

Fiscal Sponsors: The COVID Conversations – Call #7 – May 19, 2020

Speaker: Okay, hi. So if you're in gallery mode, I think they call it, you scroll over your own picture, some buttons come up mute and then a button with three dots. If you click the three dots you rename yourself. If people would just do that and rename yourself, just add a dash and the name of your organization. It occurred to us that a lot of folks here don't know each other. I don't know a whole bunch of you, I'm not sure what practices or where you're coming from. And I thought that would be a super easy way of being able to identify people, especially when you are talking. So mine is Oliver Hack, Social Good Fund. If people wouldn't mind just changing your name to ad who you work for, that would be wonderful.

All right. So thanks again everyone for showing up. It really warms our hearts to know that we're doing something useful here for folks. I know it really feels good to us to be doing this. and to seeing you all -- this is one of the very few zoom things that I don't hate. And I think it probably has something to do with regularly getting together. That it feels like we're in this together or at least that's how I feel about it. So I just want to thank you for that. Like if nothing else comes out of this, you've given me something really valuable at this time that I didn't even realize that I needed. So I really, really appreciate that and I hope people will get something like that themselves.

So we have an agenda today. We're going to be talking real quick about a form that Andrew came up with to be able to more quickly refer projects to each other. So we're just going to review that real quick. We're going to just speak very briefly about the new guidance that's come out about the PPP loan, but largely today is not really strictly speaking going to be spent on PPP. But if anyone has any particular insights about the new guidelines that came out, we'd love to hear it. We're going to do our polls here in a minute. Next week, we hope Andrew's going to bring all those polls together and show trendlines see where we've come over the last seven weeks and then we'll get into it.

We're going to ask George Redheffer of TAPAZ to talk to us about how they work with projects that have reimbursable grants. Anke is going to talk to us. Jennifer's going to talk to us about staying sane with her staff. And then we'll do a little bit of small group work as well. All right. Does that sound good? Thumbs up. Yeah. Thank you. So Andrew, you want to run with our polls here?

[POLLS CONDUCTED]

Speaker: Just a brief few words about what we now know there is more guidance coming out from SBA around the forgiveness issue. The [article I just linked to in the chat](#) is one of the best that I've read thus far and I can highly recommend it to you. If you're not yet aware of what's recently come out and you want a synopsis of it. It's not the shortest article, but it is fairly broad. So I, I found it to be quite useful to read it. The short story is if your loan is less than \$2 million, you're probably going to look pretty good for forgiveness. It sounds like they're going to make it as easy as possible for under \$2 million. If you're over 2 million, well, we're not over 2 million, so I didn't honestly pay that close attention to it. But you'll have different standards that you'll have to adhere

to. Has anyone heard anything different that you think would be useful to shout out right now about what we've recently learned?

No. Okay. again, a good starting point is the article that I just that I just linked to. Alright. Moving along. George is going to talk to us about how TAPAZ works with reimbursable grants. These are generally grants from government sources where you get an award. Let's say your award is a hundred thousand dollars. Unlike a grant in the way we usually think about it, they don't give you the a \$100k upfront. You spend the money, you invoice the source, and eventually they repay you. Okay. Reimbursable grants. This is something that I think TAPAZ takes a very progressive approach to. So we thought it would be a good idea for folks to hear how they do it. George, take it away.

Speaker: Thank you guys. Welcome everyone. I'm sure enjoying these forums. I've put the URL to our website in the chat there and if you scroll down on that link on the left, we've got a number of the resources that we use and provide, hopefully some of those can be a use of service to you and your organization. If you need the word version of that instead of the PDF, I'm happy to share that as well. Just send me an email. So I've been blessed to run the fiscal sponsorship platform at TAPAZ for seven years now – Andrew, time flies when you're having fun, right? We are blessed to be co-located in an office with Vitalyst Health Foundation and Vitalyst Health is a hospital conversion foundation. So it's about a hundred million dollar a 501 C3 and we're located in the same office.

