COVID-19 Nonprofit Impact Report

a guide for providing philanthropic and skilled volunteer support
In Common Impact’s effort to support and sustain its nonprofit partners during this crisis, we found ourselves spending a lot of time doing a lot of research in a lot of places. We imagine many of you are doing the same.

How varied are the challenges that different types of organizations are facing? What kinds of support do they need – from their volunteers, funders, and corporate partnerships? Is it possible to focus on capacity building at this moment?

We know, of course, that there is no one answer to any of these questions. The impact of COVID-19 varies significantly across regions and more deeply impacts organizations led by and serving communities of color.

Still, there were helpful themes that emerged from our research, including the core challenges different groups are facing, and how funders can target their philanthropic and skilled volunteer support. Here we share those headlines, compiled from nearly 40 different sources and examining nine types of organizations.

We know how dynamic this current crisis is, and how much this information will change as we move from month to month. We are planning to keep this report updated with those changes, and encourage you to share your own stories and experiences to help us make this an ongoing, actionable tool for the sector.

Yours in service,

[Signature]
DANIELLE HOLLY
CEO, Common Impact
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Introduction

Mission Areas

- Arts, Theatre & Cultural Organizations
- Civic Engagement Organizations
- Community Centers & Human Services
- Community Health Centers
- Domestic Violence Organizations
- Education / School-Based / Child Care Providers
- Food Banks & Pantries
- Immigrant Rights / Services Organizations
- Mental Health Organizations
- Racial Equity & Justice Organizations

Impact Areas

While nonprofits of all types have provided invaluable, even life-saving services during the COVID-19 crisis, their experiences have varied widely by mission area. In this report, Common Impact has mapped core operational and financial factors across organization types to understand the distinct capacity challenges of various nonprofits and identify opportunities for skills-based support. We’ve grouped these factors into the following categories:

- **BASICS**
  - Mission area, populations served, and financial health

- **PROGRAMS**
  - Physical or virtual resources, facilities, and infrastructure

- **PEOPLE**
  - Staff, volunteers, and access to community

The above categories ultimately determine the organization’s crisis response type¹, which we’ve categorized as follows:

- **RESPONDER**
  - Provides services that are essential or increasingly essential, and therefore has aggressively adapted in order to continue to serve

- **HIBERNATOR**
  - Provides services that are either less feasible with COVID-19 constraints or have been deemed less essential by community or funder priorities

- **HYBRID**
  - Provides services at various degrees of essentiality and adaptability to COVID-19 realities; on the spectrum between Responder and Hibernator

By analyzing these factors by mission, we better understand the range of unique nonprofit realities during COVID-19.

¹. SeaChange Capital Partners Methodology
Executive Summary

Arts organizations are struggling with loss of revenue as events, performances, and admission are cancelled due to social distancing. Small and medium organizations that lack large endowments or prominent board members are especially at risk of closing down permanently due to un-recoverable revenue. These are often the organizations that offer services designed to reach populations who traditionally have less access to the educational and curative benefits of arts & culture programming.

Crisis Response Type: HIBERNATOR

Upshot

Organizations facing extended financial uncertainty from indeterminate reopening timelines can take advantage of pro bono support for scenario planning and forecasting. Organizations are also leveraging more technology for events and fundraising and have used corporate and celebrity partnerships for fundraising and production expertise.

Sources: KSTP, Americans for Hearts, New York Times, AAM, Nuyorican, Nonprofit Quarterly, Seattle Times, Nonprofit Times
Basics

Populations Served

- **Local** artists, artisans, writers, performers, and **gig-workers**
- **Youth** accessing arts programming and curricula
- **Minority artists and performers** connected to neighborhood-level cultural celebration / preservation

Operating Margin

Organizations have experienced **lost revenue from admissions, concessions, classes, and gift shops**. Once reopened, they will have increased costs from disinfecting protocols and adopting new technologies. Because these organizations operate with such small margins, many are at risk of permanent shutdown due to financial concerns.1

Demand for Services

While demand for arts and theater has not necessarily changed, the **inability to access this programming has caused a steep decline** in the number of ticket sales, fans, and visitors that organizations are seeing. However, they have been able to engage some audience with sold-out virtual events.

1. Arts Westchester
Virtual Platform / Technology Access (low)

As virtual events become increasingly popular, arts & culture nonprofits are working to **integrate technology platforms and infrastructure** that will allow for online distribution of exhibits and content. These virtual events are a strategic decision to help organizations **remain connected with their audience** until full reopening is possible.¹

Temporary Crisis "Stop-Gaps" Implemented

Organizations have **increased their online presence** through live streaming events or by making museum collections freely available online. Artists and museums have also collaborated with education nonprofits to design, illustrate, or produce **take-home activity books**, **historical curricula**, and **online field trips** to **supplement children’s remote learning**.²

Physical Resources / Product

To prepare for eventual or partial reopening, organizations have **reconfigured exhibits and facilities to accommodate social distancing** and implemented cleaning protocols for "high touch" areas. Some organizations have upgraded air filtration systems to increase air flow or modified stage direction to accommodate more space between actors.³

1. Bloomberg
2. Next City
3. ABC7 Chicago
**Volunteers**

Arts organizations often use volunteers to greet and usher patrons during events and exhibitions, but with these events cancelled, **fewer volunteers are needed**. Some organizations are seeking virtual volunteers to support with translation or cataloguing while exhibits are closed.¹

**Staff**

Organizations have reported **lay-offs and furloughs of staff, employees, artists, and others in the creative workforce**. Artists have taken to virtual collaboration and performances² while staff have worked to digitize or archive exhibits or make preparations for future reopening. In some cases, arts organizations have restarted live performances only to have cast outbreaks days later, showing the **risk these employees have been asked to take** to perform together in close quarters.³

**Access to Constituents**

(neutral)

Theaters, museums, and other indoor venues have remained closed to prevent spread of COVID-19. **Patrons and fans have not been able to access these cultural resources in person**, but have turned to virtual concerts and online exhibits. The availability of these events virtually has actually increased access for communities who may not have been able to afford admission or who live far from the typically wealthier neighborhoods where institutions are located.⁴

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1. [Niagara This Week](#)
2. [Forbes](#)
3. [Desert News](#)
4. [The Reader](#)
Pro Bono Support

**Skills Needed:** Financial Planning, Strategic Planning, Technology Management, Virtual Events Management, Landscape Analysis, Event Promotion & Management, Entertainment, Architecture, Interior Design, Video Production & Editing, Lighting & Stage Design

**Corporate Skills**

- **Financial Scenario Planning:** A team analyzes an organization’s current financial data to simulate emergency and crisis financial scenarios. The model can help an organization define a budget and financial strategy for potential emergency scenarios.

- **Virtual Platform Selection:** A volunteer conducts a vendor comparison to help an organization select which fundraising or events platform to use to adapt to a virtual environment.

- **Program Prioritization:** A volunteer models the social, mission, financial, and staffing impacts of an organization’s different programs to determine which programs to prioritize or sunset during times of crisis.

**Specialty Skills**

- **Celebrity Promotion Partnership:** A volunteer with connections to entertainment and media identifies a celebrity partner to promote arts & culture organizations.

