

Survive & Thrive as a Nonprofit

**MARCH 25, 2021
2PM EST
CATALYST WEBINAR**



Our Thanks to the Florida Housing Catalyst Program



AFFORDABLE HOUSING CATALYST PROGRAM

**Sponsored by the Florida Housing
Finance Corporation**



we make housing affordable™



Catalyst Training Schedule

A banner for SHIP Catalyst Training. On the left, a group of diverse people are smiling and looking at a laptop. On the right, a teal background contains white text. The SHIP logo is on the left side of the banner.

Fine Tune Your SHIP Program
REGISTER NOW FOR
**CATALYST
TRAINING**

SHIP
housing a stronger Florida

Register Now for SHIP Catalyst Training!

The Coalition is Florida's affordable housing training and technical assistance provider.

www.flhousing.org



FLORIDA HOUSING COALITION PUBLICATIONS

Access these valuable resources and more under the Publications tab at Flhousing.org

Housing News Network Journal

Florida Home Matters Report

Accessory Dwelling Unit (ADU) Guidebook

Adaptive Reuse of Vacant Rentals

Affordable Housing Resource Guide

Affordable Housing Incentive Strategies

CLT (Community Land Trust) Primer

CLT Homebuyer Education – Teacher’s Guide

CLT Homebuyer Education – Buyer’s Guide

Community Allies Guide to Opportunity Zones

Community-Based Planning Guide

Creating a Local Housing Disaster Recovery

Creating Inclusive Communities in Florida

**Credit Underwriting Guide for Multi-Family
Affordable Housing in Florida**

**Developing & Operating Small Scale Rental
Properties**

**Disaster Management Guide for Housing
Landlord Collaboration Guidebook**

PSH Property Management Guidebook

Residential Rehabilitation Guide

SHIP Administrators Guidebook

Surplus Lands Guidebook

**Supporting Households Moving Out of
Homelessness**

Using SHIP For Rental Housing



Logistics for Today's Webinar

- All attendees are muted
- Please type in your questions. We will answer questions throughout the webinar.
- Webinar is being recorded and will be posted to our website
- Handouts



Poll

- Who's here today?
 - Nonprofit staff
 - Nonprofit board member
 - Local government staff
 - For profit developer
 - Consultant

Presenters

Juanita R Jones

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Susan Pourciau

Technical Advisor
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Gladys Cook

Resilience and Recovery
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Cheryl Howell

Director
Hillsborough County Affordable
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Bill Lazar

Executive Director
St Johns Housing Partnership
blazar@sjhp.org



Capturing the Moment: 2021





Presenter:

Juanita R Jones, AICP, PMP
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Global Pandemic: 2020



Global Pandemic Impacts Florida NFPs

- One year ago, the state went into lock down and isolation
- Nonprofit staff learned to work remotely: meetings and intake had to happen online- some became homeschool teachers
- Local government meetings were suspended and then became virtual.
- Approvals were delayed
- Housing providers shifted to non-congregate sheltering
- Housing providers shifted to sanitation measures with increased costs
- Housing Rehabilitation disrupted
- Nonprofits focus diverted to feeding and support rather than development



Economic Collapse



Economic Collapse

- Small and family-owned businesses closed temporarily or permanently
- Loss of wages leads to housing instability and fear
- LMI workforce were essential workers and on the front lines
- Increase in homelessness
- Nonprofits could apply for Payroll Protection Program (PPP) but with difficulty in competing and follow up accounting
- Eviction moratorium- numerous extensions- while it protects tenants, landlords faced loss of rent unless they could qualify for CARES Rental Assistance
- Foreclosure moratorium- helped FHA mortgage holders but required action by homeowners to get forbearance and payment deferral



Black Lives Matter



Nonprofit Knowledge Matters

- “Systemic racism has long been a destructive force in our communities and our nation. In the nonprofit sector, many organizations are dealing with the direct and indirect damage that racism and privilege continue to inflict. If not for the racism and inequity that our country propagated and perpetuated for centuries, some nonprofit organizations would never have been necessary.” Source: National Council of Nonprofits



Center for Racial Equity. Est. February 2021



Historic Hurricane Season



Historic Hurricane Season

- Florida in Cone June to November- Most active and 7th most costly in history. Severe damage from:
- Laura
- Sally
- Eta
- Housing recovery stalled due to social distancing
- Volunteers disappeared
- Flooding from Hurricane Sally challenged housing nonprofits due to extensive damage and no special funding



Chat discussion

What are the major challenges your organization experienced over the past year?

Have you added to, reduced, or shifted your activities in that time?