So we're blessed that TAPAZ doesn't pay rent or technology. So our fees are 7% for donations, corporate sponsorships, that stuff. And then if it's a federal grant or contract, we charge 10%. But everything else is seven. Included in our fee is interest free working capital. We have 12 state contracts and three federal contracts in force right now and we provide that interest free working capital. We pay their bills and their expenses and their payroll and we wait for the reimbursement. Our largest group is the Arizona coalition for military families and we're fronting about \$150,000 a month for them. And that's actually going to grow substantially in the next year cause they're securing additional funding. So good for them. So we're blessed to be in a position that we have the interest free working capital from the foundation.

It does a couple of things. It helps our groups apply for those reimbursement grants because as we all know, most of those groups do not have the working capital or the cash flow to wait for the reimbursement. So the second thing it does is allows that money to stay in the local economy versus go somewhere else. So there's a lot of blessings for this. So Roy and I were talking about what if we were to approach and collectively what if we were all to approach funders or foundations or both and ask them, this is a much needed service in the community and in our sector. Would you consider providing interest free working capital to assist the nonprofit sector in particularly those in time of need at this time, et cetera. So we wanted to have an open discussion about that of maybe, and I don't know Andrew and Oliver how you want to do this, but do people have ideas of if you have great relationships with the other big foundations in your community or in your region as well as other grantors or funders approaching them on this and maybe collectively we put together a one pager so all of us can be sending it out to people.

I don't know, I'm just brainstorming on this at this point, but we thought that that could be a heck of a great service or the communities because the funders and the foundations have extra dollars and they're wanting to help people. This could be a great way to dramatically help groups out there.

Speaker: Hey George, have you ever had a project not come up with the money or get themselves into trouble with the reimbursable grant?

Speaker: Great question. We have had one project. That we had a problem with and they're actually on a payment plan paying us back. So great question. We skipped it this year, but the last two years we've held a regional fiscal sponsors meeting in the Southwest and we host the first one in Phoenix two years ago. And then last year we flew to Denver and met with CNDC and at CNDC and one of the ideas that they, I came up with, well, two years ago that we implemented -- We trust what people say when they submit an application to be considered on our platform. But I typically conduct an unannounced surprise visit just to make sure, as I say, trust but verify. And that ironically would have eliminated this particular problem on the group that we approved two and a half years ago before we had that policy. So trust but verify on a site visit. So they are on a payment plan and they haven't missed a payment in a year, so they're, they're poking along and paying back. So other than that, we've not had a problem. And one of the ways to combat that or eliminate that risk is that we have the reimbursement come directly to us from the funder now. So it's in our name, we're being reimbursed and the reimbursement comes directly us. It's electronically or via check. So that eliminates that risk.

Speaker: And where does the work fall for you in terms of the invoicing? I know in my past working on local, state and federal grants that often the monthly reporting is quite onerous. You have to send in a stack of receipts and all of that. Where, where does that work, lay lie, may whatever, English, I don't know.

Speaker: Sure. So the reimbursement grants all vary -- some are monthly, some are quarterly, some are semi-annual. So we have procedures and protocol in place where a group submits scanned copies of receipts to us on a fillable PDF and then attaches like an editable PDF where they, and I can provide people a copy of a sample of this, but it's where they fill out the accounting code of where all the various expenses fall. And you put that, that onus on the sponsored project.

Speaker: Okay. But, but ultimately you have to make sure that invoice gets in, right? I mean, so you're pressuring the projects to get it into you so that you could get it into the funder or are they submitting directly to the funder?

Speaker: We submit, we have an internal accounting person that handles that directly, all of our grant reporting.

Speaker: Got it. So on the bottom of your screens, there are the reactions if your practice currently accepts reimbursable grants, will you just click the one that's the, the hand clap or the thumbs up? Let's just see how many of you actually do. There's one, two,

three or fine? No, not okay. Half of these people are on my team, so we're padding the results.

Speaker: Okay. But, but it seems like maybe the minority of us do not currently accept government or reimbursable grants. Would you like to share your thinking about why you don't, I mean, I could tell you why I wouldn't want to.