- **Video Production:** A team experienced in audio, video, and lighting creates a "video tour" of a museum for the organization to post online.

- **Funder Conversation Development:** A volunteer defines a strategy for approaching and cultivating new funders within a relatively short time period. The strategy will include training and coaching around having more challenging conversations with funders about an evolving situation.

- **Custom Facilities Design:** A volunteer creates custom building design or furnishing solutions to accommodate social distancing requirements.
Executive Summary

Although many deadlines for voter registration, primaries, and census completion have been postponed, organizations fear a loss of momentum and lack of public interest in civic engagement. Organizations have especially struggled as traditional in-person activities such as voting, door-to-door census outreach, and physically counting individuals experiencing homelessness have been postponed due to social distancing.

Crisis Response Type: HYBRID

Sources: SSIR, Chronicle of Philanthropy, Census 2020, New York Times

Upshot

Organizations can work with volunteers skilled in data analysis and advocacy to develop systems for tracking outreach and maintaining civic engagement momentum. Volunteers skilled in building networks and partnerships can connect organizations to peer institutions and design strategies for joint outreach and advocacy.
Basics

Populations Served

- States / municipalities with large proportions of hard-to-count communities (minorities, undocumented immigrants)
- Individuals experiencing homelessness outdoors
- Populations served by soup kitchens, shelters, and other human services organizations
- Immunocompromised or elderly individuals who are unable to risk infection to vote in person

Operating Margin

With large sponsored registration events like concerts and festivals cancelled, civic organizations are reporting challenges obtaining funding, even for digitization of outreach. Community organizations are also financially-constrained by COVID-19 and are even less able to allocate funding this year to support staff hours and costs (printing, postage, etc.) related to civic engagement. In-person outreach efforts with hard-to-count communities have also been more expensive due to added costs relating to social distancing like masks and sanitization.¹

Demand for Services

Rapidly evolving deadlines for both the Census and voter registration mean that nonprofits have more work to do to keep constituents informed on the latest policies. Civic engagement organizations are also fighting increased levels of misinformation, such as the false rumor that stimulus checks are contingent upon completing the Census.²

¹ Nonprofit Quarterly
² CSR Wire
Even before the pandemic, Get Out the Vote (GOTV) and Get Out the Count (GOTC) organizations had high adoption and usage of technology and were able to quickly adapt their online communications. Larger organizations like Vote.org launched new websites and targeted apps to communicate changes to registration deadlines, polling locations, and mail-in policies. Grassroots organizations, however, don’t have the budgets to convert registration events to virtual delivery and have reported challenges getting funding for digitization efforts. An added obstacle is that populations who are hard-to-count and low-propensity voters have low technology access.

Temporary Crisis "Stop-Gaps" Implemented

Organizations have campaigned for increased access and availability of mail-in voting to promote socially distant civic engagement. GOTV campaigns have moved to social media and celebrities have engaged through support of virtual fundraisers and events. Civic engagement organizations have partnered with community centers and immigrant-serving nonprofits to help US residents without documentation overcome fear of completing the Census.

Physical Resources / Product

Without the ability to conduct door-to-door outreach, organizations have had to rely on printed flyers and mailed information, requiring more funds for paper, envelopes, and stamps.

1. Tech Crunch
2. Chronicle of Philanthropy
3. New Center
Volunteers

Volunteer-run tabling events at concerts, community centers, libraries and other public spaces have been cancelled due to COVID-19. **Volunteers have shifted their registration and civic engagement efforts to online advocacy** by supporting organizations' social media outreach.¹

Staff (neutral)

Civic engagement nonprofits generally operate on grant support and not earned revenue, so they have not seen major changes in budget that would lead to staff layoffs. However, community nonprofits that do civic engagement work as just part of their programming are **experiencing org-wide layoffs** that reduce staff capacity for civic engagement initiatives.²

Access to Constituents

Civic engagement efforts like voter registration and Census distribution often happen at large, public events like concerts or safe, high-traffic spaces like neighborhood block parties and community center lobbies. With these events and spaces closed and Census workers unable to go door-to-door, **organizations have had obstacles to reaching communities**. Efforts to increase vote-by-mail to promote social distancing have also faced legal barriers in many states. Nevertheless, **outdoor protests and demonstrations for racial equity have created some public avenues for organizations** to register Black and minority voters.³ ⁴

1. Spectrum Local
2. Dayton Daily News
3. St. Louis Public Radio
4. WDRB
Pro Bono Support

**Skills Needed:** Technology Management, Cybersecurity, Network Design, Data Analysis, Dashboard Development, Election Policy, Public Policy, Communications, Marketing & Design, Process Improvement, Fundraising, Community Outreach, Recruitment, Advocacy

### Corporate Skills

- **Virtual Platform Selection:** A volunteer conducts a vendor comparison to help an organization select which fundraising or events platform to use to adapt to a virtual operating environment.

- **Process Efficiency:** A volunteer works with an organization to temporarily modify "assembly line" processes to utilize fewer volunteers during product packing or distribution. The plan will include recommendations for quality control and avoiding volunteer burnout.

- **Registration / Census Completion Dashboards:** A volunteer creates a neighborhood level Census completion / voter registration dashboard to promote community participation.

- **Community Communications Design:** A volunteer designs appealing public service materials and flyers that can spread important messaging during office closures.

### Specialty Skills

- **Partnership Network Strategy:** A volunteer defines a strategy for the organization to partner with other community-based nonprofits as well as corporate partners during crisis. The strategy will enable the organization to coordinate product or service delivery to specific populations.

- **Policy Analysis Support:** A volunteer with policy expertise provides "hotline" support to front line organizations impacted by new federal and state legislation.

- **Grassroots Community-Building Support:** A volunteer experienced in community building supports a small nonprofit organization in developing outreach tactics.
Executive Summary

Neighborhood-level community centers have closed due to social distancing, limiting constituent access to key resources such as case management, hot meals, counseling, and guidance on applying for benefits like unemployment or affordable housing. Essential services – including shelters for individuals experiencing homelessness and disability - have struggled to maintain social distancing in population-dense facilities where many individuals also experience pre-existing physical and mental health conditions.

Crisis Response Type: RESPONDER

Upshot

Organizations are modifying processes for the ongoing financial and operational realities of COVID-19. They can use support from health and crisis experts for safety and compliance audits as well as financial expertise for long-term budgeting. Design and tech support can help organizations modify facilities for social distancing and establish new communications systems.

Populations Served
- Low-income communities
- Recently unemployed
- Individuals experiencing food insecurity or homelessness
- Populations living in group housing or shelters
- Immigrant or minority populations
- Senior citizens
- Individuals with disabilities

Operating Margin
Human services organizations have experienced a dramatic decline in revenue. Affordable housing organizations have collected fewer rent payments and organizations providing paid services like financial coaching classes have lost fees from cancelled sessions. Organizations that provide contract services to state and local governments have seen reduced or delayed payments as cities experience budget shortfalls. While direct federal assistance has provided some support, organizations are also experiencing a surge in community need as well as increased costs related to PPE, disinfecting, and reconfiguring facilities to accommodate social distancing.

