders, helping them make the hard choices and take the necessary actions to advance progress on pressing societal challenges.

We created this document to compile and share relevant resources with our nonprofit clients as they manage through the COVID-19 crisis. In addition to general information about nonprofits and their operating environment, it also includes deep dives into the **Education** and **Workforce Development sectors**, because many of our clients work in these spaces.

The guide was produced with three different audiences in mind:

- **Nonprofit Leaders** looking for relevant information and resources to more effectively manage the impacts of COVID-19 (coronavirus) for their types of organizations

- **Philanthropic Funders** looking to support their grantees throughout and after the crisis

- **Nonprofit Board Members** looking to understand ways to guide the organizations they advise

There are a growing number of useful resources available online; this is a selection that may be useful for these audiences. We have included examples or links to a variety of initiatives and organizations throughout this document; however, these are for informational purposes and inclusion of these examples does not imply endorsement, nor does exclusion imply the opposite. This is not an exhaustive list.

For additional resources, please access Deloitte's Collection of Insights for Combating COVID-19

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Document Contents

Monitor Institute by Deloitte is compiling a list of resources designed to help nonprofits understand and navigate the business impacts of COVID-19.

The compilation will be updated as changes warrant to reflect latest information. These icons below will be used to indicate:

net new slides since the previous edition

refreshed slides since the previous edition

Responding to COVID-19

Nonprofit leaders can consider these strategies to help mitigate the impacts of COVID-19 on their organizations

APPLY FOR RELIEF FUNDS

1 Identify the provisions in the federal **CARES Act** that may be applicable to your organization and **submit any relevant applications**

See Navigating the CARES Act for more

2 Identify **other sources for relief funds** from regional and national governments, community foundations, and foundation collaborations

See Funding Resources for Nonprofits Impacted by COVID-19 slide for more

A crisis management checklist from The Chronicle of Philanthropy includes tactical questions to help prepare your organization to manage the business impacts of COVID-19

RECONNECT WITH FUNDERS

1 **Consider calling key funders** to let them know your response plans and what needs are top of mind (e.g., unrestricted grants, operational support)

2 Consider proactively asking funders and board members for financial support as well as **introductions to organizations or other donors**

3 Work with funders to **share updates on policies and practices** being discussed in the field to help **accelerate giving**

See Philanthropic Impact and Response for more

PREPARE THE ORGANIZATION

1 Understand **financial implications** of the crisis, including impact on cash flow and short and long term cost & revenue levers to consider pulling

2 **Build scenario plans** & **engage your board** to test and validate plans

3 **Provide employees resources to help them personally and professionally** navigate through this time

4 Plan for **what is needed now to be able to emerge more resilient** in recovery

See Crisis Leadership for Nonprofits for more

Note: All references to third parties are for informational purposes only. Inclusion of these examples does not imply endorsement, nor does exclusion imply the opposite. This is not an exhaustive list.

OVERVIEW

A Note on Macroeconomic Factors | Various Sources

The COVID-19 crisis has led to unprecedented changes across the globe, shifting economic and behavioral trends impacting a spectrum of industries

Across the U.S., **some state economies are reopening** and guidance about work is being published every day. The U.S. Chamber of Commerce is publishing **state-by-state business reopening guidance for employers** [here].

POINTS OF VIEW

- Deloitte's Chief Global Economist, [Dr. Ira Kailash] presents a POV[1] that:
  - A robust economic recovery is expected early 2021, dependent on multiple scenarios and the response
  - **Economic recovery and trends in China is expected to dictate the path** other countries can and potentially will follow

- [United States Economics Forecast]: Economic consequences of COVID-19 and a **projection of likely economic scenarios from Q1 2020**

- [The World Remade by COVID-19]: View on **potential world scenarios** that may develop over next 3-5 years **to help business leaders explore long-term implications**

- [Governments' response to COVID-19:] A **decision making structure for leaders** in short-/ long-term based on **government's response** to COVID-19 and timeline of response

- [Coronavirus and its Legal Impacts]: Examination of potential **legal impacts** of COVID-19

COLLECTIONS

- [Deloitte's Weekly Global Economic Update]

- [Deloitte Insights Economics Hub]

- [S&P Global Economic Implication of COVID-19]

- [World Economic Forum's Interactive COVID-19 Tool]

- [New England Journal of Medicine Coronavirus Resource Center]

Crisis Leadership for Nonprofits

Response:

- ✓ **Strategic Leadership for Managing through Tough Times**

- ✓ **Demonstrating Financial Leadership**

- ✓ **Rethinking the Role of the Board**

- ✓ **Adapting the Workplace**

Recovery:

- ✓ **Preparing for the "Next Normal"**

- ✓ **Gearing Up to Thrive During Recovery**

Strategic Leadership for Managing through Tough Times

Bridgespan shares the following strategic priorities nonprofit organizations can consider when navigating through crises

1. Act Quickly & Plan Contingencies[1]

- **Manage costs aggressively** by getting rid of "nice-to-haves" and holding off on any new initiatives and hiring plans
- **Understand financial implications**, especially for cash flows
- **Build contingency plans** considering different scenarios

2. Protect the Core[1]

- **Focus allocation** of unrestricted funding and critical talent to the programs that have the greatest impact on those you serve
- **Prioritize programs** with the greatest impact on community and financials, from a revenue and cost perspective

Practice **resilient leadership**

Consider a **Program Contribution Tool**

3. Keep Core Talent Strong[1]

- **Identify individuals** who may need support, so they feel like allies and partners in keeping the organization focused
- **Consider engaging a diverse audience** to help infuse your organization's vision and work with a variety of identities and views

Practice the 6 signature traits of **inclusive leaders**

4. Stay Close to Key Funders[1]

- **Call on key funders** to let them know what you're seeing, how you plan to respond, and what you need from them
- **Ask funders for introductions** to their peers for either fundraising support or operational support

5. Shape Up the Organization[1]

- **Take advantage** of low- or no-cost opportunities that can help improve internal operations, and make it easier to work smarter
- **Identify critical decisions,** be explicit about responsibility ownership to reduce the amount of time spent on inconclusive discussions

6. Consider Collaboration Opportunities[1]

- **Explore possibilities to partner** with other nonprofit providers to help lower costs and share best practices across similar organizations
- **Be intentional** with collaborations – they may have significant value, but they require time and effort to work

Listen for how to respond with **resilience and actionable insights**

7. Involve Your Board[1]

- **Gather perspectives** from board members experience in other domains to strengthen your response
- **Discuss financial implications** and pressure test assumptions / plans
- **Identify fundraising potential** from their networks

Understand how to **engage your Board**

8. Communicate Openly & Frequently[1]

- **Drive open and frequent communication** from the leadership team
- **Develop consistent talking points** for staff and board to manage perceptions and communicate clearly
- **Small gestures count** (e.g., reward staff with praise for resilience)

Create a **crisis communication plan**

Source: [1]Eight Steps for Managing Through Tough Times, Bridgespan

Deloitte resources with tactical guidance and actions for organizations

Demonstrating Financial Leadership

Nonprofit organizations can consider strategies to demonstrate financial leadership as a response to the evolving crisis

Understand Your Cash Situation[1,2,3]

- **Act quickly and efficiently** to put together a plan to understand the cash flow situation; shorten time horizons for decision making purposes
- Leverage **simple ratios to calculate months of savings** the organization has it if operates at its current state and receives no additional income
- Update the organization's **cash flow projections** for the next six months showing expected inflows and outflows of cash (scenario plan)
  - Build in **revenue projections**, either earned income or fundraising, which take into consideration the new reality
  - Consider **implications on expenses**, especially if they are lowered as a result of limited programming
- Maintain a **significant amount of unrestricted cash** for unexpected revenue shortfalls or cost increases to help avoid dipping into operating reserves

Identify Fundraising and Income Opportunities[2]

- If you are aware of payments from predictable funders scheduled more than a year out, consider approaching them about **granting contributions early**
- **Ask current funders to release any restrictions** placed on your grants, including those related to both timeline and purpose
- **Approach individual contributors with direct requests** to help fill all or part of the funding gap
- **Diversify revenue and funding** sources (see Slide 20 for additional funding resources) to help reduce risk of all sources being affected at the same time

Identify Possible Expense Levers[2]

- Consider **delaying payments to certain vendors** or **arranging a payment plan** to influence cash being expended on a daily or weekly basis
- Identify potential cuts in any **lesser benefits** that aren't a core priority (e.g., paid parking, public transportation benefits)
- If required, **consider exploring mergers, divestments, or restructuring** as to help your organization manage through the crisis
- Consider exploring different options those in the private sector can use for **expense levers and revenue streams**

Consider Workforce Planning Options[2]

- Consider leaving **open positions unfilled** and implementing **alternative salary-saving initiatives** to distribute the impact across the organization, such as:
  - **Rolling Furloughs:** Employees receive one week off without pay per month, staggering which employees are off at any given time; employees receive less than their regular pay, but they also receive more time off than usual
  - **Universal Part-time Hours:** All staff are moved to a 30-hour workweek and pay is proportionally reduced

See "Navigating the CARES Act" section for federal program options

Deloitte resources with tactical guidance and actions for organizations

Rethinking the Role of the Board

The Board can support executive leadership as a stewardship body for the company using the strategies from Deloitte

Stepping In: The Board's role in the COVID-19 crisis[1]

1 **Reinforce a culture of inclusive human concern** for the mental and physical well-being of the entire organization

2 **Revisit existing structures** and be agile in considering what aspects of the standard board agenda can be **streamlined or deferred** to create more time

3 **Be flexible** in board engagement with executive leadership (and vice versa) as a result of constraints (e.g., board members sit on multiple boards)

4 Balance decision-making between **short-term need & long-term success**

5 **Focus on the critical issues** facing the organization in the short term that will chart its future course

6 Ask deliberate questions and **maintain continuous dialogue**

OTHER RESOURCES

- **The role of the CEO and role of the Board Chair during the crisis** (videos from Board Source)

- **Tips on ways to show up as a leader**

- **Boards supporting organization leaders in a crisis**

- **Plan for successful virtual board meetings**

- **10 considerations for boards of directors during COVID-19**

- **What nonprofit board members should be doing right now to address the COVID-19 situation**

- **Resources for governing in crisis** from the National Association of Independent Schools

Source: [1]Stepping in: The board's role in the COVID-19 crisis, Deloitte

Deloitte resources with tactical guidance and actions for organizations

Adapting the Workplace

Managing the remote workforce effectively and maintaining efficient operations is an important part of the response to COVID-19

Managing Productivity

- **Develop strong and consistent communications** for employees and partner organizations

- **Establish a rhythm** by setting up new structures and traditions

- Use **data to measure the success of efforts** and expand practices that enhance performance

- Convey and **manage expectations** clearly - review and update team responsibilities and clarify roles and objectives

- Review and **update leave policies** to be adaptable; where possible, consider flexible working arrangements

Develop strategies to put your people first

Enabling Secure Technology

- Leverage ever evolving **collaboration tools and technologies** to support meetings and events

- Establish appropriate security and **confirm all workers are familiar with relevant policies** as this is increasingly important when working remotely to maintain data integrity and guard sensitive information

Evaluate your cybersecurity measures

Leverage tech for organizational resilience

Facilitating Connectivity

- Recreate casual and personal **social interactions virtually** to promote sense of belonging

- **Embrace awkwardness** for virtual events such game nights, virtual networking, and celebrations; it can be important to help maintain social connections

- Provide **opportunities and forums for encouragement and support**; this is an unprecedented time globally and space to process information and emotions is important

