Personnel Strategies in the Face of Impossible Choices

Curtis Klotz, CPA
Director of Nonprofit Innovation
Curtis.Klotz@CLAconnect.com

Jessica B. Smith
HR Consulting and Outsourcing Generalist
Jessica.B.Smith@CLAconnect.com

WEALTH ADVISORY | OUTSOURCING | AUDIT, TAX, AND CONSULTING

Investment advisory services are offered through CliftonLarsonAllen Wealth Advisors, LLC, an SEC-registered investment advisor.
Disclaimers

The information contained herein is general in nature and is not intended, and should not be construed, as legal, accounting, or tax advice or opinion provided by CliftonLarsonAllen LLP to the user. The user also is cautioned that this material may not be applicable to, or suitable for, the user’s specific circumstances or needs, and may require consideration of non-tax and other tax factors if any action is to be contemplated. The user should contact his or her CliftonLarsonAllen LLP or other tax professional prior to taking any action based upon this information. CliftonLarsonAllen LLP assumes no obligation to inform the user of any changes in tax laws or other factors that could affect the information contained herein.
What We’re Covering in this Web Resource

Personnel strategies in the face of impossible choices

• Nonprofits are facing unprecedented challenges due to pandemic
• To survive financially, personnel cuts are among options being considered
• We’re going to discuss a full range of options, keeping these points in mind

1. Each strategy must be financially effective and uphold our values
2. Each strategy has human resources and/or regulatory implications
3. Each strategy shapes our org culture – during and after the crisis
COVID-19 Crisis and Nonprofits

• Nonprofits at the forefront
  – Health care, social service, mental health, food pantries

• Nonprofits as community anchors
  – Arts organizations, afterschool programs, senior drop-in centers, community organizations, advocacy groups

• Nonprofits are being affected severely
  – Closures, service interruption, cancellations, financial uncertainty; our donors, our clients, and our staff may be in crisis themselves
Unforeseen disruptions — from the coronavirus (COVID-19) to natural disasters — can create many uncertainties. These resources can help you lay out a strategy to put your organization on its toes versus its heels.

- **Operational Support**
- **Regulatory and Tax Updates**
- **Inspirational and Leadership Tips**
- **Financial Management and Disaster Relief**
- **Accounting and Financial Statement Guidance**
- **Workforce and Human Resource Guidance**

---

**Financial Leadership in the Face of Impossible Choices**

March 18, 2020 | by Curtis Klotz

Nonprofit health care, social service, and mental health organizations are deeply engaged in the response to the COVID-19 pandemic. Selflessly treating those who have become ill, supporting their...
Personnel Strategies

Extraordinary human beings are the heart of the nonprofit business model
Our Current Context

Financial leadership in midst of crisis

• The entire economy is disrupted
• Program stoppages and closures
• Sudden drop off in funding
• Uncertain timeframe

Personnel strategies in the face of impossible choices

• Unflinching analysis of your current fiscal sate
• Willingness to seek and share solutions across your whole organization
• Let commitment to your mission guide thoughtful and effective choices
• Consider all the options – adapt, create, innovate
How and why you must consider personnel costs

*Your financial truth may require drastic action*
- First do a thorough cash flow analysis

*Your staff is often your biggest expense*
- Wonderful, dedicated staff are how you accomplish your mission

*Consider many options before choosing a strategy*
- Your values and mission make these decisions very difficult
So many choices...

• SBA/PPP loans and forgiveness
• Emergency funding from donors
• Reassignment & Vacancy Savings
• Program Growth
• Across-the-board Salary Cuts
• Rolling Furloughs
• Universal Part-time Hours
• Progressive Salary Cuts
• Leveling Salaries
• Furloughs
• Layoffs
• Reduction in Force

Possibly some opportunities....
Know your financial reality

CLA Intuition 2.0
Personnel Strategies – Three Options

- Maintain All Staff
  - No Salary Reductions
- Maintain All Staff
  - With Salary Reductions
- Reduce Staff
Each strategy must address...

• Financial effectiveness while upholding your values
  – Does your strategy solve for the financial need?
  – Does your strategy uphold your values?

• Benefits, unemployment, and labor law implications
  – Does your strategy trigger any regulatory or administrative issues?
  – Does your strategy affect staff benefits?

