

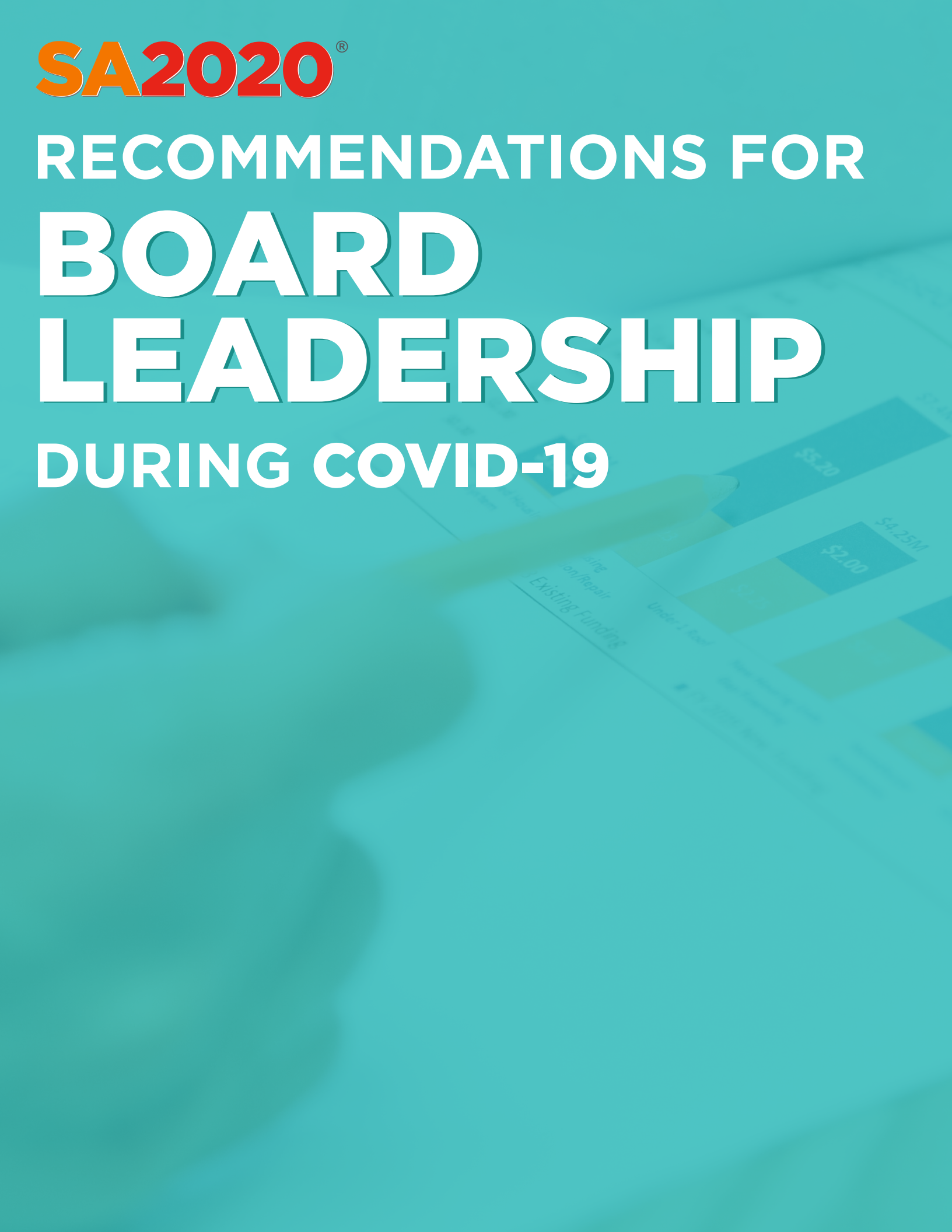
**SA2020<sup>®</sup>**

**RECOMMENDATIONS FOR**

**BOARD**

**LEADERSHIP**

**DURING COVID-19**



In 2019, 2,279 people served on 144 [SA2020 Nonprofit Partner](#) boards. These 144 Nonprofit Partners employed 11,276 people and brought in \$1.2 billion in revenue, moving the needle on every Community Result and improving outcomes for people across San Antonio.

The significance of nonprofit organizations in the midst of the COVID-19 crisis is two-fold: 1) they are delivering critical services to San Antonians most in need and 2) they are employing thousands of San Antonians through operations large and small. By providing oversight and guidance, and informing strategy and resource development, board members have an important role to play in protecting the delivery of critical services to San Antonians and supporting the financial health of nonprofits during COVID-19.

## RECOMMENDATIONS

SA2020 recommends that board members focus on the immediate resource needs of the organization and ensure the safety of staff and stakeholders. All recommendations involve trusting nonprofit CEOs/Executive Directors to shift resources and services to meet the needs of their staff and the people they serve.

1. Familiarize yourself with the organization's plan to ensure the safety of their staff and the people they serve. This includes, but is not limited to physical distancing measures and work-from-home protocols.
2. Communicate your availability and support to the CEO/ED and Board Chair.
3. Support the CEO/ED in assessing the organization's immediate resource needs and developing a financial plan to address those needs.
4. Familiarize yourself with the organization's internal and external communications regarding the impact of the crisis. Support the CEO/ED and Board Chair in sharing consistent and accurate information.
5. Advocate for the organization's immediate resource needs in your established spheres of influence. Where possible, expedite any pending sponsorship or marketing dollars you oversee and reallocate these investments, if necessary, to best serve the organization's mission at this time.
6. Communicate any changes in your personal or professional capacity to fulfill the organization's annual donation and/or fundraising requirement for board members. Where possible, expedite your annual contribution.
7. Practice communicating with compassion, clarity, and transparency and support the CEO/ED and Board Chair in doing the same, particularly when discussing adjustments to compensation or employment with staff. If staff layoffs are necessary, support the CEO/ED in providing resources for affected staff members, such as unemployment information or COBRA contacts.
8. Determine board communication and meeting expectations.

These recommendations have been informed by SA2020's work with [Nonprofit Partners](#), as well as resources from the [Council on Nonprofits](#) and [BoardSource](#).