Speaker: Alright. I think Oliver, there's a, maybe a broader question there in terms of just lending to projects in general, beyond just the government reimbursable grants. Also, there are two prevalent categories of I would say intra-fiscal sponsor lending. One is effectively the same as reimbursement but bridge lending against grant pledges, right. When maybe the grant isn't reimbursable in terms of its contract nature, but there's a delay in payment for whatever reason. And that's certainly the case with a lot of private foundations. And state agencies where the grant itself is not reimbursable, but there's just a big delay between award and, and getting the cash. Right. And the other is looking at seasonal cash flow or lending, again, bridge lending against contract receivables or projects that have demonstrated the ability to say float an event once a year. That's pretty reliable and they know it's a fair risk giving them that quarter to quarter or a seasonal cashflow boost.

Those two things as underwriting categories I think are, are pretty prevalent but I've been curious as to exactly how prevalent they are. I see a lot of anecdotal evidence, but so I'd be interested in what like all of those things together. Just lending in general has who's been doing it. I think the government carries a different risk consideration. Right? And maybe its own choice, yes or no by itself. But I'm curious in the broader question of, of lending to projects what folks answers are.

Speaker: If we were really good, Andrew, you would be able to whip up a poll right now. "Does your practice do bridge or any lending to projects like in broad, broadest sense?" Thank you so much for that, Thaddeus. You're exactly right.

Speaker: We're not that good.

Speaker: All right, so go to your reactions and click, click a thumbs up if you do some form of lending to projects.

Speaker: Pam, you also have a question out there. So whenever we're ready for that. Okay.

Speaker: So most don't Social Good Fund does not. Any of you thumbs up folks want to unmute yourself and talk a little bit more about your approach to that, why you do it, how you do it, what you do it for?

Speaker: Hi. Yeah, this is Pam. I can speak to that and I, I also have had a question I'd like to ask George as well. We do it on a case by case basis. If, I guess it's a bridge loan is what you call it. We just have front money if needed, if asked and we have a good track record and it makes sense. So it's not always a perfect, that doesn't always work out. So certainly. But it may. I do have a question related specifically to TAPAZ. George, do you

guys are only loan against approved grants or when you're talking, are you talking about these bridge loans that you make a one off decision on?

Speaker: Great question. So we only loan against or front money against approved grants or contracts. And it's the model a, so we're, we're the applicant in our name and we approved, and as soon as we're approved, then they can start to work according to the grant award and then we start fronting and paying expenses and payroll, et cetera.

Speaker: Thank you. Yeah, that, that makes sense.

Speaker: So I have a question, Thaddeus. So bridge against, so that's basically unsecured, right?

Speaker: Well it runs a gamut. I mean, I think the conservative stance would be you get you have the pledge from the funder, whether that's private or government and you're lending against the pledge. So it's a hard receivable it's a bookable receivable. On the seasonal cash flow side. I mean you see this in certain, more event-based or production-based. So arts and culture, for example. So people do festivals or theater runs. That's where I individually know it from. But if you're say an advocacy organization or some movement builder and you do a big annual event where it performs a certain way, you could make a loan against that expected cashflow understanding that whatever comes in is going to be first into payback the loan.

Speaker: So you're basically underwriting your risk relative to the project's track record and how much you trust it to produce that income if it's an earned source.

Speaker: Right. so I would imagine that's a lot rarer. I remember years ago having a conversation with Jonathan stack when he was at TSNE and at least at that time he explained that they're able to lend against hard receivables but then have occasionally done that episodic based or seasonal lending internally to projects where there's a real track record there. I think the latter carries a lot more risk. And certainly there needs to be considerations of other backstops like event insurance and things like that if that's relevant what, how could you had your risk against the event not going well or something happening that might jeopardize that, creditors so or that credit. But that's pretty much all. George, when the time comes to respond to your question about doing this collectively I have some thoughts, but I don't want to jump ahead in our agenda before for what we're doing here.