Demand for Services
Millions of people who lost their jobs in the pandemic have turned to community and human services organizations for direct support or guidance on accessing federal and state resources. While the federal eviction moratorium has prevented a dramatic surge in homelessness, shelters are experiencing a relative increase in demand while at the same time being required to reduce facility capacity to accommodate social distancing.

1. Shelter Force
2. Human Services Council
3. Triple Pundit
Virtual Platform / Technology Access (low)

While some organizations have been able to share important communications to the public online or through social media and even offer counseling and case management virtually, the majority of organizations had low technology infrastructure before the crisis. Low technology access among populations served and the additional obstacle of housing insecurity has also reduced ability to reach constituents.¹

Temporary Crisis "Stop-Gaps" Implemented

Organizations have implemented symptom screenings and other preventative measures for intaking or interacting with constituents. Shelters have converted hallways and office spaces into constituent service areas to accommodate social distancing. Community centers have made resources and case management available virtually where possible.

Physical Resources / Product

Shelters have experienced bed shortages as they reduce facility capacity to accommodate for social distancing. Organizations have also had to increase frequency of cleanings and invest in and request donations for PPE, hand sanitizers and disinfectants for both staff and constituents.² ³
Volunteers

Organizations have limited volunteer positions to reduce density in already crowded facilities. At the start of the crisis, health and safety concerns also reduced the number of volunteers available. More recently, organizations have seen a younger volunteer demographic return and have used their support for socially distanced projects like outdoor maintenance.¹

Staff

Although they work directly with communities most impacted by COVID-19, human services staff do not receive hazard pay and many have been furloughed or laid off. At the start of the crisis, severe PPE shortages also resulted in high infection rates among staff², creating even greater staff shortages and capacity constraints for already overworked employees.

Access to Constituents

With physical centers closed and non-essential programming cancelled, organizations are challenged to maintain community relationships and provide effective case management, particularly to constituents who may not have reliable access to technology. Even organizations that are open, such as homeless shelters, have seen hesitation from constituents due fear of infection at the facility.³

1. Savannah Now
2. The Hill
3. Ellesworth American
Pro Bono Support


### Corporate Skills

- **Product / Service Delivery Innovation:** A team adapts an organization’s core services or products for virtual delivery, social distancing protocols, or a new operating environment by providing strategic, operational, technical, and communications recommendations.

- **Process Safety Modifications:** A volunteer works with an organization to temporarily modify client intake procedures to prioritize safety for both staff and constituents.

- **Communications App:** A team designs a custom app or messaging system to automate alerts and emergency communications to clients.

### Specialty Skills

- **Chain of Command Mapping:** A volunteer or team collaborates with an organization to help them determine who to contact during a disaster (internally and externally) and how to mobilize resources in a way that is efficient, secure, orderly, and well-communicated.

- **Template Creation:** A volunteer designs templates and sample materials that synthesize the broad range of requirements and regulations for various buildings and organizations, but can also be customized to be relevant to populations served.

- **Custom Facilities Design:** A volunteer creates custom building design or furnishing solutions to accommodate social distancing requirements.

- **Partnership Network Strategy:** A volunteer defines a strategy for the organization to partner with other community-based nonprofits as well as corporate partners during crisis. The strategy will enable the organization to deliver product or services to vulnerable organizations during a crisis scenario.
Executive Summary

Centers that treat chronic, non-emergency diseases in the nation’s most underserved neighborhoods have laid off staff due to revenue loss from cancelled appointments. Despite screening patients for the virus, healthcare workers in these centers are given lower priority for PPE since they are not working with confirmed COVID-19 patients.

Crisis Response Type: HYBRID

Upshot

With the shift to virtual visits and long-term financial uncertainty, organizations can leverage pro bono support in both technology and finance. Volunteers can support organizations with virtual vendor selection or financial scenario planning. Pro bono support from policy experts can also help organizations navigate insurance and building challenges.

Sources: New York Times, NPR, Direct Relief
Basics

Populations Served

- Individuals with **chronic / pre-existing conditions**, including the elderly
- **Individuals with diabetes / high blood pressure** (conditions disproportionately affecting low-income communities)
- **Uninsured or low wage / part-time workers** without healthcare benefits
- **Rural communities** with limited access to hospital systems

Operating Margin

These organizations have **lost significant revenue from cancelled routine medical and dental visits** and have seen **operating costs rise** due to purchases of PPE for staff and disinfecting supplies for examination and waiting rooms. While federal and state support through the Cares Act has helped, organizations report that it has been insufficient to match increased costs.¹

Demand for Services

Organizations are experiencing **cancellations in routine and general appointments**, but have seen tremendous volumes of patients for COVID-19 screenings and testing. These organizations may run **mobile or drive through test sites and are often the first place that symptomatic patients go** for care before being tested and referred to a hospital. Although community health centers manage critical ER capacity and increase access to care, especially for individuals in rural areas or those who may be housing-insecure, **their facilities are "not set up to house an influx of patients with infectious diseases."**¹

¹ NPR
Virtual Platform / Technology Access (neutral)

Although community health centers can operate in person, virtual visits and telehealth are the safer option for routine visits related to chronic and pre-existing conditions. The cost of telehealth software and equipment has prevented many clinics from adopting the technology in the past, but the federal government has provided $200M of funding in the Cares Act specifically for clinics to invest in these services. Still, communities served by these clinics often have low technology access due to financial constraints and telehealth is sometimes not covered by insurance. Staff and patients also require training on how to use the technology platforms.

Temporary Crisis "Stop-Gaps" Implemented

At the start of the pandemic, with scare resources and limited federal or state guidance, community health centers developed custom processes to manage COVID-19 patients. For example, to ration scarce resources, only staff screening or interacting with "known" COVID-19 patients would wear PPE, resulting in other staff members' exposure to potentially asymptomatic patients. Once federal guidance was released, organizations replaced "triage" systems with mask requirements, sanitation procedures, and space reconfiguration to allow for social distancing. As trusted community partners, these centers also spearheaded neighborhood public health awareness campaigns.

Physical Resources / Product

At first, organizations reported severe shortages of testing kits and PPE including masks, gloves, and cleaning products. Since the arrival of federal and state support, organizations have been able to maintain safety supplies, but are under-resourced for test processing, resulting in wait times of up to two weeks for patients to receive results.

1. UWYO
2. FCC
3. New Center
4. NPR
Volunteers

Organizations who had initially asked volunteers to stay home to preserve PPE and maintain safety have slowly begun to reintegrate volunteer support to increase staff capacity. Volunteers have had additional training on safety and PPE and are providing crucial services at front desks or even as pro bono doctors and dentists.¹

Staff

Staff interacting with patients are working in hazard conditions, especially those screening and testing potential COVID-19 patients. Many of these organizations are also under-resourced in PPE and cleaning products, adding to staff safety concerns. Organizations have laid off staff due to loss of revenue from cancelled general appointments.²

Access to Constituents

As an essential service, community health centers can remain open and see patients and clinics have adjusted their lobbies for social distancing so only a few patients are in the facility at a time. However, many patients have cancelled general appointments for chronic and pre-existing conditions due to safety concerns about leaving their homes. Health care access through virtual visits has been minimal due to low early adoption of technology by organizations and low technology access from clients.³

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1. Midvale Journal
2. New York Times
3. Healthpoint CHC
**Pro Bono Support**


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**Corporate Skills**

- **Virtual Platform Selection:** A volunteer conducts a vendor comparison to help an organization select which fundraising or events platform to use to adapt to a virtual operating environment.