• Shaping your workforce and organizational culture after the crisis
  – Does your strategy allow you to land successfully, ready to move forward?
  – Does your strategy support diversity and inclusion?
Strategies that Maintain All Staff – No Salary Reductions

Financial effectiveness and values question

- **SBA/PPP Loans & Forgiveness**
  - Equal to 2 ½ Months of Personnel Costs
  - Apply now and decide later

- **Emergency Funding from Donors**
  - Special funds available
  - Negotiate waivers on restrictions

- **Reassignment & Vacancy Savings**
  - Move current staff to viable programs
  - Leave open any unfilled positions

- **Program Growth**
  - Providing essential services
  - Additional funding for health care and basic services
Strategies that Maintain All Staff – No Salary Reductions

Benefits, unemployment, and labor law implications:

• Families First Coronavirus Act (FFCRA)
  • Allows for paid leave and corresponding payroll tax credits

• Paycheck Protection Program (PPP)
  • > 500 employees, some exceptions

• Other CARES act provisions including loans and emergency grants
Strategies that Maintain All Staff – No Salary Reductions

Shaping your workforce and organizational culture:

• If you can keep your organization intact financially, keep your workforce intact, too – or even enhance it

• Transition to a remote culture without losing connection

• Communicate messages that will enhance employee engagement; carry a unified team forward
# Strategies that Maintain All Staff – With Salary Reductions

## Financial effectiveness and values questions

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Across-The-Board Salary Cuts</td>
<td>- Each staff person has salary reduced by the same percentage</td>
</tr>
<tr>
<td></td>
<td>- Has a disproportionate effect on lower-salaried staff</td>
</tr>
<tr>
<td>Rolling Furloughs</td>
<td>- Each staff person takes a week or two weeks off each month</td>
</tr>
<tr>
<td></td>
<td>- Stagger when staff take off to keep capacity steady</td>
</tr>
<tr>
<td>Universal Part-time Hours</td>
<td>- All staff have their hours reduced by the same factor</td>
</tr>
<tr>
<td></td>
<td>- Similar effects as Across-The-Board cuts</td>
</tr>
<tr>
<td>Progressive Salary Cuts</td>
<td>- Higher salaried employees have salaries reduced at higher percentage</td>
</tr>
<tr>
<td></td>
<td>- The variable between high and low can be adjusted to meet goal</td>
</tr>
<tr>
<td>Leveling Salaries</td>
<td>- Salaries for all employees are set at same level across the organization</td>
</tr>
<tr>
<td></td>
<td>- Mitigates the effect of salary reduction on lowest paid staff</td>
</tr>
</tbody>
</table>
### Strategies that Maintain Staff – Across-the-Board Cuts

Can be accomplished in a variety of ways

- Rolling furloughs (each employee takes a week off/month on rotating basis)
- Universal part-time hours (example – all employees from 40 to 30 hrs/week)
- Across-the-board salary reduction by percentage (straight percentage)

#### Example of Across the Board Cuts

<table>
<thead>
<tr>
<th>Salary</th>
<th>FICA</th>
<th>Benefits tied to salary</th>
<th>Other Benefits</th>
<th>Percentage reduction</th>
<th>Adjusted Salary</th>
<th>Adjusted FICA</th>
<th>Benefits tied to salary</th>
<th>Other Benefits</th>
<th>Annualized Savings</th>
<th>Percentage Impact on Employee*</th>
</tr>
</thead>
<tbody>
<tr>
<td>$150,000</td>
<td>$10,481</td>
<td>$7,500</td>
<td>$10,380</td>
<td>25%</td>
<td>$112,500</td>
<td>$8,606</td>
<td>$5,625</td>
<td>$10,380</td>
<td>$41,249</td>
<td>23%</td>
</tr>
<tr>
<td>$110,000</td>
<td>8,415</td>
<td>5,500</td>
<td>10,380</td>
<td>25%</td>
<td>82,500</td>
<td>6,311</td>
<td>4,125</td>
<td>10,380</td>
<td>30,979</td>
<td>23%</td>
</tr>
<tr>
<td>$95,000</td>
<td>7,268</td>
<td>4,750</td>
<td>10,380</td>
<td>25%</td>
<td>71,250</td>
<td>5,451</td>
<td>3,563</td>
<td>10,380</td>
<td>26,754</td>
<td>23%</td>
</tr>
<tr>
<td>$75,000</td>
<td>5,738</td>
<td>3,750</td>
<td>10,380</td>
<td>25%</td>
<td>56,250</td>
<td>4,303</td>
<td>2,813</td>
<td>10,380</td>
<td>21,122</td>
<td>22%</td>
</tr>
<tr>
<td>$65,000</td>
<td>4,973</td>
<td>3,250</td>
<td>10,380</td>
<td>25%</td>
<td>48,750</td>
<td>3,729</td>
<td>2,438</td>
<td>10,380</td>
<td>18,306</td>
<td>22%</td>
</tr>
<tr>
<td>$65,000</td>
<td>4,973</td>
<td>3,250</td>
<td>10,380</td>
<td>25%</td>
<td>48,750</td>
<td>3,729</td>
<td>2,438</td>
<td>10,380</td>
<td>18,306</td>
<td>22%</td>
</tr>
<tr>
<td>$50,000</td>
<td>3,825</td>
<td>2,500</td>
<td>10,380</td>
<td>25%</td>
<td>37,500</td>
<td>2,869</td>
<td>1,875</td>
<td>10,380</td>
<td>14,081</td>
<td>21%</td>
</tr>
<tr>
<td>$45,000</td>
<td>3,443</td>
<td>2,250</td>
<td>10,380</td>
<td>25%</td>
<td>33,750</td>
<td>2,582</td>
<td>1,688</td>
<td>10,380</td>
<td>12,673</td>
<td>21%</td>
</tr>
<tr>
<td>$655,000</td>
<td>$49,113</td>
<td>$32,750</td>
<td>$83,040</td>
<td></td>
<td>$491,250</td>
<td>$37,581</td>
<td>$24,563</td>
<td>$83,040</td>
<td>$183,470</td>
<td>22%</td>
</tr>
</tbody>
</table>