Speaker: So George had put out there, coming up with some communication for funders, right? George?

Speaker: Yeah. Local foundations or funders, grantors.

Speaker: So I'm going to volunteer you to lead that working group and I just ask people in the chat to shout out here if you'd like to join George and a side conversation about that and perhaps come back to the group with some feedback about that that could be useful. Is that okay?

Speaker: Yep.

Speaker: Alright, awesome. Just in the, in the interest of time here, we're going to move on that I think this is to me a really fascinating topic and I think George's point, which is one of George's points, which is you can really make the difference for a project in terms of their viability, long-term sustainability by doing this activity, by being willing to front projects, money. We don't do it, but there, there are reasons for that. But anyway, I do think it is a, a really interesting topic that we could spend the whole hour on it and I do hope that people join George's working group to continue this conversation and bring something back to the group. Thank you George.

Moving on. Anke is going to talk to us about reopening guidelines reopening guidance. You're in New York State, right? and New York state is doing the phase reopening and so take it away.

Speaker: Right. So this is a question that came up for me yesterday actually. So New York State is requiring that businesses provide reopening safety plans. So assuming that we're going to have to do that shortly, [I was looking at some guidance that New York State is providing a template for such a safety plan](#). And it occurred to me that because we have so many projects with different kinds of work sites and different kinds of activities, their safety plans are going to look different, for instance, than the core office safety plan. So how do we create documents that allows us to communicate what the overarching protocols and requirements are going to have to be and then also allow projects to fill in information about how they're going to implement or execute those based on their work site or their activities, the kinds of activities they have.

So I have just this morning been drafting something like this based on a template that I got from New York State. So everything from how are you going to ensure social distancing in the office with employees and volunteers? How are you going to ensure everything is clean and sanitized? How frequently I'm screening employees and volunteers before they come to the work site? Things like that, also mandates around communicating if somebody is sick and is tested positive. That needs to be communicated obviously to your local government and protocols about how that gets done. Yeah, I mean there's a, there's a list of headings in this template that I've that I've been using and playing around with this morning. So I was wondering if others have been thinking along these lines too, how to submit an official safety plan to the government in this case to the state and also have on record your project safety plans. And again, this is just so basically you're covering your butt. if, if somebody gets sick, if a participant gets sick or an employee gets sick or a volunteer gets sick to show that you have a, a good plan in place to try to have prevented that,

Speaker: Anke, in your practice. What level of, what level of parenting do you do with your model A's?

Speaker: We're pretty hands on. Yeah, no, we're pretty hands on. I mean we have 30 projects, so I think that's one of the value added pieces that we bring. So we tend to be pretty hands on with them and that can look like parenting teenagers.

Speaker: So, the question to the group right now and thank you Kathleen and Jennifer. So for your comments here, a good resource. and Jennifer saying their insurance company provided them with a guide, which is an interesting resource for this stuff. Anyone else? I don't think we've been handed this yet in California that I'm aware of. but has, Oh, it's NIAC. Okay. Jennifer. So has anyone else in their state received any instructions as related to the reopening of businesses and what the requirements are and want to talk about it?

Speaker: I can talk about what we're doing. It has nothing to do with our state since our employees are everywhere. So we're doing the same thing. We're going through this process of trying to figure out what we tell. We have a relatively hands-off approach. generally right up until we told everyone that they needed to work from home and they weren't allowed to travel. And we haven't released that yet either. So we're holding onto that right now. We continue to remind them that regardless of the law, they're still not allowed to move yet. And we've been doing a lot of research. ([What I posted in the chat](#)) was a really good resource that, that a lawyer we knew shared with us. We've been looking at everything else too and doing a similar thing that Anke is doing, trying to come up with.

What's the tool going to be like for them to be able to do anything, honestly, not just going back into offices but to travel or to have any activity that involves in-person action. We haven't come up with that tool yet. Though there is a tool in that resource that I that I handed out, but our general approach is probably going to be to tell them that we're still holding the line for a period of time. And then if they want an exception, they're going to have to fill out a form and get it approved. And that we'll have to review it, because ultimately there are laws, there's OSHA which requires us to have a safe workplace. and then of course there's just a general duty of care that we have to employees.