- **Technology Reporting Support:** A volunteer supports an organization in collecting new data streams (# of users, types of counseling, etc.) from virtual counseling platforms.

- **Cybersecurity Audit:** A volunteer creates an audit that clients can use at home to ensure their communications channels are secure.

- **Strategic Financial Planning:** A team supports an organization in developing a long-term financial strategy for crisis situations.

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**Specialty Skills**

- **Community Communications Design:** A volunteer designs appealing public service materials and flyers that can spread important messaging during office closures.

- **Healthcare Hotline:** A team of retired medical professionals creates a hotline for patients to call with basic questions about social distancing, testing, etc.

- **Health Insurance Analysis:** A volunteer analyses an organization’s health insurance guidelines to strategize how telemedicine can be most affordable.

- **Process Safety Modifications:** A volunteer will work with an organization to temporarily modify client intake procedures to prioritize safety for both staff and constituents.

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- **Funder Conversation Development:** A volunteer will define a strategy for approaching and cultivating new funders within a relatively short time period. The strategy will include training and coaching around having more challenging conversations with funders about an evolving situation.
Domestic violence organizations anticipate an increased need for their services as lockdowns confine individuals to homes that may be increasingly unsafe due to stress from the pandemic. As homebound clients no longer have the privacy to call or access support, some organizations have seen a worrying drop in the number of individuals accessing their services - despite knowing via precedent that violence is likely on the rise - and are needing to innovate new ways to serve clients in danger.

Crisis Response Type: RESPONDER

Upshot

Organizations can use pro bono tech and marketing support to strengthen their technological capacity and expand messaging to isolated constituents. They can also partner with experts in advocacy and public safety to promote policies for the prevention of violence.

Sources: NBC 15, The Atlantic, NPR, Urban, Axios, The Hotline
### Populations Served

- Adults of all genders experiencing domestic violence or abuse
- Children and teens experiencing family violence or abuse
- LGBTQIA+ community
- Individuals in suburban or rural communities where external contact is further minimized
- Technology insecure communities (limited access to online sources for help)
- Individuals in communities where domestic violence is normalized or stigmatized

### Operating Margin

Public awareness of domestic violence during COVID-19 has been high and organizations saw an increase in individual donations at the start of the crisis. Congress also allocated $47 million for family and domestic violence prevention and services in the Cares Act. However, as the crisis continues and reports of violence increase, organizations are challenged to maintain budgets while also dealing with added costs to maintain clean, socially distanced facilities.¹

### Demand for Services

Domestic violence increases during economic and national disasters, as witnessed immediately after 9/11, during the economic downturn of 2008, and following natural disasters like Hurricane Sandy. Currently in the US, over 1/3 of 200 member organizations surveyed by the YWCA reported an increase in demand for domestic violence services. Family violence, including child neglect and abuse, tends to rise with greater traumatic events, economic instability, and stress. With school closed, survivors may be forced to leave children home with abusive partner to go to work.²

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1. Urban
2. Chronicle of Philanthropy
Virtual Platform / Technology Access (neutral)

Even before the crisis, many organizations were operating online crisis hotlines and chatrooms in addition to educating constituents on online safety like clearing browsing and search history. Although organizations have technology in place, populations served may have reduced access not only for financial reasons, but also due to lack of privacy while quarantining, potentially with their abusers.¹

Temporary Crisis "Stop-Gaps" Implemented

Organizations have made more resources, counseling, and screenings available online and spread public awareness campaigns encouraging neighbors, family, and friends to support from a distance.²

Early in the crisis when court systems were closed, some organizations advocated for the extension of expiring protective orders. Shelters have enforced rigorous cleaning schedules and staff are offering residents information on how to prevent the spread of COVID-19.³

Physical Resources / Product

Organizations that provide living facilities to survivors have had to reduce housing capacity to accommodate for social distancing. At the start of the pandemic, shelters also saw fewer residents due to survivors returning to abusive partners for fear of the virus spreading in shelters. Now, as restrictions lift in many areas and shelters work to communicate that facilities and safe and clean, more residents are slowly returning. Organizations are also investing heavily in PPE and disinfecting supplies to maintain safety for residents.⁴

1. WDTN News
2. The Atlantic
3. Washington Post
4. CNBC
Volunteers (neutral)

Organizations have closed most in-person volunteer programs at centers and shelters, but others are recruiting more volunteers to staff virtual hotlines.¹

Staff

Steady funding streams and widespread public awareness of domestic violence during disasters has helped these organizations avoid major layoffs. However, as the initial funding surge dwindles and costs for running services grows with demand, organizations are experiencing some layoffs and hiring freezes. Staff are also at capacity and dealing with high emotional stress situations.²

Access to Constituents

Although they serve as safe spaces for survivors to access support, organizations have had to shut offices and cancel walk-in appointments. Those with living facilities have limited or suspended supervised visitation. Organizations have also had difficulty contacting constituents because many are confined to homes where they may not have a safe, private space to access virtual and hotline support.¹
Pro Bono Support


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### Corporate Skills

- **Virtual Platform Selection:** A volunteer will conduct a vendor comparison to help an organization select which fundraising or events platform to use to adapt to a virtual operating environment.

- **Cybersecurity Audit:** A volunteer creates an audit that clients can use at home to ensure their communications channels are secure.

- **Community Connection Platform:** A team creates a web platform or app for clients to connect with neighbors and family members to do drive by wellness checks.

- **Process Efficiency:** A volunteer will work with an organization to temporarily modify "assembly line" processes to utilize fewer volunteers during product packing or distribution.

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### Specialty Skills

- **Education Curriculum Integration:** An education volunteer creates a domestic violence awareness lesson or video campaign that can be integrated with regular school curriculum.

- **Partnership Network Strategy:** A volunteer will define a strategy for the organization to partner with other community-based nonprofits as well as corporate partners during crisis. The strategy will enable the organization to deliver product or services to vulnerable organizations during a crisis scenario.

- **Process Safety Modifications:** A volunteer will work with an organization to temporarily modify client intake procedures to prioritize safety for both staff and constituents.

- **Advocacy Strategy:** A volunteer will support an organization in developing a strategy to advocate for public policies that would provide immediate relief and support to their constituents during times of crisis.

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Executive Summary

With schools closed and parents working from home, organizations that offer on-site education or child-care have needed to close services entirely or pivot online, with little notice or digital infrastructure. Such organizations often serve as the sole source of nutritious food, mentorship, and educational enrichment for children in particularly challenging circumstances. Many of these organizations utilize an earned revenue model to provide reduced-cost services such as afterschool enrichment and childcare and have seen revenues decline or halt as members cancel enrollment. Roughly half of the daycare centers in the US are at risk of closing permanently, according to an analysis by the National Association for the Education of Young Children and the Center for American Progress.¹

Crisis Response Type: HYBRID

Upshot

Organizations can leverage pro bono expertise in education, curriculum design, and technical production to support virtual programming. As many districts reopen schools, these organizations will also need support from health and crisis experts for safety and compliance audits of social distancing modifications.