*based on total compensation
Strategies that Maintain Staff – Progressive Reductions

- The percentages or dollar amounts of the reductions can be changed based on what savings goal is necessary.
- Impact is higher in both dollar and percentage on the highest paid employees

### Example of Progressive Salary Reduction

<table>
<thead>
<tr>
<th>Salary</th>
<th>FICA</th>
<th>Benefits tied to salary</th>
<th>Other Benefits</th>
<th>Percentage reduction</th>
<th>Adjusted Salary</th>
<th>Adjusted FICA</th>
<th>Benefits tied to salary</th>
<th>Other Benefits</th>
<th>Annualized Savings</th>
<th>Percentage Impact on Employee*</th>
</tr>
</thead>
<tbody>
<tr>
<td>$150,000</td>
<td>$1,048</td>
<td>$7,500</td>
<td>$10,380</td>
<td>40%</td>
<td>$90,000</td>
<td>$6,885</td>
<td>$4,500</td>
<td>$10,380</td>
<td>$57,163</td>
<td>34%</td>
</tr>
<tr>
<td>$110,000</td>
<td>8,415</td>
<td>5,500</td>
<td>10,380</td>
<td>40%</td>
<td>66,000</td>
<td>5,049</td>
<td>3,300</td>
<td>10,380</td>
<td>49,566</td>
<td>37%</td>
</tr>
<tr>
<td>$95,000</td>
<td>7,268</td>
<td>4,750</td>
<td>10,380</td>
<td>25%</td>
<td>71,250</td>
<td>5,451</td>
<td>3,563</td>
<td>10,380</td>
<td>26,754</td>
<td>23%</td>
</tr>
<tr>
<td>$75,000</td>
<td>5,738</td>
<td>3,750</td>
<td>10,380</td>
<td>25%</td>
<td>56,250</td>
<td>4,303</td>
<td>2,813</td>
<td>10,380</td>
<td>21,122</td>
<td>22%</td>
</tr>
<tr>
<td>$65,000</td>
<td>4,973</td>
<td>3,250</td>
<td>10,380</td>
<td>10%</td>
<td>58,500</td>
<td>4,475</td>
<td>2,925</td>
<td>10,380</td>
<td>7,322</td>
<td>9%</td>
</tr>
<tr>
<td>$65,000</td>
<td>4,973</td>
<td>3,250</td>
<td>10,380</td>
<td>10%</td>
<td>58,500</td>
<td>4,475</td>
<td>2,925</td>
<td>10,380</td>
<td>7,322</td>
<td>9%</td>
</tr>
<tr>
<td>$50,000</td>
<td>3,825</td>
<td>2,500</td>
<td>10,380</td>
<td>5%</td>
<td>47,500</td>
<td>3,634</td>
<td>2,375</td>
<td>10,380</td>
<td>2,816</td>
<td>4%</td>
</tr>
<tr>
<td>$45,000</td>
<td>3,443</td>
<td>2,250</td>
<td>10,380</td>
<td>5%</td>
<td>42,750</td>
<td>3,270</td>
<td>2,138</td>
<td>10,380</td>
<td>2,535</td>
<td>4%</td>
</tr>
<tr>
<td>$655,000</td>
<td>$39,681</td>
<td>$32,750</td>
<td>$83,040</td>
<td>5%</td>
<td>$490,750</td>
<td>$37,542</td>
<td>$24,538</td>
<td>$83,040</td>
<td>$174,601</td>
<td>22%</td>
</tr>
</tbody>
</table>