And so that's important. Again, that resource approaches that really well. It also brings to mind some things that people might not think about. Like the fact that somebody may say, sure, I'll take that trip. then land somewhere, they have an actual example. They land somewhere, they get thrown into quarantine with a bunch of people and now they're actually frightened. And so thinking through, making sure that people, even as you start to do things, are thinking through what the of those would be. In addition to all the other things like contact tracing and how you would roll back, what you would do if something happened. So it's a lot.

Speaker: Thank you, Kathleen. This seems like one of those things that would be a really great use of this forum. I don't think this is one of those wheels that we all need to be out there creating individually. There's probably quite a bit of common sense here. and then some seasoning about how your particular practice does things. But in general I think I would think a lot of these guidelines would apply to all of us. So if anyone does have a resource, Kathleen, you haven't come up with that tool yet. I don't know if that is something you would, you would like to do with people from outside of your practice or what, or when you come up with it you could share it or...

Speaker: Yeah, I'm happy to share. I already have it in internal group that's fairly substantive at this moment. But yeah, I'm happy to share anything. I do recommend that people read this resource because they thought through it very well and it will definitely help people think through it. And like I said, we're probably going to steal from some of that. I wish it had come before I'd read everything else I read. So I do recommend that. but yeah, happy to share whatever we come up with. We're working towards developing a session to have with our project directors. June 11th is our target date for that, because we knew it would take some time to figure out exactly what we want to say.

Speaker: You're making me think that I have a bunch of work to do now, but...

Speaker: Well, but if you wait, you see someone else will do it for you as I discovered.

Speaker: Thank you for that. And in general, when people do have resources that you're willing to share, I recommend send them to Andrew, let him know if he can disperse widely, put on his COVID page or keep it in this group. Just tell him your preference for that. But directing them all towards Andrew is the best way to do this. We can keep it centralized and somewhat organized. Does anyone have any feedback, thoughts, feelings to share?

Speaker: It looks like Line has a question.

Speaker: Just wanted to share out. My board president is starting a group that's going to be working on putting together information, consolidating information for [our website](#), for arts groups who are returning to work. And so whether or not they have a venue or they're going to a venue or how their different practices, what it means to go back to work also for our office we'll be compiling it all, just like our response page. And I'm really interested in following up on the information that's been shared and I'm happy to share whatever we come up with. I'm really thrilled she's taking the initiative to do this. We're going to be working with groups and also with other arts organizations in our region. And she works at a company that has a lot of venues without naming names. They've got cinemas and stadiums and all kinds of different museums, et cetera, et cetera. And she's sharing out whatever she can from her organization in order to make our work easier so that we don't have to reinvent the wheel. So whatever it comes up in the next few weeks I'm happy to share out and it'll be on our website if it's useful for anyone in the same situation. So that's all. Thanks.

Speaker: Okay.

Speaker: Yeah, I just wanted to add one of our projects locally is housed in a building that's managed by another nonprofit, large nonprofit. And one of the things I noticed about their safety plan was that they did it by phases. So they did it by how Governor Cuomo was opening phases. So in phase one, this is what we're doing in phase two. So as their activities expand, as the phases progress, they have additional information. Which I thought it was interesting. most of our projects probably aren't doing anything in the early phases anyway. So I'm not sure exactly how necessary that is, but I just wanted to share that and then I hadn't thought about the question of traveling and yeah, providing guidance around travel of, from what I can tell from the information I've gotten from

New York, it's mostly about protecting customers that are, so in our case, our participants as they come into contact with our project services and activities, et cetera. It does provide guidance around making sure employees are safe, but I think in part that's to make sure that the customers are in a safe environment. so just wanted to point those two things out.

Speaker: Any other practice want to share about what you're doing in this regard before we move to the next topic?