How to Thrive: It's the Management





Susan Pourciau, Ph.D.
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Presenter



Financial Management



Financial Policies: Overview

Financial Policies should:

- Be reviewed and approved by the Board of Directors, and revised as appropriate
- Establish processes for active and timely oversight, monitoring, and variance analyses
- Establish strong internal controls, which are important for financial stewardship



Examples of Financial Policies

- Handling of cash receipts and direct deposits
- Handling of purchases and expenditures
- Approving payroll, bank reconciliations, purchases, etc.
- Expense and travel reimbursement
- Capitalizing or expensing expenditures



Sample Financial Policies Template and Guide

From CompassPoint:

- [Nonprofit Fiscal Policies & Procedures: A Template and Guide](#)



Internal Controls: Overview

Internal Controls should:

- Establish responsibility for each step in the financial management process.
- Implement separation of duties.
- Restrict access.

Internal Controls Examples

- The person who makes the bank deposit should not be the person who records the receipts in the accounting system.
 - And a different person should review and follow up on overdue receivables.
- The person who generates a check from the accounting system should not be the person who signs the check.
 - Similarly, all EFTs initiated by the bookkeeper should be approved by a manager.



Budgeting: Overview

- The management team drafts an annual line item budget to be reviewed and adopted by the Board prior to the start of the fiscal year.
- Your budget is an important tool but is not sacred. When reality changes, your budget projections can change.
- Myth-busting moment.
 - The term “nonprofit” is an IRS designation, not a business model.
 - Nonprofit organizations should always work to make a profit so those profits can be re-invested back into the organization to ensure that the mission is achieved long-term.



Example YTD Budget Analysis

REVENUE	Budget YTD (6 mo)	Actual YTD	Variance YTD	Variance %	Annual Budget	Annual Revised Projection	Variance: Budget vs. Revised Projection
Corporate Contributions	\$ 25,000.00	\$ 5,000.00	\$ (20,000.00)	-80.0%	\$ 50,000.00	\$ 10,000.00	\$ (40,000.00)
Government Grants	\$ 100,000.00	\$ 125,000.00	\$ 25,000.00	25.0%	\$ 200,000.00	\$ 225,000.00	\$ 25,000.00
Rental Income	\$ 65,000.00	\$ 60,000.00	\$ (5,000.00)	-7.7%	\$ 130,000.00	\$ 130,000.00	\$ -
Management Fee Income	\$ 25,000.00	\$ 25,000.00	\$ -	0.0%	\$ 50,000.00	\$ 50,000.00	\$ -
Application Fees	\$ 2,500.00	\$ 500.00	\$ (2,000.00)	-80.0%	\$ 5,000.00	\$ 1,500.00	\$ (3,500.00)
Ground Lease Fees	\$ 15,000.00	\$ 14,000.00	\$ (1,000.00)	-6.7%	\$ 30,000.00	\$ 30,000.00	\$ -
Developer Fees	\$ 25,000.00	\$ 20,000.00	\$ (5,000.00)	-20.0%	\$ 50,000.00	\$ 40,000.00	\$ (10,000.00)
Proceeds on Sale of Homes	\$ 12,500.00	\$ -	\$ (12,500.00)	-100.0%	\$ 25,000.00	\$ 25,000.00	\$ -
Investment Income	\$ 1,250.00	\$ 500.00	\$ (750.00)	-60.0%	\$ 2,500.00	\$ 1,000.00	\$ (1,500.00)
Other Income	\$ -	\$ 250.00	\$ 250.00		\$ -	\$ 250.00	\$ 250.00
TOTAL REVENUE	\$ 271,250.00	\$ 250,250.00	\$ (21,000.00)	-7.7%	\$ 542,500.00	\$ 512,750.00	\$ (29,750.00)

Note: A similar budget analysis would be presented for expenses.



Examples of Important Financial Statement Ratios

Ratio	Computation	Target Range	Notes
Current Ratio	Current Assets / Current Liabilities	At least 1.0	Generally, higher the better
Debt Ratio	Total Liabilities / Total Unrestricted Net Assets	Below 2.0	Generally, lower the better
Asset to Debt Ratio	Total Assets / Total Liabilities	At least 3.0	Generally, higher the better
Financial Distress Prediction Ratio	Total Net Assets / Total Revenue	At least 0.5	Generally, higher the better
Efficiency Ratio	Program Service Expenses / Total Expenses	75% - 85%	Generally, higher the better but should not exceed 90%
Dependency Ratio	Revenue from Specific Source / Total Revenue	Depends on funder	Generally, lower is better

Program Management



Program Selection and Design

- Programs must be sustainable, valuable, and advance the nonprofit's mission.
- At times (like during a pandemic!), it is important to
 - Discontinue existing ineffective and/or unprofitable programs
 - Launch new more effective and/or profitable programs
- Consider using an Impact/Profitability Matrix to evaluate programs

Impact/Profitability Matrix

High Impact
Low Profitability



High Impact
High Profitability

Low Impact
Low Profitability



Low Impact
High Profitability

Program Performance Measures

- Ensure that each program has explicit outcome measures that are tracked and reported regularly.