*based on total compensation
## Strategies that Maintain Staff – Leveling Salaries

- There are many variations that could be used – leveling within certain pay bands, using a salary higher than the lowest paid, etc.
- Impact is shifted even more to the highest earners

### Example of Leveling Salaries

<table>
<thead>
<tr>
<th>Salary</th>
<th>FICA</th>
<th>Benefits tied to salary</th>
<th>Other Benefits</th>
<th>Adjusted Salary</th>
<th>Adjusted FICA</th>
<th>Benefits tied to salary</th>
<th>Other Benefits</th>
<th>Annualized Savings</th>
<th>Percentage Impact on Employee*</th>
</tr>
</thead>
<tbody>
<tr>
<td>$150,000</td>
<td>$10,484</td>
<td>$7,500</td>
<td>$10,380</td>
<td>$45,000</td>
<td>$3,443</td>
<td>$2,250</td>
<td>$10,380</td>
<td>$117,291</td>
<td>66%</td>
</tr>
<tr>
<td>$110,000</td>
<td>$8,415</td>
<td>$5,500</td>
<td>$10,380</td>
<td>$45,000</td>
<td>$3,443</td>
<td>$2,250</td>
<td>$10,380</td>
<td>$73,223</td>
<td>55%</td>
</tr>
<tr>
<td>$95,000</td>
<td>$7,268</td>
<td>$4,750</td>
<td>$10,380</td>
<td>$45,000</td>
<td>$3,443</td>
<td>$2,250</td>
<td>$10,380</td>
<td>$56,325</td>
<td>48%</td>
</tr>
<tr>
<td>$75,000</td>
<td>$5,738</td>
<td>$3,750</td>
<td>$10,380</td>
<td>$45,000</td>
<td>$3,443</td>
<td>$2,250</td>
<td>$10,380</td>
<td>$33,795</td>
<td>36%</td>
</tr>
<tr>
<td>$65,000</td>
<td>$4,973</td>
<td>$3,250</td>
<td>$10,380</td>
<td>$45,000</td>
<td>$3,443</td>
<td>$2,250</td>
<td>$10,380</td>
<td>$22,530</td>
<td>27%</td>
</tr>
<tr>
<td>$65,000</td>
<td>$4,973</td>
<td>$3,250</td>
<td>$10,380</td>
<td>$45,000</td>
<td>$3,443</td>
<td>$2,250</td>
<td>$10,380</td>
<td>$22,530</td>
<td>27%</td>
</tr>
<tr>
<td>$50,000</td>
<td>$3,825</td>
<td>$2,500</td>
<td>$10,380</td>
<td>$45,000</td>
<td>$3,443</td>
<td>$2,250</td>
<td>$10,380</td>
<td>$5,633</td>
<td>8%</td>
</tr>
<tr>
<td>$45,000</td>
<td>$3,443</td>
<td>$2,250</td>
<td>$10,380</td>
<td>$45,000</td>
<td>$3,443</td>
<td>$2,250</td>
<td>$10,380</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>$655,000</td>
<td>$49,116</td>
<td>$32,750</td>
<td>$83,040</td>
<td>$360,000</td>
<td>$27,540</td>
<td>$18,000</td>
<td>$83,040</td>
<td>$331,326</td>
<td>40%</td>
</tr>
</tbody>
</table>

*based on total compensation
Strategies that Maintain All Staff – With Salary Reductions

Benefits, unemployment, and labor law implications:

• Continuation of health insurance benefits during furloughs depends on the insurance carrier/plan structure
  • May be paid by employer

• If reducing hours, check your benefits plans first
  • Most health insurance and other plans have minimum requirements for hours worked per week to remain eligible
Strategies that Maintain All Staff – With Salary Reductions

Shaping your workforce and organizational culture:

• Tone, tone, tone...