Speaker: I'd like to ask a general question. Hi, Anke. Nice to see you all these weeks. Is this for employees mainly that you guys are thinking about or are you thinking about just the general, because most of our groups tend to be small. We don't have a lot of employees, and so we haven't really focused on this piece. It sounds like all you guys are, and so I just am wondering, is it mainly around employee safety or is it independent contractors and everybody needs to be following these rules?

Speaker: So maybe Kathleen can add, but my sense of this is that we're trying to create protocols so that to the extent that people are back in the workplace and doing work and engaging with others that they, and also the public is as safe as possible. Right? So those might be volunteers, employees, contractors and also the participants who are coming to participate in the activities of your projects. If you have projects like that. Right. So if you have a project that's doing some kind of web based activity, and there like one person that's different. But we have a youth farm or we have young people working outside on a farm sharing tools. Right. Or a boat that's on the lake providing ecotours. Those are very different work sites that need different protocols. And by and large, it's about making sure we keep people healthy.

Speaker: Yeah. In the interest of time and we have one more topic to cover. Folks, if you want to follow up on this, I am sure Anke and Kathleen welcome some communication and they're going to bring back whatever it is they do come up with. I do think this is really, really important and especially people are walking around with a lot right now and if you're anything like me, you walk around and people are acting what I feel like is irresponsible. Like my righteous meter goes out of control and I want to like lash out and my policy is don't say anything to anyone. Everyone's got to deal with their own thing right now. But if we do have projects out there working with stakeholders directly and especially if they have brick and mortar locations this is something we're obviously, if it's model A, responsible for a need to be thinking about. So thank you for raising this topic. As we move down this towards some form of new world. we'll see what happens. So thank you everybody.

That's a great segue actually to our next topic, which is staying sane with your staff. Jennifer Hoffman from SEE is here to kick this off. I mean today we're having our best group conversation ever. The idea was to do small groups after this. Let's see how it feels as we proceed. Jennifer, all you.

Speaker: Okay. I'm not sure how I ended up staying sane, but I'm happy to share with what practices we've put in place that may help you. Some of it is pretty formal and some is kind of fun. So first off we were a team that worked in very close quarters. There were

eight of us who worked side by side and then two remote employees. So when we all went remote it was a shift. And something we immediately started doing is connecting every morning at 9:00 AM on Adobe Connect, which is similar to Zoom to make sure that we stayed in communication as a team. We didn't want to lose that by going remote. And to manage this new remote world, we put in [time management software](#) into each of our computers so that we could help stay organized. And of course we have an employee assistance program and it was we encourage staff to use it. That's for all sorts of purposes. But counseling is one of them to see us through. this hard time we were all grateful to be employed and stay employed when other folks weren't. But there were just some weeks, I don't know if you all felt this, like I don't know if it was week four where at first we were fine, let's do this. Everyone's doing this together. And then it was just cabin fever and anxiety hits and then you're fine another week. And I'm sure parents, especially, we noticed there was a breaking point with the parents on our team with young children at home. So we just gave a lot of room for people to have flexibility. I've started to try to force my exempt employees to take lunch breaks because that wasn't happening with this new access to our computers.

Usually we have pretty solid work life balance where we leave the office and I don't want my staff logging in at home at night or on weekends to create a precedent where then projects expect me to be working at night and on weekends. But that line has been blurred. So just trying to make sure that people are implementing self-care was very important to us. And then also making sure that people are accountable for their work on the time management software because it was easy for folks to just go watch TV or whatever else is convenient. Something else we started doing and about a month ago and it was gloomy, at least in California, it was pretty rainy and cold and people couldn't go anywhere except your immediate neighborhood – you couldn't go on trails in Los Angeles County, It's been pretty strict. So I asked the staff to start sharing photos of signs of spring to lift them up when we were going through those COVID ups and downs. And surprisingly it's something that's stuck, whether it's wild flowers blooming or baby rabbits anything around us in our natural environment where I found my staff on the weekends thinking of this and wanting to share something in the morning meetings at 9:00 AM. and I think it's helped folks just get outside and appreciate their immediate surroundings and look for signs of shifting and the seasons as we shift out of the, the phases of lockdown. So those are just some of the things we've started doing there.