- Encourage employees to disengage at the end of the work day and maintain an appropriate **work-life balance**

Lead virtual teams with purpose

Deloitte resources with tactical guidance and actions for organizations

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CRISIS LEADERSHIP FOR NONPROFITS

Preparing for the "Next Normal"

COVID-19 response efforts around the globe are a catalyst for many industries to shift to the "next normal." Deloitte strategies can help organizations plan and prepare for the transition required for the "next normal"

WITHIN YOUR ORGANIZATION

- **Focus on Collaboration and Integration:** Plan and execute for recovery to enable unprecedented **internal cross-functional collaboration and external coordination** in recovery
  - *Develop a recovery plan for supply and value chains*

- **Enhance Adaptability**: Implement any shifts in attention and resources from response to recovery **across all management dimensions** —risk and financial management, people, customer, supply chain
  - *Learn how to prepare different functions to resume work*

- **Implement Robust Risk Management:** Confirm **risk management tools are in place,** specifically related to your customer and extended network; balance detailed but cumbersome plans with efficacy

- **Conduct Scenario Analysis and Planning**: **Be proactive** with planning for potential risks and developing mitigation plans to make **well informed risk / reward trade-offs**
  - *Understand potential post-COVID-19 scenarios*

FOR NONPROFITS' CUSTOMERS & PARTNERS

- **Emphasize Brand and Purpose: Every interaction with your customers and partners is an opportunity** to demonstrate what your organization is about and be true to your brand and purpose; people are paying added attention to how organizations are responding, and **purpose-based companies will likely emerge as leaders**

- **Innovate Delivery of Value: Find ways to continue delivering value of products and services through alternate channels**; for example, using Artificial Reality instead of in-person guidance to walk people through procedures with easy-to-follow visual instructions can be effective, especially in field service

- **Drive Revenue Creatively:** Develop methods to **generate additional revenue from existing assets or reallocate resources** to better opportunities; consider giving special offers and discounts to retain your customer base, and potentially attract new customers
  - *Learn about maintaining customer loyalty and trust during times of uncertainty*

Deloitte resources with tactical guidance and actions for organizations

Social Sector Scenario Planning Tools & Resources

There are a range of scenario planning tools to consider using when planning for future uncertainty resulting from the COVID-19 crisis. Some examples include:

Bridgespan's "Scenario Planning During a Crisis" tools enables organizations to input info by function and then assess and map risks and uncertainties across the organization (e.g. funding, operations) based on high, medium, or low scenarios

This **Center for Community Investment tool** provides a framework to help organizations assess what is still relevant, what should be paused, and what are emerging priorities

Future Good uses a modified matrix to ask what challenges and opportunities organizations are seeing and has also shared a workbook for scenarios with questions specific to COVID-19 futures

Inside Higher Ed has micro options to help schools consider various scenarios based on what other institutions may be considering and their own plans

This **Management Center tool** can be used to understand the implications of scenarios (e.g. programmatic, people, and financial impacts; action plans and indicators)

This **Up with Community framework** asks strategy questions at different "altitudes" to inform decision-making in uncertain environments

CRISIS LEADERSHIP FOR NONPROFITS

Gearing Up to Thrive During Recovery

As some governments begin to open up economies, positioning your organization and goals tactically becomes crucial. Deloitte presents strategies to help inform continuous learning and refining as recovery efforts may begin to ramp up

- **Building on a Foundation of Trust**: Plan and develop solutions with a **foundation of trust and resilience** across stakeholders

  - 💬 **Embed trust** into the COVID-19 crisis recovery plan

  - 💬 Consider tips on **human resilience** as you continue to build for recovery

- **Considerations for Recovery Plans:** Consider **immediate, mid-term, and long-term actions** to plan for recovery

  - *Use Human Centered Design approaches* to develop solutions that can be adapted as behaviors and expectations evolve:

    - 💬 Develop organizational solutions using human centric design

    - 💬 Use a human-first approach to engage and interact with customers to position your organization to recover and thrive

  - 💬 *Financing and Liquidity:* Considering the impacts of liquidity and cash flow will be paramount during recovery. The viability of existing options and alternative forms of future funding should be considered

  - 💬 *Workforce Strategies for Post COVID-19 Recovery*: Leaders should consider how to incorporate the organization's purpose, potential, and outlook for the future when planning for a new normal

  - 💬 *Command Centers:* A strong command center can build an organization's long-term ability to respond and recover from future crises

💬 *Deloitte resources with tactical guidance and actions for organizations*

Navigating the CARES Act

✓ **Overview of Nonprofit Support in the CARES Act**

✓ **Tips to Keep in Mind**

✓ **Additional Resources**

Overview of Nonprofit Support in the CARES Act

A number of provisions are available to nonprofit organizations [*current as of 5/28/20 unless otherwise noted*]

- The U.S. Census published findings from the Small Business Pulse Survey, which includes **data collected on the federal stimulus programs** starting 4/26
- On 5/15, a new bill worth $3 trillion, called the **HEROES (Health and Economic Recovery Omnibus Emergency Solutions) Act was passed in the House of Representatives**. The specific non-profit provisions for the bill can be viewed here. Negotiations are underway before it is brought to the Senate.
- Starting 5/4, the SBA **limited the EIDL and EIDL advance** applications to **U.S. Agricultural Businesses** only. The maximum loan amount was **reduced from $2 million to $150,000**
- On 4/30, the Department of Education **approved an additional $1.4B** of funding for the Higher Education Emergency Relief Fund authorized by the CARES Act, to be directed to institutions serving minority and low-income students.
- According to an FAQ document published by Department of Education, some school districts may **not be eligible to receive funding from CARES Act Elementary and Secondary School Emergency Relief Fund if they did not receive FY19 Title I funding**

Paycheck Protection Program[1,2]

- **Low-interest SBA Loans** to 501(c)(3) and 501(c)(19) tax-exempt organizations with **up to 500 employees**
- Covers lesser of **2.5 months of payroll** or **$10M**
- **May be forgiven** entirely if the borrower limits salary reductions to no more than 25%, and maintains staffing levels for eight weeks

Employee Retention Payroll Tax Credit[1,2]

- Credit for 50% of wages, up to **$5,000 per employee,** paid by employers to employees
- Available to employers who (1) **fully or partially shut down** due to a government order or (2) where **gross receipts declined by more than 50%** when compared to the same quarter in the prior year

Deferral of Payroll Taxes[1,2]

- Allows employers to **defer payment** of the employer share of **Social Security taxes,** 6.2% on employee wages paid for the period ending December 31, 2020
- Organizations can apply for this and Paycheck Protection Program simultaneously, but they will **not be eligible for loan forgiveness**

Industry Stabilization Fund[1,2]

- The CARES Act created a **$500 billion** Industry Stabilization Fund, offering loans with annualized **interest rates of no more than 2%**
- No principal or interest is due on the loans for **at least the first six months** after the loan
- Nonprofits accepting these loans **must retain at least 90% of their staff** at full compensation

"Reimbursable Employer" Benefits[1,2]

- Nonprofits can choose to be a **reimbursable employer**, i.e., reimburse a state for unemployment benefits paid
- These employers may be **reimbursed for one-half of the amounts paid** into a state unemployment trust fund between March 13, 2020 and the end of the calendar year

Economic Injury Disaster Loans[1,2]

- Disaster lending program providing **loans of up to $2 million**, with interest rates fixed at 2.75% for nonprofits and 3.75% for small businesses
- Principal **and interest payments may be deferred** for up to 4 years

Limited availability

Source: [1]CARES Act: How to Apply for Nonprofit Relief Funds, Independent Sector; [2]Nonprofit Guide to the CARES Act, Seyfarth

Tips to Keep in Mind

The following tips may help nonprofits utilize available relief funds, including those established through the CARES Act

Contact your bank[1]

When in doubt, file, but with only one agent[1]

Confirm state & local considerations[1]

Remember good governance[1]

Look into other relief options[1]

Nonprofits should **reach out to their primary banking partner** as they will likely be the agents for administrating the Small Business Administration (SBA) programs. Find out about other payment deferrals as well.

When in doubt if your organization qualifies, **file for relief and let the SBA decide** if you qualify. There is no penalty for submitting an application.

Generally, the various forms of relief provided by the CARES Act, such as deferral of payroll taxes, **do not automatically extend to payroll and other taxes** imposed at state and local levels

Nonprofits should consider proactively engaging their boards to stay **actively informed** to help steer their organizations through the many challenges presented by the COVID-19 crisis, consistent with their fiduciary duties

Additional relief and resources may be available based on the type of operations nonprofits are engaged in (e.g. healthcare or food & shelter organizations)

See "Funding Resources for Nonprofits Impacted by COVID-19" for more

Source: [1]CARES Act: How to Apply for Nonprofit Relief Funds, Independent Sector

Additional Resources

These resources offer overviews of key provisions and guidance on applications *[current as of 4/24/20 unless otherwise noted]*

OFFICIAL GUIDANCE

U.S. Department of Treasury

- CARES Act Assistance for Small Business

- PPP Overview for Small Businesses

- PPP – Frequently Asked Questions [as of 4/29]

U.S. Small Business Administration

- Coronavirus Relief Options

- PPP SBA Overview **&** PPP Application Form

- Economic Injury Disaster Loan Emergency Advance **&** EIDL Application Form

OTHER RESOURCES

Seyfarth - Nonprofit Guide to the CARES Act
Updated April 7, 2020

Perkins Coie - The CARES Act: Key Loan and Grant Programs for Nonprofit Organizations
Updated April 6, 2020

Independent Sector - CARES Act: How to Apply for Nonprofit Relief Funds
Updated April 1, 2020

REAL-TIME CONVERSATIONS

The National Association of Independent Schools and IndependentSector.org, among other organizations, are hosting frequent live webinars on relevant topics

Nonprofit Requests for Additional Resources and Equitable Treatment
- **A letter was circulated to Congress** on April 8, 2020, signed by over 200 national organizations, **requesting additional support for nonprofits** in future bills
- Independent Sector sent a letter to the SBA on April 13, 2020 on behalf of the charitable community to request the **release data detailing the distribution of loans to nonprofit and for-profit entities to help ensure fair distribution of resources**

Philanthropic Impact and Response

- ✓ **Impacts on Nonprofit Organizations**

- ✓ **Funder Commitments During COVID-19 Crisis**

- ✓ **Funder Responses to Nonprofit Funding Challenges**

- ✓ **Creative Partnerships to Support Nonprofit Funding**

- ✓ **COVID-19 Responses from Grantmakers**

- ✓ **Highlights from the Field: Philanthropic Responses to COVID-19**

- ✓ **Funding Resources for Nonprofits Impacted by COVID-19**

Impacts on Nonprofit Organizations

Catchafire.org published a survey on 3/23/2020 of 450+ nonprofits to understand the anticipated impact on the overall ecosystem, concluding that most nonprofits have had operations and funding upended and may require significant support to keep doors open[1]

Impact on Nonprofit Funding

- **Canceled in-person fundraisers:** 74% of organizations surveyed have canceled or postponed their fundraising events; they rely on these events for as much as 50% of their operating budgets

- **Loss of earned income revenue:** 52% of survey respondents have found significant decreases in earned income revenue, especially those that support schools and health facilities

- **Decrease in donations:** 40% reported a decrease in donations from individuals, driven by overall income constraints

- **Decrease in grant funding:** 18% reported a decrease in grant funding, likely due to stalled grant cycles and delayed government payments