Sources: Center for American Progress, Huffington Post, Health Affairs, Nonprofit Quarterly, DC Policy Center, Brotherhood SisterSol
Basics

Populations Served

- Children of first responders and essential workers
- Housing and food insecure children and adults
- Families that lack access to technology and cannot easily transition to remote learning
- Youth and teens in at-risk or dangerous situations (substance abuse, violence)
- Women who, as the majority of primary caregivers, are less well-positioned to remain in or re-enter the workforce due to lack of available childcare

Operating Margin

Organizations have experienced a sharp decline in revenue from cancelled memberships, classes, and programming. Some organizations have been able to qualify for additional federal funding through meal distributions to families, but the surge in demand for meals has outpaced funds. Organizations that have been able to convert educational services to virtual delivery have experienced new costs to purchase cameras and other technology. Organizations providing childcare for children of essential workers have had higher staff costs due to limits on class size.¹

Demand for Services

With students learning remotely and more parents at home, organizations have experienced an overall decrease in demand for daycare and afterschool care. Some organizations have pivoted programming to focus on meal distribution to meet the needs of an increased number of families experiencing food insecurity due to pandemic related unemployment. Organizations are also serving meals to families who are not affiliated with their youth programming services.²

¹ Nonprofit Quarterly
² Boys and Girls Club Greater Tarrant County
## Programs

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<tr>
<th>Virtual Platform / Technology Access (neutral)</th>
<th>Temporary Crisis &quot;Stop-Gaps&quot; Implemented</th>
<th>Physical Resources / Product</th>
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<tr>
<td>Organizations providing educational programming have purchased laptops and video equipment to record and edit virtual programming that can be available to youth remotely. However, <strong>youth access to at-home internet is low</strong> and this curriculum may not be accessible to some.</td>
<td>Organizations have created <strong>virtual content for youth to access programming at home</strong> and, along with meals, are <strong>distributing learning kits with educational activities for kids to do at home</strong>. Some organizations and school districts have converted school buses into mobile internet hubs to <strong>increase virtual access for students</strong>. Organizations that have remained open have implemented safety and cleaning protocols or separated kids into smaller activity &quot;cohorts&quot; that limit contact to a small group of peers.</td>
<td>As organizations pivot from educational programming to distributing meals to youth and their families, they have experienced <strong>supply chain challenges with securing donations</strong> from grocery stores and other commercial distributors, especially at the start of the pandemic. Daycare facilities that have remained open have had to <strong>purchase additional cleaning and sanitizing products</strong>.</td>
</tr>
</tbody>
</table>

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1. [New Center](#)
2. [Chronicle of Philanthropy](#)
3. [USA Today](#)
Volunteers

Volunteers have helped organizations with the **surge in demand for food distribution support**. With indoor facilities closed, most other volunteer opportunities specific to education and youth have been limited except for **minor support with outdoor programming and activities**.

Staff

Organizations providing daycare and afterschool programming have experienced **staff-wide layoffs and furloughs**. Some organizations have been able to redirect education and childcare staff to serving meals for families or creating virtual and online curricula. Staff providing in-person support experience **safety hazards from transmission from youth** who may be too young to follow COVID-19 protocols.¹

Access to Constituents

With the exception of organizations providing daycare to children of essential workers, the **majority of organizations have closed facilities and in-person programming**. Some organizations have been able to maintain connections with youth by continuing to provide meals to children and families outside centers. While organizations have also created virtual programming and curriculum, **children in technology insecure homes** may not have access to these resources.
Pro Bono Support


Corporate Skills

- **Virtual Platform Selection**: A volunteer conducts a vendor comparison to help an organization select which fundraising or events platform to use to adapt to a virtual operating environment.

- **Program Reorientation**: A volunteer assists a nonprofit in temporarily reorienting their operations to meet a new need that emerges due to a crisis, such as meal distribution. The volunteer will help the organization navigate funding, legal, and board contingencies as well as staffing impacts of the conversion.

- **Process Safety Modifications**: A volunteer works with an organization to modify youth program procedures to prioritize staff and client safety.

Specialty Skills

- **Template Creation**: A volunteer designs templates and sample materials that synthesize the broad range of requirements and regulations for various buildings and organizations, but can also be customized to be relevant to populations served.

- **Compliance Audits**: A volunteer assesses existing plans across the organization’s sites and programs (e.g. COOPs, org-wide response plans, building-specific security plans, communications plans) and identifies key gaps and risks.

- **Custom Facilities Design**: A volunteer creates custom building design or furnishing solutions to accommodate social distancing requirements.

- **Video Programming Development**: A volunteer creates children’s programming / animation / media to supplement virtual learning.

- **Online Curriculum Design**: A volunteer with professional expertise in education supports the development of an online curriculum and materials based on an organization’s current in-person education programming.
A UN report predicts that COVID-19 could double the number of people around the world facing food insecurity. While demand for services surges (reports of 2-3x normal volume), food banks are operating with a decrease in food donations and a severely reduced volunteer workforce, since the majority of food bank volunteers are elderly and/or sheltering in place due to risk of exposure. Furthermore, food banks are needing to run new high-cost models like drive-thrus and home delivery due to the health implications of on-site pantries and the cessation of meal service in community centers or educational facilities. These organizations have seen operating costs increase as they hire temporary staff, purchase greater amounts of food to make up for the donation deficit, and run more labor-intensive models at a large scale.

**Crisis Response Type: RESPONDER**

**Upshot**

Organizations have partnered with food delivery apps, self-driving car producers, and package companies to automate and modernize the technology and logistics needed to scale at-home food delivery to under-resourced communities while maintaining social distancing guidelines.

Basics

Populations Served

- Individuals and families below the poverty line and/or experiencing homelessness
- Recently unemployed
- Children who received free or reduced-cost meals in schools
- Seniors who received food in shelters or senior centers
- People of color

Operating Margin

Increased individual donations and government funding has been outpaced by increases in costs, related supply chain challenges, delivery logistics, and increased staff investments to replace volunteers. Especially as they scale to meet demand, organizations are operating at losses that government contracts do not fully cover.²

Demand for Services

Widespread job loss and unemployment has created a national surge in food insecurity. At the start of the pandemic, food banks and pantries saw multiple-hour wait times at drive-through distributions and vulnerable populations requiring at-home deliveries were placed on waitlists. Based on past financial crises, food banks anticipate a lasting increase in demand, particularly as supplemental pandemic unemployment benefits are reduced even while unemployment remains high.³

1. Move for Hunger
2. Feeding America
3. New York Times
Virtual Platform / Technology Access

Organizations have rapidly expanded their technology infrastructure to accommodate for the surge in demand and remote distribution logistics. Organizations have partnered with food delivery tech companies and self driving car producers to coordinate free or reduced-cost contactless deliveries to their constituents. App developers have also created new mobile apps to help people – including many who are newly food insecure – to find and reserve groceries at food banks. These technology developments have eased supply chains and redirected demand to local resources that are most accessible to communities.¹

Temporary Crisis "Stop-Gaps" Implemented

Organizations have packaged and wrapped groceries to limit surface contact and meal service has been shifted to "grab-and-go" packages or drive-through distribution. Organizations have reconfigured volunteer roles, distribution channels, and supply chains to accommodate for reduced restaurant and grocery donations and have expanded at-home deliveries.