Program Dashboard Example

Measure	Target	12 months ago	Current
Occupancy rate in rental units	90%	75% ☹️	95% 😊
% HB Class attendees that purchased homes within 6 months of attendance	75%	35% ☹️	50% 😐
% construction completed on new 18-unit townhome development	75%	N/A	85% 😊

Strategic Planning

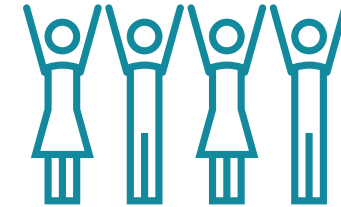


Strategic Planning: Overview

- A strategic plan is a tool that provides guidance in fulfilling a mission with maximum efficiency and impact.
- As a rule, most strategic plans should be reviewed and revamped about every three years but special circumstances – like a pandemic – may make a revision more urgent.
- Strategy shifts are critical to be responsive to the effects of the pandemic.

Strategic Planning Methods

- Engage an external facilitator/consultant
 - Conduct interviews
 - Survey stakeholders
 - Complete organizational review
 - Serve as neutral party
- Engage staff and Board
- 3 to 5 year plan, with annual benchmarks
- SWOT analysis often a jumping off conversation



SWOT Analysis

SWOT Analysis	<i>Helpful</i>	<i>Harmful</i>
<i>Internal</i>	Strength	Weakness
<i>External</i>	Opportunity	Threat



Strategic Planning Implementation

- Strategic Plans are implemented through Action Plans, which are more detailed and specific.
- Measurable outcomes must be identified.
- Revisions may continue to be necessary as conditions change.

Panel Perspectives: Nonprofit & Local Government

Cheryl Howell – Local Government Perspective-

How Hillsborough County is supporting nonprofits and county expectations.

Bill Lazar – Nonprofit Perspective-

Fund raising by direct marketing using beneficiaries and success.



Local government perspectives...

Cheryl Howell,
Director of Affordable Housing
Hillsborough County





HILLSBOROUGH COUNTY AFFORDABLE HOUSING SERVICES

Cheryl Howell

WHAT GOALS SHOULD AFFORDABLE HOUSING EFFORTS INCLUDE?

Our primary efforts are to increase housing opportunities while enhancing economic opportunity for families.

- Create & Preserve Affordable housing stock
- Make housing affordable and available
- Help households build wealth
- Strengthen families
- Link housing with supportive services
- Promote balanced growth

INCREASED EFFORTS TO CREATE AND PRESERVE AFFORDABLE HOUSING

Create Affordable Housing

- Local Housing Trust Fund
- Impact Fee Waiver
- Density Bonuses
- Expedited Permitting
- Link housing with supportive services
 - Exploring Tax Abatement
 - Exploring Parking Reduction

Preserve Affordable Housing

- Rental Assistance Programs
- Acquisition and Operation of existing Multifamily Units
- Aggressive methods to preserve the existing inventory
- Reinvestment in units for rehab
- Linking Supportive Services
- Building Capacity of Agencies in the field

HOW TO MAKE HOUSING MORE AFFORDABLE WHILE BUILDING WEALTH

Housing Affordability

- Net Zero Homes
- Providing Rehab on existing homes
 - Currently exploring the use of solar to make the homes more affordable
- Community Land Trust
- Surplus land for affordable housing program

Building Wealth

- Housing and Financial Counseling
- First Time Homebuyers Down Payment Program
- Capacity Building with small non-profits
- Joint Venture Reinvestment for shared living
- Targeted Investments to increase access in communities of opportunities.

10 POINT AFFORDABLE HOUSING RESPONSE PLAN

1. Landlord Eviction Alternative Program

2. Displacement

1. Rental Mortgage Assistance Beyond Cares
2. Lease Acquisition of Motel

3. Rapid Rehousing

4. Shared Housing for Singles 50+ years

5. Targeted Neighborhood SF Rehab-East Tampa, Plant City, Palm River, Town n' Country



6. Eviction Forgiveness

7. Non Profit Guarantee Rent

8. Landlord Rehab Program

9. Private Unit Rental Subsidy Program—Allows long-term Subsidy for tenants in existing MF units

10. Elderly and Medically Vulnerable Temporary placement

WINNING THE RACE FOR AFFORDABLE HOUSING



Nonprofit perspectives...

Bill Lazar,
Executive Director
St. Johns Housing
Partnership



Our Mission - Affordable Living for All

Home Repairs



Weatherization



Green Certified Homes



Financial Counseling



Multi-family



Affordable Rentals



SJHP Capacity

- We have 26 employees, with a five-member Board of Directors.
- Admin: 1 ED and 2 fiscal.
- The rest are program staff and tasked with generating their program expenses every week.
- We run our business with QuickBooks Enterprise.
- We were not tracking donations very well. Our fundraising was more project specific.