Impact on Nonprofit Operations
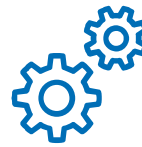
- **Canceled in-person events:** 86% of respondents reported cancelled or postponed traditional community events aimed at spreading mission awareness

- **Reduced / canceled programming:** 79% have reduced or altogether cancelled programming, leaving contractors out of work and likely layoffs on the horizon

- **Increased demand for services:** In contrast, 27% reported an increase in demand for their services, despite being limited or unable to run their in-person programming

- **Remote work:** 78% reported that their staff is now working remotely (or will be shortly)

Virtual Support Needed by Nonprofits

- **Alternative, digital fundraising strategies:** 72% of surveyed nonprofits are seeking advice on how to use digital channels and crowdfunding to help close fundraising gaps

- **Remote work best practices:** 48% of nonprofits are seeking support in setting up virtual collaboration tools

- **Messaging and social media:** 34% of nonprofits surveyed are looking for guidance on how to continue connecting with their communities, including possible website updates (28%)

Source: [1]'We had a Shoestring Budget in Good Times': COVID-19's Devastating Impact on the Nonprofit Sector, Catchafire Blog

PHILANTHROPIC IMPACT AND RESPONSE

Funder Commitments During COVID-19 Crisis

In response to the uncertainty, 755 funders have articulated their commitment to supporting nonprofit organizations as they navigate this difficult time by signing the Council on Foundations' pledge[1] to:

1   **Loosen or eliminate restrictions** on current grants and make **new grants as unrestricted** as possible

2   Focus on **communities most affected** by the crisis

3   **Reduce what is asked of nonprofit** partners (e.g., postponing reporting requirements, site visits)

4   Contribute to **community-based emergency response funds**

5   **Communicate proactively** about decision-making

6   **Commit to listen to partners and communities** in order to inform the public discourse and decision-making

7   **Support grantee partners advocating for public policy** changes to fight the pandemic / deliver an equitable response

8   **Learn from the emergency practices** and share what they teach about effective partnership and philanthropic support

Source: [1]A Call to Action: Philanthropy's Commitment During COVID-19, Council on Foundations

Funder Responses to Nonprofit Funding Challenges

Funders are working creatively to get financial resources to nonprofits as many of these organizations face unprecedented demand

1 **Virtual Fundraising and Strategies[1]**

- Leverage resources and strategies compiled by the Council of Nonprofits for virtual fundraising, including **companies offering free consultations on fundraising and other topics, free access to digital platforms**, and **suggestions for creative virtual events**

2 **Expedited Funding Processes[1]**

- Encourage streamlining of application and administrative requirements to access funding
  - *Example – **20 funders and local United Ways** in North Texas have created a funder collaborative called North Texas Cares with a joint application form and system*

3 **Collaborating to Quickly Share Resources and Changes**

- Funders sharing suggestions on how to identify resources about charitable giving – e.g., donor advised funds may be a more stable source during recessions
- Donors are educating clients about tax policy, regulatory, and other changes to enable decision-making for COVID-19 in the CARES Act

For grant maker resources, **PEAK's** regularly updated **Coronavirus Resources Hub**[2] features upcoming webinars and events and a repository of COVID-19 resources for funders and nonprofit leaders. Complimentary individual memberships to access additional content are available to employees of grant-making organizations, funder networks, and philanthropy infrastructure groups

Creative Partnerships to Support Nonprofit Funding

Many nonprofits are turning to new kinds of partners and working collaboratively with other nonprofits to develop new fundraising strategies and forums

VIRTUAL FUNDRAISING & EVENTS

- **Organizations are joining forces with local nonprofits to support fundraising:** For example, 15 United Way affiliates across Connecticut and TEAM Inc**. joined forces to raise funds for all Connecticut residents** who are facing financial hardships as a result of the pandemic[1]

- **Nonprofits are looking for ways to supplement funds typically raised through in person events:** For example, Second Chance Pet Adoptions has partnered with Girls on the Run to create a virtual 5K event also known as a "FURtual" walk **to raise funds for the nonprofit, which relies heavily on the yearly in-person spring event**[2]

COLLABORATION TO RAISE FUNDS & SUPPORT

Organizations are working together to support fundraising efforts for new areas of need:

- For example, in San Diego, local governments and arts/culture leaders have launched a $1.25 million initiative to support **local art nonprofits** that are struggling to overcome fiscal challenges due to the pandemic

- CariClub has partnered with Charity Navigator to launch a Community Inclusion Fund to raise $500 million in order to financially support those nonprofits that work towards addressing the **economic and health disparities of underserved communities**

The **COVID-19 Urgent Service Provider (CUSP) is a free tool** built to help funders assess areas of need to inform choices about where they direct funds and other resources – it may be helpful in considering responses to the COVID-19 crisis since needs continue to evolve and may be highly dependent on local contexts

Source: [1]Valley United Way And TEAM Partner To Get Money For People In Need, Valley Independent; [2]Nonprofits Get Creative to Continue Making a Difference, Spectrum News

COVID-19 Crisis Responses from Grantmakers

Many grantmakers are responding to the pandemic by committing funds and adjusting grant-making levels in order to support nonprofits financially during the pandemic[1]

1   Nearly all of the **top 25 largest grantmaking organizations** have committed money to rapid-response funds

2   13 grant makers have made **commitments of $10 million or more**

3   There is an **average commitment of $35 million** for direct COVID-19 response funds

4   5 grant makers are planning to or are likely to **increase grant-making levels** this year

5   8 grant makers have planned to **maintain their giving levels** while others are still assessing the situation or did not specify

6   The biggest response so far came from the **Gates Foundation** with commitments of more than $250 million as of Late April

7   **16 signed the pledge from the Council on Foundations**, a pledge dedicated to making grant funds more accessible by reducing requirements on new grants and loosening restrictions on existing grants

    See "Funder Commitments During COVID-19 Crisis" for more information on the pledge

Source: [1]How 25 Big Grant Makers Are Responding to the Covid Crisis, The Chronicle of Philanthropy

Highlights from the Field: Philanthropic Responses to COVID-19

Many philanthropic organizations are exploring new funding strategies and priorities as they consider how to support communities in COVID-19 response and recovery efforts

Emerging Themes from Grantmakers

- **Using [direct cash transfers to support those impacted](#) by COVID-19:** More foundations are supporting nonprofits that give money, with no strings attached, to those in need. "Direct cash transfers are based on a simple but radical idea: That poor people know what they need, better than charities or experts do."

- **Rethinking [impact measurement and data collection during COVID-19:](#)** Funders, including the Rockefeller Foundation, are considering how to incorporate data and analytics in response and recovery efforts, given the difficulties that may arise with in-person data collection in a post COVID-19 world

Mobilizing Community Support

- **Tapping into ["mutual aid" networks](#) to reach vulnerable communities:** Governments, funders, and community leaders are exploring ways to connect with many grassroots, community-led efforts that have emerged during the course of the COVID-19 pandemic to help reach individuals and communities in need – and how to mobilize that kind of support as some communities begin to reopen

- **Addressing [racial and economic inequities](#) in philanthropic programs and priorities:** An article from the Chronicle of Philanthropy outlines four practical ideas for those communicating about race during COVID-19 and developing new programs to consider

Funding Resources for Nonprofits Impacted by COVID-19

Nonprofits and funders are working creatively to get financial resources to nonprofits experiencing an unprecedented increase in demand for essential services and those experiencing a rapid decline in expected income or funds

National Emergency Funding Resources

- Grant Station is compiling a regularly updated list of COVID-19 relief funds for nonprofits, at the **national and regional level**

- Candid is regularly updating a list of **450 funds** specifically established to **serve nonprofits in the wake of coronavirus**

- Giving Compass is compiling and vetting resources of more than **300 funds** to support COVID-19 response

- **News and resources** from The Chronicle of Philanthropy are updated daily for nonprofits seeking partnerships and funding

- Resources from the National Philanthropic Trusts with a list of **philanthropic organizations** providing direct relief related to the COVID-19 pandemic

Regional / Targeted Funding Resources

- Community foundations across the country have created funds to **support nonprofits impacted by the crisis**

- In California, an online portal **lists new funds and resources** to support organizations impacted by COVID-19

- NYC COVID-19 Response & Impact Fund was created to aid **nonprofits struggling with the health and economic effects** of COVID-19, providing grants and loans

- **Some Bay Area funders are providing operating grants** for nonprofits impacted by COVID-19 through the Silicon Valley Nonprofit Emergency Response Fund

- California is the first state to offer $75M **disaster relief fund for undocumented communities** disbursed through "a community-based model of regional nonprofits"

Applying a Diversity, Equity, & Inclusion[1] Lens

- ✓ **Impact of the COVID-19 Crisis on Marginalized and Underserved Communities**

- ✓ **Underlying Conditions and Policies Contributing to Disproportionate Impact**

- ✓ **Strategies and Tools to Apply a Diversity, Equity, & Inclusion Lens**

- ✓ **Organizations Supporting Underserved and Marginalized Communities**

- ✓ **Financial Resources Supporting Underserved and Marginalized Communities**

[1] The Monitor Institute by Deloitte uses the social sector definitions of diversity, equity, and inclusion articulated on the D5 Coalition's *What is DEI?* Information page

Monitor Institute by Deloitte supports nonprofit, foundation, and corporate clients in addressing many of the world's most pressing societal challenges. Issues of diversity, equity, and inclusion (DEI)[1] are often inextricably linked to these challenges, so we—as a team and individually—are committed to actively integrating DEI considerations into our work and thinking. This means continuously deepening our understanding of the historical and current structures that can contribute to these challenges, increasing our capacity as professionals and human beings to recognize and address our unconscious biases, developing approaches to productively engage our clients in their thinking about DEI, and intentionally working to increase inclusion and the diversity of our own team and leadership. We recognize that this is an ongoing journey and may look different for each individual and / or organization, but strongly feel that a commitment to reflection and deliberate attention to DEI is essential to helping our clients make a meaningful and lasting impact on the world.

APPLYING A DIVERSITY, EQUITY, AND INCLUSION LENS

Impact of the COVID-19 Crisis on Marginalized and Underserved Communities

Marginalized and underserved populations with inconsistent access to healthcare, education, and economic opportunities are likely grappling with additional challenges during the COVID-19 crisis; those may include:

HEALTH

COVID-19 is **disproportionately impacting some populations** in the U.S.