Physical Resources / Product

Restaurant shutdowns and panic buying caused major supply chain challenges at the start of the pandemic. State and local governments eventually brokered more direct supply chains between local producers and food banks to ease supply constraints. In addition to investing in PPE, some organizations have also rented additional warehouse space and distribution trucks to accommodate for logistics for at-home deliveries. More organizations have now shifted toward direct cash payments and have limited deliveries to elderly or at-risk populations to ease the strain on overwhelmed physical resources.²

1. Forbes
2. USDA
Volunteers

Volunteer numbers have significantly dropped as older populations, who make up a large percentage of most organizations' volunteer bases, stay home to avoid risk of exposure. While doing wellness and mental health checks on these former volunteers, organizations have also hired additional staff to replace their support.¹ Since the start of the crisis, organizations have seen increased community support from other volunteer demographics and have leveraged volunteers to pack and deliver meals. However, volunteer shifts have been altered and limited to avoid facility crowding.

Staff

Organizations have hired additional staff to meet the surge in demand for services and to replace volunteers who have stayed home for safety concerns. While drive-through and outdoor distribution has helped limit contact with constituents, staff are still at risk of exposure, as they were during the PPE shortages at the start of the pandemic.²

Access to Constituents

With indoor facilities and pantries closed, organizations have been limited to delivery or drive-through distribution to reach constituents. Other constituent access points such as community outreach efforts have been limited or cancelled as other community organizations close in-person programming as well.³

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1. SM Daily Journal
2. FWTX
3. Triple Pundit
Pro Bono Support


Corporate Support

• **Part-Time Staffing Strategy:** A volunteer creates a plan for hiring part-time staff to temporarily replace volunteers, including a budget and guidance on assistance funds available.

• **Valuation of Workforce:** A volunteer quantifies the financial or productivity loss of operating with fewer volunteers and provides recommendations for financial or operational adjustments.

• **Process Safety Modifications:** A volunteer works with an organization to modify client intake procedures to prioritize staff and client safety.

• **Demand Surge Modeling:** A volunteer models different volumes of output needed from an organization (e.g. meals, counseling sessions, etc.) during various disaster scenarios. The model will support decision making for staffing and budgeting during times of crisis by factoring in demographics, resources, and peer organizations of the area served.

• **Delivery Logistics Support:** A volunteer with logistics expertise supports an organization in coordinating delivery routes to distribute food to vulnerable populations.

Specialty Skills

• **Volunteer Recruitment Plan:** A volunteer develops an outreach strategy to recruit younger, healthy volunteers. The plan will include targeted social media marketing to attract students home from college, those working from home, and other potential groups of local supporters.

• **Policy Analysis Support:** A volunteer with policy expertise provides “hotline” support to front line organizations impacted by new federal and state legislation.
Nonprofits serving immigrants are dealing with a surge in demand for basic services and legal advocacy including providing direct funding to individuals experiencing financial or health burdens, battling misinformation, and lobbying for increased benefits and legal accommodations. New immigrants are more likely to work in low-wage, uninsured, or “essential” jobs, putting them at increased risk for unemployment, economic hardship, and illness without access healthcare. Residents without documentation, even those who file taxes, do not qualify for federal stimulus checks. Furthermore, new international travel restrictions and the suspension of immigrant benefit-processing will present long-term challenges to asylum seekers and unauthorized immigrants seeking legal paths to immigration.

*Crisis Response Type: RESPONDER*
Basics

Populations Served

- Documented and undocumented immigrants
- Low-wage workers: retail, domestic, food service and migrant workers
- Multilingual populations
- Populations experiencing racial discrimination

Operating Margin

Organizations have seen an outpouring of donations toward their community resource funds that distribute direct financial support to immigrant families. However, demand for these funds has outpaced donations and many families have been put on waitlists to receive support. These organizations have also seen a loss of revenue from cancelled educational programming like English, civics, and financial management classes.¹

Demand for Services

Immigrant workers have experienced disproportionate job losses in the pandemic due to high rates of unemployment in the retail, food service, domestic, and personal care sectors.² Residency qualifications for federal stimulus support have also disqualified many workers from receiving relief.¹ Detained immigrants are also at increased risk as COVID-19 spreads through youth and family detention centers. In some states, immigrant communities have the highest COVID-19 mortality rates and across the nation, violent, xenophobic hate crimes against East Asians have increased.³

1. Cross Cut
2. Pew Research
3. Center for American Progress
Virtual Platform / Technology Access (low)

Organizations serving immigrants have not traditionally been high adopters of technology due to language and economic barriers that can make it inaccessible to these communities. These organizations have now increased social media presence to dispel misinformation on COVID-19 and spread awareness of individual rights and resources. Some organizations have used virtual platforms to deliver case management and classes virtually. However, there are still barriers to access from the populations served who may lack computers, scanners and other technology that is often necessary to apply for social services.¹

Temporary Crisis "Stop-Gaps" Implemented

Organizations have shifted case management and classes to virtual delivery and established community funds for immediate financial assistance. They have also developed online multilingual resource guides on public health & safety and financial assistance. These organizations are leading advocacy for the rights of migrants, immigrants, and undocumented communities in federal COVID-19 legislation and funding, including expansion of stimulus checks to non-U.S. citizens.

Physical Resources / Product

Organizations have hosted community drives to gather clothing, diapers, and other basic products for the community.²

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¹ WeSpeak NYC
² CNBC
Volunteers

Lawyers are providing free legal support to detained immigrants to expedite their release from facilities where COVID-19 could be spreading. Doctors of immigrant backgrounds have volunteered to provide multilingual testing at drive-through sites in predominantly immigrant communities. Volunteers who had been supporting English classes have shifted their support to virtual platforms.¹

Staff

Staff dedicated to providing fee-based services, registering voters, or teaching courses in civics, language, and financial management have experienced layoffs with programming cancellations.²

Access to Constituents

Community centers that not only provided case management, human services, and language classes, but also served as hubs for community gatherings and celebrations, are now closed to the public. Constituents are increasingly difficult to contact because they may be experiencing “increased fear and uncertainty during this time due to their documentation status, governmental actions and statements, and social stigma and violence.”³

¹ Law
² Gothamist
³ Miami Herald
Pro Bono Support

**Skills Needed:** Data Analysis, Dashboard Development, Public Policy, Process Improvement, Communications, Marketing & Design, Process Improvement, Advocacy, Partnership Building, Community Outreach, Language & Translation, Linguistics, Closed Captioning

**Corporate Skills**

- **Registration / Census Completion Dashboards:** A volunteer creates a neighborhood-level Census completion / voter registration dashboard to promote community participation and inform organizations.