SJHP Fundraising History

- We are not good at major fundraisers (after 25 years): staff time vs board/volunteers. For SJHP there is a big difference between theory and practice on what works. Staff time commitment is critical.
- We've graduated from a mail out newsletter with a BRE request for funds.
- On a limited budget and not tech savvy with websites or Facebook, we struggled to be current and topical.



Success Stories are Critical

- Short and poignant with good pictures
- Who tells the story?
- Subcontract talent or in-house
 - Feed it continuously
 - Pictures and words
 - Info postings: from FHC and other sources

We Outsourced Our “media work”

- Hired Easy Sociability for Facebook
 - Constant demand for us to provide info
- Fundraising using our contact lists
 - Subscribed to Network for Good
 - Provide templates, pitches, and thank you's
 - Data Analytics: improve outreach
 - And Coaching: what worked
- Assigned Cheryl: 5 hours/week

Network For Good

Track Donations per Donor

Create Target Groups

☐ **Sean Junker** Active Donor
sjunker@providencehomesinc.com
904-838-8345

\$250
Year To Date

\$850
Lifetime

SEND VIDEO

Select a Recommended Filter:

- > Donated Last Year But Not Yet This Calendar Year (LYBUNT)
- > New Donors Last 30 Days
- > With an Email Address
- > Renewed donors this calendar year
- > Donated Some Year But Not Yet This Calendar Year (SYBUNT)
- > With Donations
- > Without an Email Address
- > Renewed donors last calendar year
- > Donations This Calendar Year Greater Or Equal To \$500
- > Without Donations
- > Made donation last calendar year
- > Donors at risk of lapsing next 30 days

Track Stats

@ **Recipients** Flagler Estates couple (Rice) in need of repairs All Email Blasts Create Group ▾

SENT TO 5765	OPENED 1378 23.9%	CLICKED 41 0.7%	BOUNCED 8 0.1%	RAISED \$1,430 View Transactions
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Create Group ▾

- Engagement Level
- Opened
- Clicked
- Bounced
- Unsubscribed
- Not opened

Resend blasts to those who didn't open
Duplicate blast then change content
“don't recreate the wheel”

Actions ▾

- Resend
You've already resent this email.
- Details
- View Results
- Duplicate
- Share



Outreach Evaluation: What works?

- Different outreach formats
 - FaceBook
 - E-mail blast
 - Mass text message
- We needed to know who we reached and what worked: data analytics
- Not all contacts use all 3
- Who opens the email?
- What appealed to specific people?

Mrs. Rice: Ramp and more



We have a disabled client who needs a ramp. The good news is, the materials will be generously donated by St. Vincent de Paul Society of St. Augustine. Our frequent ramp collaborators, the Creekside High Engineering Club, will be building it!

Unfortunately, what we do not have is the funding to complete other much needed health and safety repairs. This is where you can help! We discovered that the floors in the mobile home are soft in the kitchen, laundry room, bathroom, and closet. The bathtub is cracked and needs to be replaced with a walk-in shower for easier accessibility.

Our client is a 67-year-old man who has had triple bypass surgery and is on oxygen. His wife is his caretaker and they live on a fixed income.

Your gift today in any amount will directly help this family in completing these essential repairs. Thank you for your generosity.



What do we want?

- What do donors want?
 - Purpose:
 - Hard to raise “admin” funds, but most local gov’t folks think we should
 - Most donors want to buy a brick, not buy capacity
 - Give them options or programs to support
- Community education
- Future partnerships
- How do we increase our circle of influence
 - Ask others to share

How Do We Identify Impact?

- What is success?
- Gladys likes us 😊
- We're generating \$1,000 - \$1,500/month
- Outreach is hard to measure future impact
 - NE FL Association of Realtors
 - Builders Council
 - DLP Realty
 - St. Vincent de Paul Society of St. Augustine

If you want to see some of our work...

St. Johns Housing
Partnership, Inc.

PO Box 1086

St. Augustine, FL 32085

Office: (904) 824-0902

www.sjhp.org

[https://www.facebook.com/
StJohnsHousingPartnership](https://www.facebook.com/StJohnsHousingPartnership)

Bill Lazar

blazar@sjhp.org

Cheryl VanLandingham

cvanlan@sjhp.org



ANY
QUESTIONS
?

Please complete EVALUATION

More questions? Need help with a project? Just ask!

- Technical Assistance Hotline
800-677-4548
www.flhousing.org



Juanita R Jones, AICP, PMP
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Susan Pourciau, Ph.D.
pourciau@flhousing.org
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