- Data from the Centers for Disease Control and Prevention (CDC) indicates that **8 out of 10 COVID-19 deaths** reported in the U.S. have been in **adults ages 65+**

- Black Americans have a mortality rate that is **2.2x higher** than the rate for Asian Americans and Latinos, and **2.4x higher** than the rate for White Americans

  - **Black Americans have a higher mortality rate than White Americans** in many communities across the US, sometimes as much as 6x more

- Low income neighborhoods have had typically higher mortality rates, poorer neighborhoods in NYC have had more cases & deaths than rich neighborhoods

EDUCATION

Many educators are concerned that the COVID-19 crisis will exacerbate inequities for students, especially in districts with limited resources

- 17% of U.S. students do not have access to computers at home and 18% do not have access to broadband

- Some teachers in **low-income districts** have reported that nearly one-third of their students are **not logging on or engaging in daily activities** – **three times** the amount of disengagement reported from teachers whose districts have fewer students from families living in poverty

ECONOMIC AND FINANCIAL

Policies encouraging people to work from home **disproportionately impact low-income workers and racial minorities**

- Only **16% of Latino workers** and **19.7% of African American workers** can work from home effectively

- Essential jobs are **disproportionately held by women**, making up more than 66% of the grocery store and fast food workers, and 75% of the healthcare workers

- **Less than 30% of the overall workforce** can work from home effectively, according to analysis from the Bureau of Labor Statistics

- A disproportionate number of LGBTQ people work in restaurants (15%) compared to their non-LGBTQ peers (6%)

APPLYING A DIVERSITY, EQUITY, AND INCLUSION LENS

Underlying Factors and Policies Contributing to Disproportionate Impact

Data and observations have suggested that the COVID-19 crisis has impacted certain racial and ethnic minority groups more than others; several factors contribute to a higher mortality rate specific to COVID-19 for racial and minority ethnic groups[1]

HEALTH

Existing health disparities, such as **poorer underlying health** and **higher barriers** to getting health care, might make some groups more vulnerable than others [1]

- The higher burden of comorbidities is largely due to **structural and socioeconomic factors** (not genetic) along with **systemic inequalities**

- Lack of **access to health insurance** and medical facilities and **living in food deserts** makes it difficult to receive care if sick

- People in low-income neighborhoods are more likely to **hold jobs identified as "essential"**, increasing the risk of exposure, as seen in data from Boston and NYC

- Older LGBTQ Individuals are particularly vulnerable as systematic lack of access to healthcare, higher rates of diseases like HIV and other factors might exacerbate the impact

EDUCATION

Gaps between the country's poorest and wealthiest schools around access to **basic technology and live remote instruction** have further identified socioeconomic disparities

- Many public school districts have focused a lot of their **early resources on food security** as food insecurity affects less-resourced districts more than it does wealthier districts

- In addition to disparities in access to remote learning resources, students and families relying on **school-based programs, including meals, counseling, after school activities**, and other resources may experience additional challenges during the pandemic

- Lack of a consistent paid leave program for parents can be additional stressors on the family; many workplaces do not cover all genders equally with their existing policies around paid leave for child education

ECONOMIC AND FINANCIAL

The types of work and **policies in the work environments** across industries can also contribute to risk factors and impacts associated with the Covid-19 Crisis

- A disproportionate number of racial minorities **lack access to paid sick leave** making it harder to take leave when feeling sick

- **Lack in PPE provided** to workers in essential industries has increased the risk of infection among some communities

- **Residential housing segregation** has been a factor to racial and ethnic minorities being more likely to live in densely populated areas

- Lack of accessible childcare and unequal distribution of household chores affects women in many households

Source: [1]COVID-19 in Racial and Ethnic Minority Groups, Centers for Disease Control and Prevention

APPLYING A DIVERSITY, EQUITY, AND INCLUSION LENS

Strategies and Tools to Apply a Diversity, Equity, & Inclusion Lens

Organizations planning for rebuilding and recovery can consider incorporating inclusive practices to support communities and stakeholders most at risk

Examine **current policies and programming with a DEI lens during the crisis**[1]

- Identify populations that may be most affected and **consider changes to address distinct challenges**

- View solutions from the lens of **accessibility and ableism** when developing tools and other opportunities intended to assist with rebuilding and recovery

Consider realigning organizational goals and processes to have a "**Racial Justice**" lens, focusing on **building civic, cultural, and political power by those most impacted**

- Pause and **examine the process at important inflection points** (hiring, volunteering, recruiting) and reconfigure where required

Consider using the **Value, Problem, Solution, and Action (VPSA)** framework to center language around inclusion, empowerment, and justice when talking about COVID-19 and organizational responses

OTHER RESOURCES

- **Deloitte's D&I Services:** Collection of POVs on Diversity, Equity, and Inclusion

- **AWAKE to WOKE to WORK:** A framework by Equity in the Center to understand the cycle organizations may go through to put racial equity at the center of its culture

- **COVID-19: Using a Racial Justice Lens Now to Transform Our Future:** strategies that funders can consider to actively fund and support organizations' DEI efforts

- **Workplace Policies and Practice Strategies:** considerations for retaining female talent

Source: [1]Nonprofits Must Speak Out Against Poverty and Income Inequality, Philanthropy News Digest

APPLYING A DIVERSITY, EQUITY, AND INCLUSION LENS

Organizations Supporting Underserved and Marginalized Communities

Long-term recovery efforts should consider how to effectively support underserved and marginalized communities

WHAT SOME ORGANIZATIONS AROUND THE COUNTRY ARE DOING TO HELP...

- YW (YWCA) Boston is offering employers with digital workshops and resources to help them understand potential challenges faced by employees with a DEI lens

- Workers' Lab is offering support via design sprints to help organizations test and develop solutions that can address inequities faced by workers

- Funders for LGBTQ and Solidaire Network are maintaining resources on grassroots groups for and by communities of color and LGBTQ communities working on intersectional justice issues

- Race Class Narrative has put together a messaging guide to help develop communications using a racial justice lens

- SheaMoisture's Women of Color E-Lab will create an e-learning platform for women of color entrepreneurs to continue to gain education, access to resources, mentorship, and advice on how to prepare for the economic downturn

- Hello Alice's Hispanic Small Business Center has resources and updates for Hispanic, Latino, and Latin-x owned Small Businesses

Legend: Women & LGBTQ   Racial and Ethnic

Financial Resources Supporting Underserved and Marginalized Communities

A sampling of the types of funding and grants are available to support underserved and marginalized communities include

SAMPLE FUNDS AND GRANTS AVAILABLE TO ORGANIZATIONS ADDRESSING DEI

- California Wellness Foundation
- Brooklyn Community Foundation
- Hispanics in Philanthropy
- Latino Community Foundation
- Native Americans in Philanthropy (in partnership with the Decolonizing Wealth Project and the National Urban Indian Family Coalition)
- Echoing Green funds for communities of color and emerging economies
- Magic Johnson announcing $100M loans for minority business owners

- The Red Backpack Fund by Sara Blakely for Female Entrepreneurs
- Black Business Relied Fund by SheaMoisture and We Buy Black
- Minority Business Development Agency – Enterprising Women of Color Grant (due 5/30)
- 2020 Resilience-NYC: COVID-19 Response Fund by The New York Women's Foundation
- Doonie Fund for Black Women Entrepreneurs
- Amber Grants for Women Entrepreneur (due 5/31)

Legend: Women & LGBTQ   Racial and Ethnic

Impact on the Education Sector

- ✓   **Overall Impacts on the Education Sector**

- ✓   **Budget Constraints for K-12 Public Schools**

- ✓   **Public Schools Looking Ahead**

- ✓   **Council of Chief State School Officers' Restart and Recovery Framework**

- ✓   **Major Questions for Education Researchers**

- ✓   **Common Concerns with the Shift to Remote Learning**

- ✓   **Responses from Education Vendors**

- ✓   **Breaking Down Access Barriers**

- ✓   **Prioritizing Mental Health & Well-being**

Overall Impacts on the Education Sector

COVID-19 may have significant structural impacts on education systems and can include:

Digitization & Innovation[1,2]

- Schools around the world have needed to adapt quickly to **shift learning online**

- Most schools have been deploying **traditional digital tools** (e.g., video-conferencing and shared documents)

- While this may work in the interim, some schools have simply taken the classroom online; more can be done to **rethink online learning** and drive a *learn anywhere, anytime* model

- Other countries are **testing innovative models,** such as:
  - China: Live TV Broadcasts
  - Lebanon: Taking Phys Ed Online

Public-Private Partnerships[1,2]

- **Learning consortiums and coalitions** have come together with diverse stakeholders across government, education professionals, vendors, tech providers, and more

- **Innovative examples** include
  - Broadband vendors offering free service in the US to select customers with K-12 children
  - FCC waiving late fees for existing customers & increasing data caps for mobile hotspots
  - Tech players offering free software to students – Google announced that it will provide 100,000 free hotspots across California by the first week of May

Starker Inequities[1,2]

- In the US, **14% of households** with school-age children do not have internet access, with most of these households making less than $50,000 a year and often in rural areas

- Among those who do have access, **not all have a broadband connection** or quality devices

- Free wifi services often require Social Security Numbers, putting **undocumented students at a greater disadvantage**

- Some districts have **chosen to cancel school** instead of going digital, in an effort to prevent students from falling behind

Source: [1]3 ways the coronavirus pandemic could reshape education, World Economic Forum; [2]Here's What Schools Can Do For the Millions of Students Without Internet Access, EdSurge

Note: All references to third parties are for informational purposes only. Inclusion of these examples does not imply endorsement, nor does exclusion imply the opposite. This is not an exhaustive list.

IMPACT ON THE EDUCATION SECTOR

Budget Constraints for K-12 Public Schools

The cost of transitioning to remote learning coupled with declining state tax revenue in many states and limited government aid creates significant financial challenges for some public schools across the country

RISING EXPENSES

- Most school districts are facing **unprecedented expenses** as a result of the COVID-19 crisis and shift to remote learning, which can include providing meals, laptops, internet access, teacher training, and sanitation supplies
  - LAUSD expects $200 million in coronavirus costs
  - The nation's 12 largest school districts will spend $12-19 million through June 30 to meet the demands of their pandemic meals operations
- Administrators anticipate **significant spikes in cost** when schools resume, due to the need for more nurses and counselors for students who may be academically behind or in need of mental health services

DECLINING STATE REVENUE[1,2]

- Many states are experiencing **huge declines in revenue** as COVID-19 impacts tourism, oil prices, and **economic activity**
  - Tumbling oil prices pose greater challenges for school districts in states where public education is funded by taxes and other revenue sources that depend on the **oil and coal industries**
- As many businesses close and consumers stay home, sales tax (the biggest source of revenue for most states) – **have declined dramatically**
  - Some public schools obtain as much as 75% of school funding[3] through state aid although funding sources vary significantly from state-to-state

LIMITED FUNDING

- The federal $31 billion education stabilization fund, **$13.5 billion allocated for K-12 school districts**, falls short of what major K-12 advocates asked for
- The two national teachers' unions and other education organizations wrote to Congress asking for at least **$75 billion** in education stabilization money
- Most states predict budget cuts ranging from 8% to 20% but Federal funding can only stave off budget cuts up to 8%
- Some school districts that **did not receive Title I** money in fiscal year 2019 will not be eligible to receive CARES Act aid

Source: [1]COVID-19 and School Funding: What to Expect and What You Can Do, Learning Policy Institute; [2]States and Cities are "Falling Off a Cliff" as the Economic Crisis Sets In, Vox; [3]How the coronavirus shutdown will affect school district revenues, The Brookings Institute

IMPACT ON THE EDUCATION SECTOR

Public Schools Looking Ahead

Many schools and governments have begun to address key questions regarding budget cuts, summer school, and what changes to expect when schools are reopened. These factors evolve on a state-by-state basis, though some common themes include:

BUDGET CUTS[1,2]

Several government officials **indicate that state deficits will directly impact public school budgets** and **education spending**

- In **California,** the proposed education cuts for the 2020-21 budget are estimated to be about $19 billion over the next two years
- In **New York**, Gov. Cuomo stated predicted **education cuts of close to 50%** depending on the amount of federal funding provided
- **Idaho** Gov. Little has already ordered the state education department and other agencies to **shave 1 percent** off their budgets
- **Vermont** estimates that its education fund will run at least $35 million short because of COVID-19

SUMMER SCHOOL

Some school districts **plan to hold summer school** while others **may lack the funding**

- One study[3] using data from National Center for Education Statistics indicates that the cost of holding summer school for 6 weeks would **be about $8.1 billion, significantly straining already-tapped school budgets**
- **Los Angeles Unified School District** has announced that it will **offer virtual summer school** in "four-week blocks of study for students at all levels" that will focus on literacy, math and critical thinking