- **Peer Resource Mapping:** A volunteer helps an organization map the network of peer resources / organizations available to clients to redirect high-volume in crisis scenarios.

- **Process Efficiency:** A volunteer works with an organization to temporarily modify “assembly line” processes to utilize fewer volunteers during product packing or distribution.

**Community Communications Design:** A volunteer designs appealing public service materials and flyers that can spread important messaging during office closures.

**Specialty Skills**

- **Programming Voiceover / Translation:** A multilingual volunteer supports in translating or voicing over important communications.

- **Partnership Network Strategy:** A volunteer defines a strategy for the organization to partner with other community-based nonprofits as well as corporate partners during crisis. The strategy will enable the organization to share products or services with vulnerable organizations during a crisis.

- **Advocacy / Policy Strategy:** A volunteer supports an organization in developing a strategy to advocate for public policies that will provide immediate relief and support to their constituents during times of crisis.

- **Policy Analysis Support:** A volunteer with policy expertise provides "hotline" support to front line organizations impacted by new federal and state legislation.
Executive Summary

Mental health organizations are reporting increased levels of stress in their communities as a result of unemployment, health concerns, and isolation. Nonprofits are working to obtain the technology and hardware needed to adapt services to virtual delivery.

Crisis Response Type: RESPONDER

Upshot

Organizations have used pro bono support from mental health professionals to increase service delivery capacity. Insurance and health policy analysts can also help organizations navigate insurance claims for virtual services. Support from volunteers skilled in marketing and technology can help organizations expand messaging.

Sources: SRQ Magazine, Washington Post, Public Integrity
Basics

Populations Served

- **Uninsured or underinsured** (no mental healthcare coverage)
- Communities where **mental health is stigmatized**
- Individuals with **pre-existing mental health conditions** (anxiety, depression, OCD)
- Individuals **experiencing new loss** (job loss, loss of loved ones)
- Youth experiencing **new social isolation**

Operating Margin

Organizations have lost significant revenue from cancelled in-person appointments and services, and while federal and foundation funding has provided some relief, costs related to converting services to virtual delivery has cut into margins, even with earned revenue from virtual appointments.¹

Demand for Services

Mental health hotlines and support apps have seen demand surge into multiple times regular call volumes and cases of alcohol and substance abuse have increased across the country. From children out of school, to young adults dealing with underemployment and racial injustice, to seniors isolated in assisted living, **individuals across all age groups are experiencing feelings of loss, isolation, fear, and uncertainty.**² ³

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1. CT Mirror
2. Washington Post
3. Public Integrity
Virtual Platform / Technology Access (high)

Mental health providers had high early adoption of technology due to existing hotline and mobile apps specifically designed for mental health support. However, organizations not already offering virtual formats have had to invest in technology to convert to virtual delivery. Federal stimulus funding through the Cares Act has provided $200M for community health centers (including mental health services) to purchase telehealth equipment. Yet, communities served by these clinics often have low access to technology due to financial constraints and telehealth is sometimes not covered by insurance. Additionally, some staff and patients require training on how to use the technology platforms.

Temporary Crisis "Stop-Gaps" Implemented

Organizations have converted services to virtual delivery and partnered with pro bono mental health professionals to meet the surge in demand for mental health services. Organizations have also leveraged social media to spread awareness about mental health and share resources on where to find support in a time of isolation and anxiety.

Physical Resources / Product

Organizations who have been able to secure funding have purchased new laptops and equipment to deliver mental health services virtually, and tech companies have licensed their software to nonprofits for free. Unlike community health centers that see more in-person patients, mental health providers have had fewer challenges with PPE shortages.

1. FCC
2. Chronicle of Philanthropy
Volunteers

Thousands of counselors, therapists, and other mental health professionals have volunteered their services to staff mental health support hotlines and provide free counseling for individuals dealing with anxiety, loss, depression, and addiction during the pandemic.¹

Staff

Even with increased telehealth services, reduced revenue from cancelled in-person appointments and group services has required organizations to furlough and lay off staff.²

Access to Constituents

While mental health care providers have been able to access many clients through virtual methods including phone and video chat, some services like group therapy or addiction counseling are less effective or have reduced community-building effects when delivered virtually. Low technology access from constituents as well as lack of privacy in homes has also contributed to less adoption of virtual mental health services.

¹ Office of New York Governor
² CT Mirror

Mental Health Organizations
**Corporate Skills**

- **Virtual Platform Selection**: A volunteer will conduct a vendor comparison to help an organization select which fundraising or events platform to use to adapt to a virtual operating environment.

- **Technology Reporting**: A volunteer supports an organization in collecting new data streams (# of users, types of counseling, etc.) from virtual counseling platforms to feed annual reporting requirements.

- **Cybersecurity Audit**: A volunteer creates an audit that clients can use at home to ensure their communications channels are secure.

- **Peer Resource Mapping**: A volunteer will help an organization map the network of peer resources / organizations available to clients in preparation for crisis scenarios when the organization can no longer handle the volume of demand.

**Specialty Skills**

- **Health Insurance Analysis**: A volunteer analyses the organization’s health insurance guidelines to strategize how online counseling can be most affordable to clients.

- **Advocacy / Policy Strategy**: A volunteer will support an organization in developing a strategy to advocate for public policies that would provide immediate relief and support to their constituents during times of crisis.

- **Community Communications Design**: A volunteer designs appealing public service materials and flyers that can spread important information.

Executive Summary

At the start of the crisis, organizations working for racial justice aimed to bring awareness to the disproportionate impact of COVID-19 on Black communities. Then, as the murders of George Floyd, Ahmaud Arbery, Breonna Taylor, and countless others renewed the Black Lives Matter movement, these organizations not only led the protests and marches for justice, but also advocated for increased investment in Black communities and an end to police brutality and mass incarceration. Racial justice nonprofits are now fighting two fires at once, and despite the surge in public support and donations, these often grassroots organizations are still building their capacity to preserve the movement’s momentum and address the systemic inequality that has led to the disproportionate impact of these crises on Black communities.

Crisis Response Type: RESPONDER

Upshot

While organizations have largely been inundated with support, pro bono can be a unique solution in helping to build infrastructure for growth and scale. Volunteers skilled in finance and strategy can support long-term planning or build out earned revenue consulting services. Organizations can use logistics support to maximize process efficiency for the surge in volume of both demand and donations.
Basics

Populations Served

- Black communities
- Black frontline / essential service workers
- Indigenous peoples and other people of color (BIPOC)
- Individuals involved with the criminal justice system (detained pre-trial, incarcerated, formerly incarcerated, etc.)
- Individuals in the civil justice system (civil discrimination, civil rights, etc.)
- Black Lives Matter (BLM) protesters and demonstrators
- Intersectional communities, like LGBTQIA+ communities of color

Operating Margin

Bail funds and racial justice organizations have been "overwhelmed" by donations, receiving more in contributions than they can spend, even with the surge in protests, activism, and arrests. Organizations like Black Lives Matter, Minnesota Freedom Fund, and Brooklyn Bail Fund have received multiple times their annual budget in contributions, leading to public calls to release plans for future spending. Corporations and billionaires have created grants specifically for civil rights nonprofits in addition to directly contributing millions to organizations in the short term.