• Consider starting at the top

• Be creative with job/duty reassignments

• Give as much advance notice as possible

• Consider covering health insurance premiums
Strategies that Reduce Staff

Financial effectiveness and values questions

**Furloughs**
- Intended to be temporary
- May allow staff to maintain benefits

**Layoffs**
- Intended to be temporary
- Generally terminates benefits eligibility

**Reduction in Force**
- Permanently eliminates positions
- Organization restructures its workforce
Strategies that Reduce Staff – Furloughs

- Example assumes placing 4 employees on furlough
- Structured so that benefits remain in place during the furlough
- Financial impact is primarily on those furloughed

### Example of Furloughs (Benefits Remain in Place)

<table>
<thead>
<tr>
<th>Salary</th>
<th>FICA</th>
<th>Benefits tied to salary</th>
<th>Other Benefits</th>
<th>Staff Furloughed</th>
<th>Adjusted Salary</th>
<th>Adjusted FICA</th>
<th>Benefits tied to salary</th>
<th>Other Benefits</th>
<th>Annualized Savings</th>
<th>Percentage Impact on Employee*</th>
</tr>
</thead>
<tbody>
<tr>
<td>$150,000</td>
<td>$10,481</td>
<td>$7,500</td>
<td>$10,380</td>
<td>$150,000</td>
<td>$10,481</td>
<td>$7,500</td>
<td>$10,380</td>
<td>$ -</td>
<td>123,915</td>
<td>92%</td>
</tr>
<tr>
<td>110,000</td>
<td>8,415</td>
<td>5,500</td>
<td>10,380</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>10,380</td>
<td>123,915</td>
<td>92%</td>
<td></td>
</tr>
<tr>
<td>95,000</td>
<td>7,268</td>
<td>4,750</td>
<td>10,380</td>
<td>95,000</td>
<td>7,268</td>
<td>4,750</td>
<td>10,380</td>
<td>-</td>
<td>84,488</td>
<td>89%</td>
</tr>
<tr>
<td>75,000</td>
<td>5,738</td>
<td>3,750</td>
<td>10,380</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>10,380</td>
<td>84,488</td>
<td>89%</td>
<td></td>
</tr>
<tr>
<td>65,000</td>
<td>4,973</td>
<td>3,250</td>
<td>10,380</td>
<td>65,000</td>
<td>4,973</td>
<td>3,250</td>
<td>10,380</td>
<td>-</td>
<td>73,223</td>
<td>88%</td>
</tr>
<tr>
<td>65,000</td>
<td>4,973</td>
<td>3,250</td>
<td>10,380</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>10,380</td>
<td>73,223</td>
<td>88%</td>
<td></td>
</tr>
<tr>
<td>50,000</td>
<td>3,825</td>
<td>2,500</td>
<td>10,380</td>
<td>50,000</td>
<td>3,825</td>
<td>2,500</td>
<td>10,380</td>
<td>-</td>
<td>50,693</td>
<td>83%</td>
</tr>
<tr>
<td>45,000</td>
<td>3,443</td>
<td>2,250</td>
<td>10,380</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>10,380</td>
<td>50,693</td>
<td>83%</td>
<td></td>
</tr>
<tr>
<td>$655,000</td>
<td>$49,113</td>
<td>$32,750</td>
<td>$83,040</td>
<td>$360,000</td>
<td>$26,546</td>
<td>$18,000</td>
<td>$83,040</td>
<td>$332,318</td>
<td>41%</td>
<td></td>
</tr>
</tbody>
</table>

*based on total compensation
## Strategies that Reduce Staff – Layoffs and RIFs

- Example assumes eliminating 4 positions
- Structured so that benefits cease (COBRA and continuation)
- Reestablishing benefits may require special steps