REOPENING

Individual states **plan for how and when to reopen** in-person classes and **how schools will operate**

- Based on newly-released Los Angeles County **school reopening guidelines**, possible future campus scenarios include limiting 16 students to a class, one-way hallways and having students eat lunch at individuals desks
- **Cleveland Metropolitan Schools** District is considering **reducing class sizes** from 25 to 8 students to maintain social distancing

Additional resources to stay up-to-date:

- EdWeek's When Will School Start This Fall?
- Center on Reinventing Public Education's District Response Database
- EdWeek's Coronavirus and Learning Tracker: What's Happening in Each State

Source: [1]Coronavirus Aid Might Not Prevent Per-Pupil Spending, EdWeek; [2]Pandemic Could Lead to Major Upheaval in School District Budgets, Education Dive; [3]Using federal stimulus to get schools through the coronavirus crisis: The case for summer school and summer teacher pay, The Brookings Institute

Council of Chief State School Officers' Restart and Recovery Framework

The Council of Chief State School Officers (CCSSO) launched Phase 2: Restart and Recovery – a framework to support states' decision-making as they start to think about planning to restart schools and recover student learning loss

CCSSO's Categories of Concerns for Reopening Plans[1]	
Continuity of Learning	**Conditions for Learning**
• Determining how to assess academic needs as schools reopen (e.g., using diagnostic tests to measure learning loss) and providing additional supports for students who had inadequate access to remote learning • Developing approaches to minimize crowds of students, like blended learning or staged reopening • Providing professional development and developing strategies to ensure adequate internet access for all students should remote instruction continue	• Continuing wraparound supports, including free school meals for students • Developing health and safety protocols including cleaning, screening, monitoring, and deploying school nurses • Creating parent and family engagement strategies to seek input and support communities
Leadership and Planning	**Policy and Funding**
• Creating contingency plans in the event of a virus reemergence • Developing plans on how to use of federal coronavirus relief funding and communicate plans to the public	• Seeking additional federal funding to address the social and economic impacts of COVID-19 • Mitigating the impact of education budget cuts as a result of declining revenue and projected budget shortfalls in a number of states • Understanding assessment and accountability measures and federal spending under Every Student Succeeds Act (ESSA) for the next school year

CCSSO plans to drill down into more specific logistics, including leading practices, resources, and a decision making framework to consider reopening efforts in the near term

Source: [1]From Triage to Recovery: Issues States Will Address in School Reopening Plans, EdWeek

Major Questions for Education Researchers

The nonprofits Results for America and Data Quality Campaign have found some major questions surfacing in conversations with state leaders[1] about how state leaders can support the needs of students, teachers, and local school leaders during this crisis[1]:

What levels of learning loss are our students likely to face?

Some students were learning online shortly after their schools closed. Other students are living in homeless shelters with limited access to food let alone the devices or the Wi-Fi necessary to connect to class. How might these issues manifest differently in terms of learning loss for different student groups?

What are the best strategies to mitigate learning loss?

Schools are seeking research that exists around accelerating and condensing multiple years of curriculum, what systems or practices enable successful implementation of accelerated curriculum, and how to differentiate learning for the varying levels of loss that occurred during school closure

What are the right mental-health supports to offer students?

Students are living in homes with increased stress levels, sometimes including heightened unemployment, and possibly abuse and trauma. Schools need to know what the evidence says about the kinds of programming or support these students need

Did schools make the right choices about technology during this pandemic?

Are the selected options the best ones for use during the course of a normal school year or future disruptions? What indicators should school, district, and state leaders look at to evaluate their technology choices?

How should teachers be prepared?

What should teacher preparation look like going forward to ensure new hires are prepared for this new reality?

Source: [1]The 5 Urgent Questions Ed. Researchers Can Help Answer Right Now EdWeek

Common Concerns with the Shift to Remote Learning

Educators, leaders, and organizations can work together to better support student learning using technology

1   **PRIVACY AND STUDENT DATA[1]**

- With the rapid push to remote teaching, some schools and leaders are **rapidly adopting online learning platforms** and **may lack the bandwidth to conduct sufficient due diligence**

- While technology platforms are required to adhere to certain privacy regulations, the **onus is on educators to ensure usage of applications is adhering to regulations** – a task some may be ill-equipped to take on

- The Future of Privacy Forum compiled **privacy and data protection resources**, including an FAQ on protecting student privacy and personal data

2   **ACCESSIBILITY[1,2]**

- Students with **specific learning needs**, already a vulnerable population in education, are likely to **experience additional barriers as they adjust to new learning formats**

- The move from in-person lectures to video-based lectures often creates further challenges for **students who are deaf and hard of hearing**

- General shifts to online presentations **do not account for the needs of students who are blind,** have low visual acuity, or are color blind

3   **THE DIGITAL DIVIDE[1]**

- The shift has **illuminated the gap between students who have access** to technology in and **those who do not**

  - *An estimated 17% of U.S. students do not have access to computers at home and 18% do not have access to broadband*

- Learning will depend not just on reliable access to technology but also the **contexts in which students are using it** (e.g., multiple family members, adults available to assist, safe home environments, etc.)

Source: [1]The 3 Biggest Remote Teaching Concerns We Need to Solve Now, EdSurge; [2]'There's A Huge Disparity': What Teaching Looks Like During Coronavirus, NPR

Responses from Education Vendors

Many organizations are focusing on providing services for free or at a reduced cost, while also striving to make remote learning accessible for all families and providing additional resources for families, teachers, and students' emotional well-being

Sharing Free Resources

- Some organizations are offering **core products for free** to schools and districts affected by COVID-19
- Many sites are housing a number of **links to internally- and externally- created** resources, such as FAQs, **lessons learned on remote learning**, guides, and other resources for distance learning, teaching at home, curriculum support, and more

See Appendix for more examples of responses (e.g., EL Education, Springboard Collaborative, etc.)

Breaking Down Access Barriers[1]

- [Research](#) indicates that more families have access to cell phones than computers. Some organizations are:
  - Providing **free access to mobile apps**
  - Creating **mobile content in multiple languages**
- Several organizations are focused on providing technology guidance for students with **special learning needs**
- **Organizations** are also working with local schools to organize pickups for printed handouts

See "Breaking Down Access Barriers" page for some examples

Prioritizing Mental Health & Well-being[2]

- Some organizations are **hosting webinars** with subject matter experts on how to **incorporate well-being into day-to-day life and manage the stress of COVID-19**
- Some media outlets are emphasizing the **importance of emotional well-being, particularly for educators** and **providing guidance** on where to find support

See "Prioritizing Mental Health & Well-being" page for facts and resources

Source: [1][Low Tech? No Problem. Here are 3 Alternative Ways to Help Distance Learning Happen](#), EdSurge; [2][Teachers Are Anxious and Overwhelmed. They Need SEL Now More Than Ever](#), EdSurge

Breaking Down Access Barriers

Schools and education vendors are developing creative solutions to provide high-quality, remote learning resources for families and students who have been disproportionately impacted by the rapid shift to online learning

Enabling Low Tech Environments[1]

Mobile devices and **television** are enabling remote learning for families with **limited access to laptops and internet connections**

- **Southern California PBS stations are broadcasting curricular programming** all day long, some using time blocks for different age groups and others focusing exclusively on content for older or younger students

- To take advantage of the **near-ubiquity of cellular service**, some school districts have recently distributed **mobile hotspots to students**

- Some standardized tests are being adapted for students to **complete them at home** using computers, tablets or mobile phones, or even writing responses by hand and taking photos of them to submit

Continuing Special Education

Some organizations are aiming to provide resources for students and teachers that are **tailored to specific learning needs**

- Educating all Learners provides a **curated list of ed tech tools** chosen specifically **for students with special education needs** and reflections and **lessons learned from educators**

- **Understood** is continuously refreshing a list of resources and testimonials (e.g., **Online learning's upsides for my not-so-typical child**) for kids and adults 'who learn and think differently to thrive at home'

Providing Multi-Lingual Support
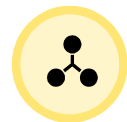
Resources are being developed in **multiple languages** to **address language barriers** faced by some families and students

- **PowerMyLearning** is offering **free Family Playlists** where students can 'teach' their families a concept by completing a collaborative activity together in **over 100 languages**

- **Pure Community** is providing live and on-demand **Webinars in Spanish** on strategies on helping children relax and tactics for reducing stress

Source: [1]Low Tech? No Problem. Here are 3 Alternative Ways to Help Distance Learning Happen, EdSurge

Prioritizing Mental Health & Well-being

Many schools and education vendors are ramping up access to well-being and mental health resources

THE FACTS

- As of 4/8, educators surveyed in EdWeek's National survey reported that **76% of students** and **66% of teachers** are in **lower spirits** than they were before the crisis, a noticeable rise from March:
  - As of 3/25, respondents said that **61% of students and 56% of teachers** were in lower spirits than before the crisis

- A CASEL and Yale Center for Emotional Intelligence survey of **5,000 U.S. teachers** found that the five most-mentioned feelings were: anxious, fearful, worried, overwhelmed and sad

> We plan to monitor bi-weekly findings from the **EdWeek Research Center National Survey** [updated as of 5/11/20] tracking the top **impacts of coronavirus on schools**

RESOURCES AND SUPPORT[1]

- The Yale Center for Emotional Intelligence provides **downloadable resources,** including Managing Anxiety Around COVID-19

- Some childcare programs are leaning on Mindful Schools' **Self-Compassion for Educators** course and developing virtual mindfulness communities of practice

- Child Trends developed **Resources for Supporting Children's Emotional Well-being during the COVID-19 Pandemic**

- Pure Community has launched an **Educator Self Care Series** where experts present on **mindfulness and breathing**

- CASEL has compiled links providing guidance for **how parents can talk to children** about COVID-19

- The American Academy of Child & Adolescent Psychiatry compiled resources **aimed at helping parents cope**, including NPR's Comic: How To Turn Your Home Into A School Without Losing Your Sanity

Source: [1]How a Preschool for At-Risk Children Is Prioritizing Mental Health During COVID-19 Closures, EdSurge

Impact on the Workforce Development Sector

- ✓ Overall Impacts on the Workforce Development Sector
- ✓ Analyses on Impacts of Unemployment
- ✓ COVID-19: Industries with Urgent Hiring Needs
- ✓ Overall Impact to and Response of Community Colleges
- ✓ Support for Upskilling Programs Continues to Emerge
- ✓ New Players Are Engaging to Address Workforce Needs
- ✓ Reducing Barriers to Credentialing & Hiring
- ✓ Responses from Workforce Development Players
- ✓ Call for Additional Investment in US Workforce

- ✓ Addressing Urgent Public Health Workforce Needs
- ✓ Longer Term Implications for Workforce Development
- ✓ Resources for Job Seekers Impacted by COVID-19

Overall Impact on the Workforce Development Sector (1/2)

Workforce development and skills training are especially important now, given high levels of unemployment, pressure on higher education, and the continued emphasis on virtual work

1   Opportunities to Upskill[1,2]

- Organizations such as JFF, in partnership with Google, are **offering trainings in fields driving digital transformation** (e.g., AI, Cloud, etc.)