Demand for Services

Black communities have a 2.4x higher COVID-19 mortality rate and are more likely to be denied access to testing and over-policed for social distancing violations. A recent study found that 60% of Black Americans live in COVID-vulnerable communities while only 34% of white Americans are in the same situation. In the context of the racial inequity of the pandemic, the racial injustice that lead to the death of George Floyd was especially visceral, leading to nationwide protests to demand racial justice for Black communities and an outpouring of support to civil rights organizations.

1. Nonprofit Quarterly
2. Harpers Bazaar
3. CityPages
4. New York Times
5. Gothamist
6. SSIR
7. New York Times
Virtual Platform / Technology Access (low)

Many organizations working for racial justice are sophisticated users of social media and have leveraged technology to effectively coordinate resources, payments, and communications. However, as predominantly small, grassroots operations, these organizations have had challenges scaling their technology to meet the recent influx of donations and support. Community bail funds reported that PayPal, Venmo, and other payment technology platforms backlogged donation flows by holding funds before transferring them to accounts. Other organizations were overwhelmed by online traffic, hitting Gmail inbox limits overnight.¹ ²

Temporary Crisis "Stop-Gaps" Implemented

While organizations serving primarily Black youth and adults have cancelled most in-person programming, the protests have served as an outdoor platform to safely engage the community in issues impacting Black lives. Youth-serving organizations have provided avenues for their participants to self-organize around the protests, creating opportunities for civic and social education and leadership. Other groups, like the Urban League, have lead protests and used the platform to raise awareness in the broader community about racial injustice, advocate for change, and even register voters.³ ⁴

Physical Resources / Product

Some bail fund organizations provide released individuals with immediate “care packages” that include non-perishable food, resource information, and basic hygiene items. Donations toward these care packages have increased, but the increase in arrests has led to shortages of certain items including breakfast staples, personal care, and clothing.⁵ ⁶

Programs

1. The Ringer
2. Vice
3. Austin Talks
4. Winchester Star
5. CBS News
6. Buzzfeed News
Volunteers

Volunteers for community bail funds can deliver and post bail checks and provide essential supplies like food and clothing to recently released detainees. Skilled volunteers have also provided legal, medical, and social work support to clients. Demand for volunteers has increased due to arrests from protests and COVID-19 has increased the urgency to bail out pre-trial detainees due to the rapid spread of the virus in jails and prisons.¹ ²

Staff (neutral)

At community bail funds, staff have been overwhelmed with the surge of donations, outreach, and need following the racial justice protests. They interview detainees, coordinate resource networks, and run media communications, all while following added safety precautions for interacting with clients and the public during COVID-19.³ Black employees across the nonprofit sector have also leveraged the movement to call attention to workplace racism and discrimination,⁴ even in organizations like the African American Museum of Art.⁵ Black employees have advocated for essential workers rights, increased education on systemic racism, and foundation support for Black-led organizations.⁶

Access to Constituents

Organizations providing case management and rehabilitation for detained individuals have had difficulty reaching clients and coordinating training, transportation, housing, and family reunions due to contact restrictions. Meanwhile, incarceration conditions are increasingly dangerous⁷ due to insufficient space for social distancing, lack of testing and medical supplies, and lack of education on safety (e.g. “They never informed us of COVID-19 or the precautions to take to prevent it.”). Organizations serving Black youth and adults have cancelled programming, but are leveraging protests and marches as a platform to lead and advocate for change.⁸ ⁹

1. BuzzfeedNews
2. CBS News
3. Freep
4. The Lily
5. Artnet
6. Nonprofit Quarterly
7. WUSA
8. CBS Philadelphia
9. WDRB
Pro Bono Support


### Corporate Skills

- **Donation Diversion Strategy:** A volunteer helps an organization create a strategy to divert donations to peer organizations in crisis scenarios where the organization has surpassed its needed volume of donations.

- **Virtual Payments Platform Selection:** A volunteer conducts a vendor comparison to help an organization select which virtual payments platform will allow them to most efficiently transfer and distribute crowd-sourced bail payments.

- **DEI Consulting Service Development:** A volunteer helps an organization develop an earned revenue service line as a provider of DEI consulting to corporations and other nonprofits working to incorporate racial equity into their human resources and operations.

### Specialty Skills

- **Case Lead Sourcing Automation:** Using data scraping and automation, volunteers develop a technology tool to monitor local hearing records, court dockets, and arrest reports to identify cases where organizations can post bail.

- **Process Safety Modifications:** A volunteer works with an organization to temporarily modify client intake procedures to prioritize safety for both staff and constituents.

- **Process Optimization / Scaling:** A volunteer works with an organization to adapt a logistical process to scale to meet the needs of a crisis (e.g. scaling the logistics of an individual bailout for a mass bailout after a protest).

- **Partnership Network Strategy:** A volunteer defines a strategy for the organization to partner with other community-based nonprofits as well as corporate partners during a crisis. The strategy will enable the organization to coordinate the delivery of products or services with peer organizations.
Danielle Holly, **CEO, Common Impact**

Danielle Holly is currently the CEO of Common Impact, an organization that brings companies and social change organizations together to create meaningful change. Recently recognized in *Buzzfeed* for one of the "30 Big Ideas that Can Change the World," Danielle has led the social sector movement to channel individual talents and superpowers as a force for good. For the past 12 years, she has helped *Fortune* 100 companies shape their community engagement and investment programs, supported nonprofits in effectively leveraging service for strategic ends, and built the industry-leading tools that enable companies and nonprofits to work together effectively. Danielle is a frequent writer and speaker on the importance of civic engagement and transforming service into a strategic resource for our communities. In addition, she hosts the *Pro Bono Perspectives* podcast, is a contributing writer to *Nonprofit Quarterly* and has been featured in the *Stanford Social Innovation Review*.

Molly Weinstein, **PhD Student, Kellogg School of Management**

Molly Weinstein is currently a PhD Student at the Kellogg School of Management at Northwestern University. Molly was formerly the Associate Director of Field Building at Common Impact where she led the build out new models and services that accelerate the organization’s ability to support communities through strategic skills-based volunteerism. In this role, Molly conducted in-depth qualitative and quantitative research to identify emerging needs within the social sector, explore trends in corporate philanthropy and volunteerism, and understand the individual, institutional and community outcomes of pro-social work. Molly has extensive experience in skills-based volunteering program design and management, community needs assessment, outcomes evaluation, and cross-sector coalition-building.

Aruni Ranaweera, **Manager of Field Building, Common Impact**

Aruni Ranaweera is the Manager of Field Building at Common Impact where she supports the evolution and growth of new services and program models by strategizing new partnerships between the corporate, government, and social sectors. In this role she researches sector needs and trends and executes on opportunities for sharing skills, resources, and expertise. Aruni joined the Common Impact team as an Associate Consultant where she developed and facilitated pro bono consulting engagements between nonprofit and corporate partners. Aruni comes from a diverse professional background, bridging corporate and social experiences. Before Common Impact, she worked as an Investment Banking Analyst in the Energy Investment Banking group at J.P. Morgan.
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