### Example of Layoffs/Reduction in Force (Benefits Cease)

<table>
<thead>
<tr>
<th>Salary</th>
<th>FICA</th>
<th>Benefits tied to salary</th>
<th>Other Benefits</th>
<th>Lay off or Permanent RIF</th>
<th>Adjusted Salary</th>
<th>Adjusted FICA</th>
<th>Benefits tied to salary</th>
<th>Other Benefits</th>
<th>Annualized Savings</th>
<th>Percentage Impact on Employee*</th>
</tr>
</thead>
<tbody>
<tr>
<td>$ 150,000</td>
<td>$ 10,481</td>
<td>$ 7,500</td>
<td>$ 10,380</td>
<td></td>
<td>$ 150,000</td>
<td>$ 10,481</td>
<td>$ 7,500</td>
<td>$ 10,380</td>
<td>$</td>
<td>0%</td>
</tr>
<tr>
<td>$ 110,000</td>
<td>8,415</td>
<td>5,500</td>
<td>10,380</td>
<td></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>134,295</td>
<td>100%</td>
</tr>
<tr>
<td>$ 95,000</td>
<td>7,268</td>
<td>4,750</td>
<td>10,380</td>
<td></td>
<td>95,000</td>
<td>7,268</td>
<td>4,750</td>
<td>10,380</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>$ 75,000</td>
<td>5,738</td>
<td>3,750</td>
<td>10,380</td>
<td></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>94,868</td>
<td>100%</td>
</tr>
<tr>
<td>$ 65,000</td>
<td>4,973</td>
<td>3,250</td>
<td>10,380</td>
<td></td>
<td>65,000</td>
<td>4,973</td>
<td>3,250</td>
<td>10,380</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>$ 65,000</td>
<td>4,973</td>
<td>3,250</td>
<td>10,380</td>
<td></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>83,603</td>
<td>100%</td>
</tr>
<tr>
<td>$ 50,000</td>
<td>3,825</td>
<td>2,500</td>
<td>10,380</td>
<td></td>
<td>50,000</td>
<td>3,825</td>
<td>2,500</td>
<td>10,380</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>$ 45,000</td>
<td>3,443</td>
<td>2,250</td>
<td>10,380</td>
<td></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>61,073</td>
<td>100%</td>
</tr>
<tr>
<td>$ 655,000</td>
<td>$ 49,113</td>
<td>$ 32,750</td>
<td>$ 83,040</td>
<td></td>
<td>$ 360,000</td>
<td>$ 26,546</td>
<td>$ 18,000</td>
<td>$ 41,520</td>
<td>$ 373,838</td>
<td>46%</td>
</tr>
</tbody>
</table>

*based on total compensation
Strategies that Reduce Staff

Benefits, unemployment, and labor law implications:

• Furloughs can allow continuation of benefits
  • Take care when furloughing exempt employees

• Reductions in Force (RIFs) – typically trigger WARN act
  • Federal law allows exceptions; check with your state DOL

• Layoffs – can recall employees
  • May access PPP if employees are returned by 6/30
Strategies that Reduce Staff
Shaping your workforce and organizational culture:

• Furloughs
  • Generally better for morale

• Know your business, know your people
  • Consider impact on returning to work/re-recruiting

• Maintain communication and be proactive
  • Any opportunities for sharing decision-making?
Hard Choices to Balance

- Financial Effectiveness
- Mission and Values
- Benefits
- Unemployment and Labor Law
- Organizational Culture
- Maintaining Diversity and Inclusion
Take a courageous, clear-eyed look at your current financial state

Where drastic measures are indicated, you have the opportunity to stay true to your mission while acting prudently and compassionately where it concerns personnel strategies
Stay Connected with CLA!

Contact us at CLA’s Tax, Economic and Workforce Support page
https://www.claconnect.com/general/tax-economic-and-workforce-support

Contact CLA’s Human Resources Consulting and Outsourcing team
https://www.claconnect.com/services/outsourcing/human-resources-outsourcing-services

Subscribe to our Innovation in Nonprofit Finance blog!
CLAconnect.com/Npblog

Follow us on LinkedIn: CLA (CliftonLarsonAllen)
Like us on Facebook: CLA (CliftonLarsonAllen)
Follow us on Twitter: CLA_Nonprofit

Subscribe to our emails and get insights delivered right to your inbox.
CLAconnect.com/subscribe
Resources

Questions or want to explore options with us?
https://www.claconnect.com/contact-us

CLA’s Responding to COVID-19 Resource Page
https://www.claconnect.com/campaign/covid-19

“Financial Leadership in the Face of Impossible Choices,”
Curtis Klotz, Innovation in Nonprofit Finance blog, March 2020

“Community Resilience and Racial Equity – Nonprofits Responding to COVID-19,”
Interview with Dr. Atyia Martin, former Chief Resiliency Officer of the City of Boston

Innovation in Nonprofit Finance blog
https://blogs.claconnect.com/nonprofitinnovation/
Thank You!

Curtis Klotz, CPA
Director of Nonprofit Innovation
Curtis.Klotz@CLAconnect.com

Jessica B. Smith
HR Consulting and Outsourcing
Jessica.B.Smith@CLAconnect.com