- Some training partners like YearUp have accelerated tech adoption to **virtualize training delivery** in a matter of days, offer training for managing a remote workforce, and **digitize a platform to connect employers and workers**

- JFF is investing in startups focused on **increasing access to online resources** to identify job opportunities, earn certifications and access training in relevant fields, and **connect unemployed job seekers with high demand jobs**

2   Potential Changes in Higher Education[2,3,4]

- **Increase in community college enrollment expected** as displaced workers seek new skillsets for in-demand jobs

- **Online and hybrid learning models** will likely become the new normal[2] as students and displaced workers grow accustomed to new ways of accessing education

- There may be a need to **integrate postsecondary education and work** as many students will have to manage both work and school

- The economic impacts of COVID-19 could make **higher education even more cost prohibitive**, driving a need for **innovative higher ed financing**

Source: [1]Year Up National Capital Region & Baltimore and RangeForce Partner on Cybersecurity Training to Upskill Corporate Interns Now Working From Home, GlobeNewsire; [2]Community Colleges Work With Google to Offer Tech Training, U.S. News; [3]America Can Skill Up Unemployed Workers Today for Tomorrow's Jobs, Urban Institute; [4]How Will COVID-19 Affect Community College Enrollment? Looking to the Great Recession for Clues, Community College Research Center, Columbia University

Note: All references to third parties are for informational purposes only. Inclusion of these examples does not imply endorsement, nor does exclusion imply the opposite. This is not an exhaustive list.

IMPACT ON THE WORKFORCE DEVELOPMENT SECTOR

Overall Impact on the Workforce Development Sector (2/2)

Significant unemployment growing demand for healthcare workers and other qualified employees across the country has led some players to test new ideas, policies, and strategies to address workforce challenges

(3) Investment & Involvement from New Players[1]

- **XPRIZE** is considering **ways to redirect its prizes** to cope with the expected economic impact of the coronavirus outbreak

- Entertainment and performing arts organizations are engaging locally to support creative industries – for example the Arts for Illinois Relief Fund is providing **financial assistance to the local creative industry** – artists, artisans and culture organizations – through collaboration and partnerships with other public sector organizations and the philanthropic community

- JUST Capital **is tracking investments** from the 100 largest employers in the US, including commitments to support current workers and job seekers

(4) Helping Reduce Barriers to Credentialing & Hiring[2,3]

- Some states are **changing requirements for telehealth licensures**, which has increased demand and hiring at telehealth organizations – PlushCare witnessed **a 70% increase in appointments and increased hiring for doctors by 2x**

- Some states are **waiving inter-state licensing requirements** for medical professionals in order to meet hospitals' increased needs as a result of the pandemic

- The National Association of Boards of Pharmacy (NABP) is allowing **technicians / pharmacists to practice in other states** through the Passport Initiative

- Some states are allowing **certified nurse assistants to complete education online** given increased demand

Source: [1] Relief Fund to support artists, artisans and cultural organizations impacted by COVID-19, WIFR-LD: [2] Telemedicine struggles to be an option for everyone in the wake of coronavirus, QUARTZ; [3] Pharmacy Technicians Affected by State Regulator Actions to Address COVID-19 Crisis; Pharmacy Times

Impacts of the COVID-19 Crisis on Employment

Some research indicates that the COVID-19 crisis has disproportionately impacted workers from younger generations and people of color:

More than one-in-four young adults in the labor force are unemployed due to the COVID-19 downturn[1]

Unemployment rates in percentages (%) in the United States

26.90%

18.40%

14.40%

9.60%

8.40%

3.70%

All Workers   Ages 16-24

■ 2010 ■ 2019 ■ April, 2020
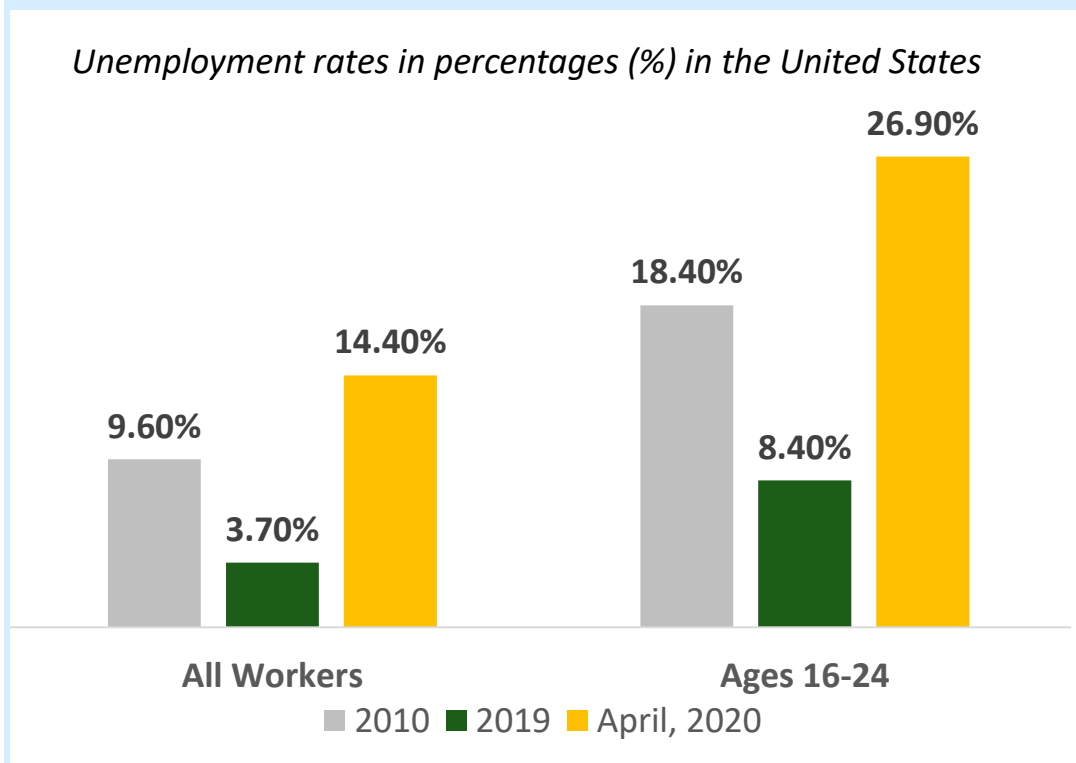
More Latinos than U.S. adults overall say someone in their household had had pay cut or los a job due to COVID-19[2]

% who say they, or someone in their household have _ because of the coronavirus outbreak

	Latinos	All U.S.
Had to take a pay cut	40%	27%
Been laid off or lost a job	29%	20%
NET either / both	49%	33%

■ Latinos ■ All U.S.
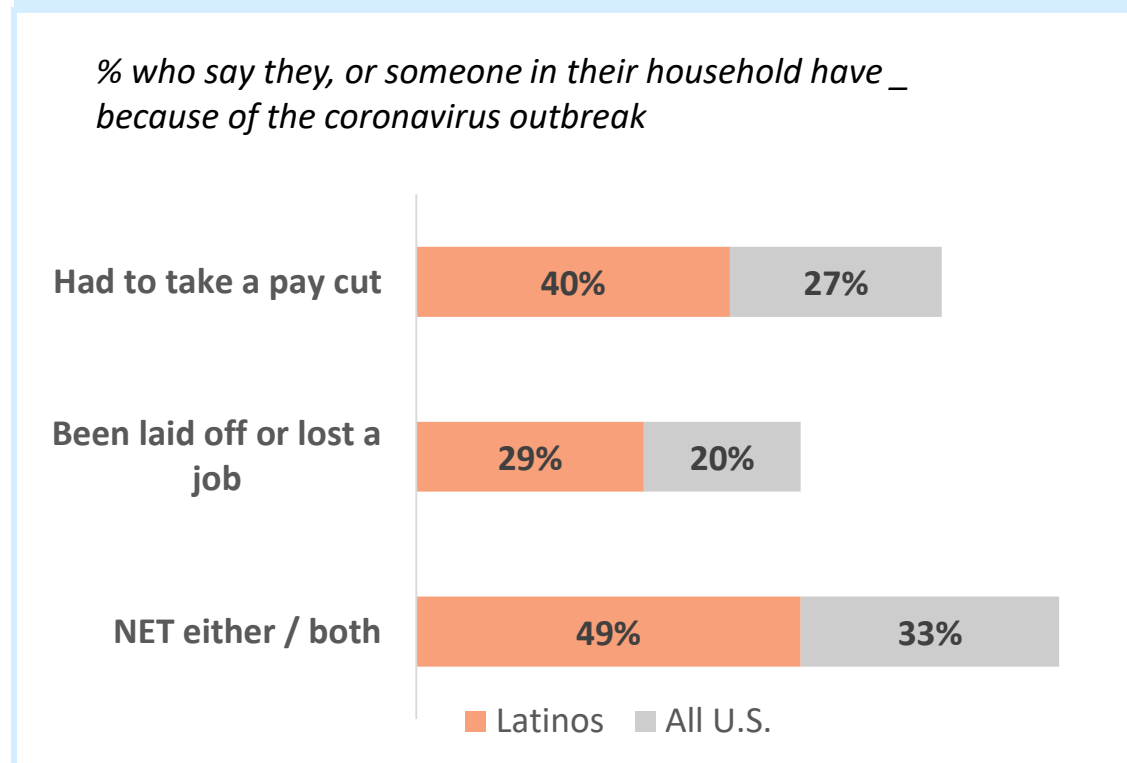
Impacts of the COVID-19 Crisis by Industry

Multiple industries are contracting as a result of the pandemic. The analysis of job losses indicates that many industries are experiencing a steep decline in in the number of available jobs

There has been a steep decline in the number of jobs available across industries with the biggest disruption in the leisure and hospitality industry

Change in the Number of Jobs in April 2020 (Millions)

Industry	Change (Millions)
Leisure and Hospitality	-7.7
Trade, Transportation, and Utilities	-3.1
Professional and Business Services	-2.1
Healthcare	-1.4
Manufacturing	-1.3
All Other	-4.9

Source: [1]April unemployment data show devastating effects of the Coronavirus pandemic on the labor market, Peter G Peterson Foundation
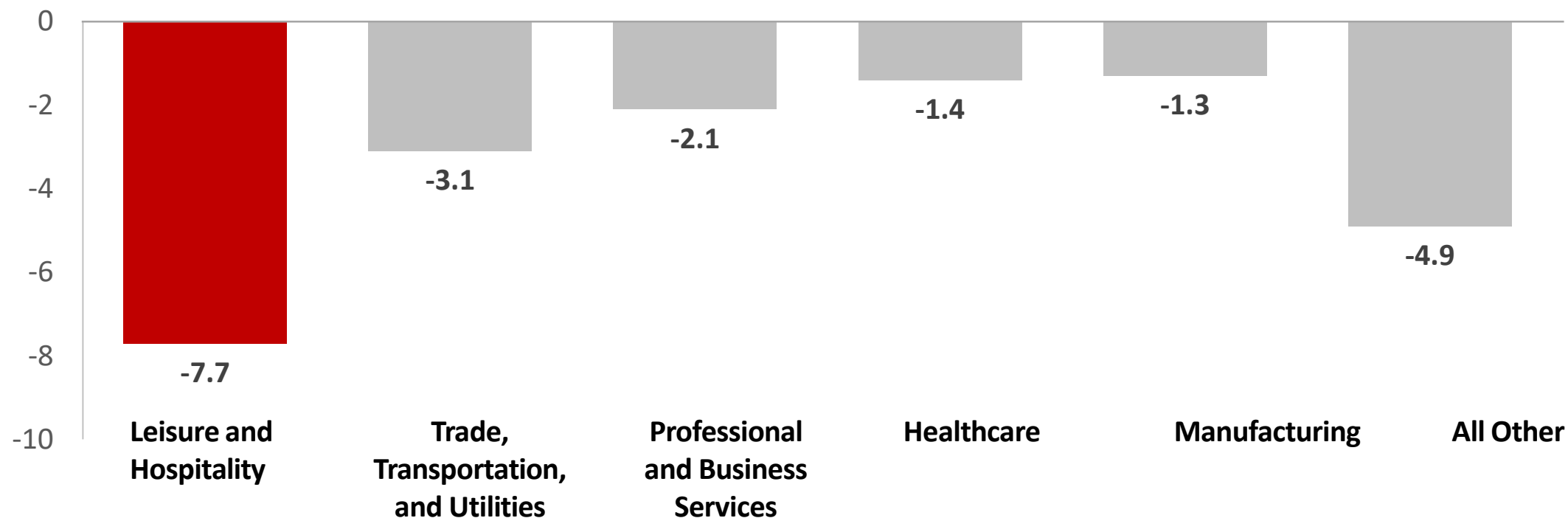
COVID-19: Industries with Short-Term Employment Needs

Some industries are experiencing urgent workforce needs as a result of the pandemic, creating some opportunities in retail, delivery / other gig jobs, and healthcare

Delivery Industry	• Some companies in the delivery sector such as Door Dash are creating a "priority access program" for **partner restaurants,** offering **their staff the option to sign up as a "gig worker"** to be matched with paid delivery opportunities • **Ghost kitchens** (restaurants that solely prepare food for delivery) are becoming more popular and are **experiencing increased demand –** restaurant retailers are looking to hire employees till end of 2020 to meet consumer demand for food delivery
Community Healthcare Needs[1]	• There is an **immediate need for additional resources** across the healthcare industry to **support public health efforts related to the virus,** both for **medically trained professionals as well as those without formal medical training; some efforts are already underway** • Lessons learned from the Ebola crisis demonstrate **that unemployed workers can support community response efforts**

Potential Roles for "Community Health Workers" to Assist with COVID-19 Response
• Organize and carry out social media campaigns to promote social distancing and advocate for timely policies
• Encourage strategies in their neighborhoods and online to promote mental and physical health and resilience
• Deliver food and medications to vulnerable residents
• Assist with "contact tracing" to help identify potential exposures for people with COVID-19, an idea **already being explored in Massachusetts and San Francisco**
• Learn the signs and symptoms of COVID-19, and help staff hotlines run by hospitals and public health departments to answer questions from the public
• Call people with COVID-19 who are in self-isolation with mild symptoms, and help monitor them for worsening symptoms
• With nurse supervision, monitor patients for worsening symptoms and support rapid referral of people who require hospitalization

Overall Impact to and Response of Community Colleges

As a result of the pandemic, many community colleges are at the forefront of the response phase, with a greater role in workforce development and retraining given overwhelming employment needs

Many community colleges face unprecedent demand as students / displaced workers pivot

- Research from University of Southern California and Civis Analytics have found that **65% of students' college plans have changed due to COVID-19.** Many students are looking to community colleges as semesters move online

- A few community colleges have already witnessed an uptick in enrollment for their summer semester. For example, **Alamance Community College reported a 9% increase for its online summer term** that started May 18th

- **Displaced workers are also turning to community colleges** as many enroll in **retraining programs and apprenticeships** to focus on **high priority occupations** that may offer greater job security in a post-COVID environment

Some community colleges innovate with new programming and restructure tuition

- Dodge Community College is offering free tuition to high school juniors/seniors enrolled in Workforce Development programs and **revised its course offerings to encourage greater enrollment by post-secondary students**

- **Colorado Northwestern Community College has partnered with ed2go** (Cengage company) to expand its educational offerings and provide **hundreds of non-credit online courses** to students across career/certification training to professional development[1]

- Trustees' at **Colorado Mountain College decided to waive summer tuition and fees for all residents** in an effort to retain students / tourism works as unemployment in Eagle County increased to 50%

Source: [1]Colorado Northwestern Community College expands workforce training and community programming through strategic partnership, Craig Press

Support for Upskilling Programs Continues to Emerge

Many organizations are developing innovative initiatives to support upskilling, and some universities / education nonprofits are collaborating to provide greater access to trainings for skills and occupations that are in high demand from employers

Supporting students, job seekers, and families impacted by COVID-19

- Revature launched an initiative, Code First, to provide **free instructor-led virtual coding courses to the families of essential workers**, enabling them to take the first steps towards gaining critical skills to launch a career in the tech industry

- Some states and cities are working to expand or launch resources for job seekers – for example, the State of Connecticut is expanding access to its SkillUp CT program, to offer eligible **residents access to more than 5,000 online courses, tracks for 100+ industry certifications, and virtual coaching sessions** typically provided through local workforce development agencies

- NPower launched a free technology training program for all Detroit residents to help prepare them for an anticipated **surge of tech-related jobs in the future**

Considering partnerships to scale and expand skills training aligned with future employment needs

- University of Louisville has partnered with the city to launch a Future of Work initiative through a 30-day Data Upskilling challenge, encouraging **residents to access free online, self-paced, data skills training** as the city prepares for the approaching data revolution

- Amazon announced a $3.9 million donation to CodeVa (an educational nonprofit) to provide **virtual computer science curriculum and training to every high-needs school in Virginia**, supporting more than 500,000 students and 12,000 teachers

- Zelle is partnering with Older Adults Technology Services (OATS) to offer a robust training curriculum on how **older adults can use digital banking and peer to peer payments** as many businesses pivot to online payments

New Players Are Engaging to Address Workforce Needs

Unemployment due to COVID-19 has encouraged new organizations to get more involved in tackling workforce challenges through creative partnerships and information sharing strategies

Technology Solutions[1,2]

Some organizations are developing innovative tools for job seekers

- ThisWay Global and Maslo have developed an innovative job matching platform, powered by AI with the assistance of an **emphatic computing companion,** to support job seekers, including features such as daily check-ins, resume building, and job search reminders

- Glassdoor has launched two tools to help companies share their response to the pandemic and hiring status: **COVID-19 badge indicates the company has a response to the pandemic** while the **hiring surge badge indicates that they are experiencing an increase in demand** and are actively reviewing applicants

Partnership Expansion[3]

Various communities are exploring cross-sector partnerships

- **Organizations in some cities are looking locally to form partnerships** with education and business sectors to share education, job, and career pathway opportunities with job-seekers and students[3]

- The State of Massachusetts has **partnered with various organizations**, such as local retailers, healthcare organizations, and nonprofits to develop a **talent matching portal** to connect job seekers with employers that have posted active needs

- The COVID-19 crisis has underscored the **urgent need for partnerships across sectors** to forge **collective solutions** that can help respond more quickly to communities that have been affected by the pandemic

Source: [1]ThisWay Global And Maslo Partner To Launch WorkThisWay And Career Companion For Job Seeker Relief, Monterey County Weekly; [2]Glassdoor Launches New Tools To Help People Find Jobs Available Now During COVID-19 Crisis, Monterey County Weekly; [3]Seattle Southside Chamber's Virtual Education & Workforce Summit will be April 30, B-Town Blog

Reducing Barriers to Credentialing & Hiring

The COVID-19 crisis has prompted several industries to explore alternatives to certifying, training, and credentialing processes in certain occupations or fields, especially healthcare, which may influence practices in the long term

Evaluation Criteria

Changes to credentialing & evaluation criteria for job-seekers

- Massachusetts announced a program to approve the temporary license for mobile integrated health programs, allowing paramedics to support self-isolating patients at home in order to **increase hospital capacity**

- Dallas is planning to begin **hiring community health workers**, including positions for individuals that require minimal training, to support health departments with **prevention, detection, and response efforts**

- Some employers are reportedly considering **recovery from COVID-19 as an additional qualifier** when filling essential positions/jobs in high proximity environments

Ways of Working[1,2]

Some employers are finding creative ways to tackle critical work effectively

- Many companies are exploring ways to utilize freelance or gig worker models as there is often less friction in the hiring process given the **shift to remote work and overall pressure on budget/costs**

- The **demand for freelancers** is expected to increase post-COVID-19 as companies revisit their business / staffing models and look to re-build their ecosystem

- Some manufacturing companies have been able to **scale production for medical supplies virtually** by using **collaboration platforms / tools for remote experts** to create products as quickly as possible

Source: [1]Why The Freelancer Economy Is Preparing For Long-Term COVID-19 Impacts, PYMNTS.com; [2]Workforce Skills Helping Manufacturers Switch Production to Fight COVID-19, IndustryWeek

Responses from Workforce Development Players

Many organizations are responding with a combination of virtual services, free tools / resources, and support for community relief efforts

Response intensity

Issuing statements

- **Posts on social media or statements from leadership** on how the organization has responded to the crisis
- **Blog post or articles** on how to work remotely and continue learning in a virtual environment
- *Example – Geekwise Academy*

Virtualization of Services

- Leveraging **virtual classrooms** and **remote coaching** to enable uninterrupted service delivery for clients
- Implementing a **remote talent matching system**, through which organizations can connect clients and employers
- *Example – Jewish Vocational Service, Workshop for Warriors*

Sharing Resources & Opportunities

- Establishing a **COVID-19 resource center with curated webinars / resources** for individuals seeking employment and businesses impacted by the pandemic
- Promoting **live-stream discussions via social media** to discuss ways to support affected workers
- Providing **free** resources that include both **internally and externally-created** content
- *Examples – Autodesk, JFF, San Diego Workforce Partnership*

Community Outward Support

- Offering **some products for free** to organizations, emergency response teams, and call centers that are impacted by the pandemic
- Providing **additional relief to community partners / grantees** that are critical to helping protect and advance low-wage workers
- *Examples – Salesforce Trailhead, Irvine Foundation*

See Appendix for additional examples of responses from organizations

Call for Additional Investment in US Workforce

National Skills Coalition and other nationwide advocates continue to recommend additional investments in America's Workforce

HIGHLIGHTS FROM THE NATIONAL SKILLS COALITION'S LETTER TO CONGRESS[1]

- Call to immediately **remove barriers to the existing federal safety net** including health, food, housing, and cash assistance

- Call to guarantee access to **income replacement, healthcare, and re-training for any displaced worker**, including contingent workers

- Call to help businesses keep their employees while they are paid and re-trained during and in the aftermath of COVID-19, including for jobs that are themselves rapidly changing with new technology

SUPPORTING THE U.S. WORKFORCE

Many organizations offer services, advocacy, research, and policy development to help people of all ages and conditions succeed in today's economy. A few examples include:

American Association of Community Colleges	Jobs For the Future (JFF)	National League of Cities	United Way
The Organization for Associate Degree Nursing (OADN), an affiliate council of the American Association of Community Colleges (AACC), issued a call to action on March 23rd encouraging every community college nursing program to provide PPE supplies to their community healthcare facilities to aid in this shortage.	Jobs for the Future (JFF) released their own Letter to Congress on March 20th stating their perspective on how the federal government can better support America's workforce from the lasting impacts of COVID-19. Additional JFF resources / solutions can be found here.	The National League of Cities (NLC) is hosting daily virtual conversations on how city leaders can better support those most impacted by COVID-19. Resources including webinars and articles can be found here.	United Way launched a global funding program in response to COVID-19 to mobilize and support fundraising for its communities / programs including its workforce pathways program. Click here to learn more about the workforce pathways program.

Addressing Urgent Public Health Workforce Needs

Some organizations are mobilizing to address pressing needs for public health agencies and healthcare systems – and beginning to offer training and resources for current and future employees in the healthcare space

Contact Tracing & Other Public Health Considerations	Providing Wraparound Services for Healthcare Workers[2]

- Public health experts estimate that **an effective tracking system may require at least 15 tracers per 100,000 Americans** – a significant increase over current capacity available in many states[1]

- For example, the **State of New York is expected to hire anywhere from 6,400 to 17,000 tracers** but currently employs about 240 people dedicated to contact tracing[1]

- **Johns Hopkins University, the State of New York, and Coursera** are launching a [free course to provide training on the fundamentals of contact tracing](#) to prepare for expected hiring increases

- [HealthStream announced it would provide a COVID-19 Rapid Response Program training](#) (consisting of compliance, safety, clinical education and coding courses) to the **State of Tennessee to support those healthcare professionals** who will be working in **"Alternate Healthcare Facilities"** in the fight against the pandemic

- Some states, such as Colorado and Washington, are mobilizing to **provide funding or other support for childcare and transportation** for health workers – the Department of Health and Human services is [maintaining a state by state guide](#) on emergency childcare resources

- Many daycare providers are also **working at the local level to support emergency childcare needs** – for example, in southern California, local YMCAs and community foundations are partnering to [fund and provide emergency childcare services in and around San Diego](#)

- **Encouraging healthcare employers to support childcare and other services for employees:** New Centers for Medicare and Medicaid Services (CMS) guidance will [allow hospitals to more easily provide support to medical staff, including childcare services,](#) while staff are providing patient care

Source: [2][This course will train an army of contact tracers. You can take it, too](#); Washington Post; [3][Emerging Health Workforce Strategies To Address COVID-19](#), Health Affairs

Longer Term Implications for Workforce Development

Although the nature and speed of specific shifts remain uncertain, the pandemic may have long-term impacts on the ecosystem, such as:

1   Adoption of new technologies may influence demand for some occupations[1]

- Many retail stores are **accelerating efforts to implement "contactless" options** by requesting customers to use mobile payment services

- From the recycling industry's processes to automated plant operations and cleaning services**, some companies are turning to robots** to enable spacing between employees on conveyor belts and reduce additional exposure for employees

- PayPal, for example, has used **chatbots for 65% of customer queries and automated translation services** since closing their call centers

2   Workforce gaps could result in increased demand for key occupations[2]

- **Long-term demand for factory workers may increase in the US** as some companies evaluate their dependence on other countries; businesses will require a large numbers of workers to build, maintain and staff these factories

- Crisis has exposed the workforce gaps for the 17 million workers who operate and maintain the nation's infrastructure – there may be changes to demand for these **essential positions across transportation, water, and energy** as millions of workers are expected to retire or leave their jobs even as infrastructure needs expand

3   Changes in recruiting and hiring may endure[3]

- More employers are pausing permanent roles and **looking to fill part-time / interim roles with gig-workers**

- **Interview processes will likely shift online** as many employers continue to leverage video platforms for interviews and reduce in-person interviews

- Some organizations are investing in **onboarding technologies, like virtual reality,** to give new employees virtual tours

Resources for Job Seekers Impacted by COVID-19

The following includes a sample of workforce resources for individuals and families that have been impacted by COVID-19

Organization	Target Audience	Details
Upwardly Global	Unemployed individuals and families impacted by COVID-19, including some resources for refugee and immigrant communities	A resource guide with links to national and state-level government, nonprofit, and other resources that can supplement a family's income, nutrition, healthcare, and other needs
Indeed Career Guide	Unemployed individuals impacted by COVID-19 that are looking for job / benefit opportunities	Comprehensive links to state & local workforce development websites in addition to resources for those filing for unemployment and other benefits
Aunt Bertha	Search engine to connect people with local social services and other resources	Search engine for free or reduced cost services like medical care, food, job training, and more across the United States
National Retail Federation	Job openings for retail workers affected by the COVID-19 crisis	A listing of companies hiring due to coronavirus demand; the NRF has offered to post openings for free on behalf of companies

Appendix: Impact on the Education Sector

Immediate Impact to Ed Tech Vendors

Ed Tech Vendors continue to face a balancing act between increased usage of free or discounted platforms and declining profitability [updated as of 4/9/20]

71% of respondents are offering free / discounted products and seeing a surge in demand[1]

- The latest set of survey respondents **reported usage increases of more than 200% compared to the set of respondents surveyed 10 days earlier** who saw usage grow by 100%

For those respondents offering paid products, 34% have seen a decrease in demand and **40% have experienced customer back off from closed sale[1]**

Vendors surveyed reported higher levels of financial distress on 4/9/20 than 10 days earlier[1]

- 28% of Ed Tech vendors surveyed have **laid off staff**
- 64%, compared to 57% last week, have less than **6 months runway left**; **57% say that runway has been further diminished**

While most EdTech vendors are **experiencing significant growth in demand, they are also experiencing much higher costs** as many work quickly to scale or continue to **"support now and sell later"** with free or discounted products[2]

How Can Ed Tech Vendors Partner with Schools?

Ed Tech vendors can consider these strategies as consider partnering with schools

1 Consider limiting outbound marketing effort and **rely more heavily on inbound requests** as they roll in; consider using **State Professional Associations to find districts** that need support[1]

2 Work to strengthen existing customer relationships by providing **no strings attached emotional / product support**[2]

3 Use **social media to spread the word** about your free products or services and let educators find you[2]

4 Get your remote learning options – free and otherwise – onto **lists being compiled for educators**[2]

5 **Create content** to help educators use your products effectively with remote learners[2]

6 Make sure your cloud-based digital service has enough **bandwidth to handle increased use**[2]

7 Develop resources to help families **utilize learning tools in different contexts** (e.g. lacking reliable internet, multiple children, various amounts of supervision)[3]

Source: [1]6 Things Districts Want From Education Companies During COVID-19, EdWeek Market Brief; Education Business Recalibrating Strategies in New Coronavirus Reality, EdWeek Market Brief; [3]Education Technology for At-Home Learners Virtual Webinar, Social Innovation Summit

Specific Responses by Education Players (1/2)

Organization	Response Description
Acelero Learning	• Released a statement detailing closure of learning centers and suspension of in-person trainings • Currently building out their "Resources for Families" and "Public Policy" response links on their website
BellXcel	• Released a news article detailing their response, including reliance on remote workforce, offering virtual solutions ("Community Time"), partner need assessment, sharing inspiring partner actions
Curriculum Associates	• Printable at-home activity packs • Family and educator guidance documents
EdSurge	• High volume of recently published articles on trends, EdSurge perspectives, news, and advice for parents and teachers • Beginning a weekly webinar series on navigating the situation
EL Education	• Providing links to EL Education's free resources (curriculum, tools, videos) • Links to external free resources • News articles (e.g., tips on teaching EL Education from home, EL update on coronavirus)
Facing History & Ourselves	• Planning webinars on student-centered learning, creating community online, and navigating the transition to digital learning • Released pdfs, articles, and other readings to guide student learning, healthy and safety, etc. • Links to their previously-existing traditional offerings
iMentor	• Released a statement detailing Program Response and Organizational Response • Program Response: Reach out to mentees, utilize Emergency Fund for students' financial needs, designing a virtual environment to continue work, and increasing mentor recruitment • Organizational Response: Remote work for all employees, staff emergency fund, expanded paid leave, mental health support and benefits
Instruction Partners	• Detailed list of guidance tools (e.g., school hierarchy of needs, distance teaching practices, student health and safety practices)
Intellispark	• Blog post spreading optimism in the face of online learning for students

Specific Responses by Education Players (2/2)

Organization	Response Description
Out Teach	• Adding lessons to their site to help students continue to learn outdoors
PlayWorks	• Released a "Play at Home" playbook
PowerMyLearning	• Offering free Family Playlists for schools and districts impacted by COVID-19
RULER	• Moving trainings from in-person to online
Scholastic	• Offering free online courses for children via Scholastic's digital learning hub
Springboard Collaborative	• Providing a six-week coaching plan with a strategy-of-the-week (by video), a tip sheet in multiple languages, daily lessons, and corresponding e-books • Giving free access to mobile app, Springboard Connect, as well as virtual workshops hosted on Facebook Live • Featuring a six-week family engagement plan as well as virtual professional development sessions to enable teachers and parents to create a plan to help children achieve reading goals • Presenting solutions for summer learning
The New Teacher Project	• School-facing blog on how to prepare for extended closures: choosing home learning resources, subject matter resources, curriculum resources, and virtual platforms

*Note: All references to third parties are for informational purposes only. Inclusion of these examples does not imply endorsement, nor does exclusion imply the opposite. This is not an exhaustive list.

Appendix: Impact on the Workforce Development Sector

Specific Responses by Workforce Development Players (1/2)

Organization	Response Description
Autodesk	• Announced temporary Extended Access Program for several of their flagship cloud collaboration products including BIM 360 Docs, BIM 360 Design, Fusion 360, Fusion Team, AutoCAD Web and Mobile and Shotgun • Launched resource center dedicated to supporting organizations with working remotely including free webinar series, content (articles), product-guidance and sharing latest news in the community • Launched a Design & Manufacturing Hub that helps designer, manufactures and makers support fighting COVID-19 globally
GeekWise Academy	• Released a statement on social media account that they have decided to postpone courses and suspend classes as not all students have access to computers/internet at home • Developed a "Take Care" program via Salesforce to support those in need via grocery delivery and allow volunteers to sign-up to join efforts
Jewish Vocational Service	• All in-person services and classes have been suspended • Remote classrooms are up and operating, and remote coaching expanded to allow nearly uninterrupted service delivery for clients • They are rapidly looking to implement a remote talent matching system, through which they can match their clients who are looking for jobs to employers who are looking for people
JFF	• Developed a dedicated COVID-19 resource center with a large number of articles/resources • Launched a "Twitter chat" on how companies can problem-solve on how to step-up for American workers
Irvine Foundation	• CEO issued statement on how they are responding to the crisis and the importance of investing in nonprofits on the front line of the crisis • Approved $22 million to bolster the immediate and long-term sustainability of nonprofits on the front lines of the crisis • Will invest $20 million in Irvine grantees who are critical to California efforts to protect and advance low-wage workers

Specific Responses by Workforce Development Players (2/2)

Organization	Response Description
Salesforce – Trailhead	• Launched new Trailhead content designed for people new to working from home - Personal Productivity, Self-Motivation, and Best Practices for Working from Home badges • Developed and hosted a new ongoing Trailhead Live series of streaming and on-demand videos across three categories: motivation Monday, wellness/WFH Wednesday and Focus Fridays • Moved all Trailhead Academy classes from physical to virtual classrooms • Providing a COVID-19 Care Response Solution that gives free access to technology for emergency response teams, call centers, and care management teams for health systems affected by Coronavirus
San Diego Workforce Partnership	• Moved in-person career centers to online • Offers free information and webinars for workers impacted by COVID-19 including job resources and those experiencing unemployment • Offers free information and webinars for businesses impacted by COVID-19 across a variety of topics – how to access capital, avoiding layoffs, etc.
Workshops for Warriors	• Implemented instructor-led online learning to allow for social distancing without disruption to programs • Spring 2020 Career Fair will be held virtually, allowing prospective employers to "meet" students • Through partnership with the San Diego Food Bank, WFW has been able to provide students with food assistance
YWCA	• The CEO (Alejandra Castillo) established a COVID-19 emergency relief fund to support the YWCA communities nationally • Adult education and workforce development classes have been transitioned to on-line learning

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