Speaker: You're going to have to talk to us more about this time management software. Could someone try to install that on my computer, I would throw my computer out the window. I'm just being honest here. Tell me more about that please.

Speaker: Yeah, so I'm going to hand it to my managing director Trevis he's actually led on this software and he uses it with the team.

Speaker: Thank you. Thank you. So the software that we use is all encompassing. If folks log on and they're able to choose from the dropdown menu if they're emailing, if they're on a webinar, if they have a custom task, they can add whatever that task is and it's very beneficial to the individual cause they can see what work they produce for the week. I know that just as Jennifer said and a lot of others have said too, that you can feel like you're going crazy when you've been stuck in the house and the cabin fever and all that.

And that can go into your work as well. And maybe if you need to recap or just give an update to folks, you can go back and see what you did because you were changing it along the day. And I as a manager too, I can oversee at the end of the week what work was being done, what the percentage of that work was being done collectively by the group, making sure that we're providing updates and just varying different tasks that we have given throughout the week and, and so it's very helpful, at least for me and some of the staff that have given me their feedback it's helpful to them as well so that they don't have to try to remember everything that they did the day before when they have to give an update the next day to benefit the group. So I know that's really general. you are correct. Oliver at first, I started use it before I rolled it out to the team so that I could know it really well. And what the benefits for me as an employee are at the same time, not just a manager but as the employee. And so I don't know that it was a hard sell.

Speaker: That's what I was worried at first. But as soon as I started to understand the software it wasn't a hard sell. I could show them what the benefits for them as employees are too. So it is a strange time. It is a strange world that we're living in right now. And I think that our staff now understands that we have to pull audibles we've got to change how what has been the normal for us, you know? And so this is just one of those things along with it that's a tool that they can use and it helps us as managers too.

Speaker: Thanks, Travis. I'd love to hear from anyone who hasn't spoken yet or someone who has spoken yet about how you all are focusing on staying sane, keeping morale up in your practice. Don't make me put you in small groups.

Speaker: So hi, I'm Gabrielle from CultureWorks and we have been having daily meetings. So we meet for about a half an hour in the morning. And the intent both is to check in to see how folks are feeling. and what life is like for them in general, as well as what they are seeking to accomplish for that day. If there's information to share with the group, we share it at that point. And that has worked pretty well. We've now added one day a week, so we generally just do it via teleconference. But now we're adding one day a week where it's video, so we have to see each other and that we also have some type of activity and the responsibility for that activity travels through the group. So everyone is responsible for having some group activity or facilitating a group activity. Just to build a sense of community.

And getting back to, if I can speak back to Trevis' tool. So I've worked with that tool both as an employee and as a manager. And I've also worked in circumstances where I worked for someone who said, I don't care where you are. I don't care what you do, I'm not even going to look for you, but on June 30th, if I don't have these things, we have a problem. Right. So there were things that I appreciated about having to clock in. but then for most of the people who were really very active and very dedicated to their work and highly productive, a lot of us found it at some point, a little annoying because we'd have to stop and remember to go in and to clock what we did or when we changed activities.

And so it seemed to me that the people who were most annoyed were the people who are highly productive and the people who weren't. So it was one extreme to the other. And so I am struggling with the same concept. Like how do I know if people are using

their time productively? And so one of the things that I try to focus on are our outcomes, but I'm not a hundred percent sure that that people are using the full day in a productive way. One more comment and that is about a thousand years ago, I took a professional development course and we had speakers from all over come and talk to us. It was an another area, but this gentleman is probably about 15 years ago, talked about the struggles of accounting for mento factoring and nanny factoring and that employee's pull yours.

And we're going to have a very, very difficult time having to manage a productivity as it relates to the knowledge economy. And he talked about how we might be, might sit at our desk every day for 40 hours a week and mental factoring, we go home over the weekend, take a shower, and the whole thing just reveals itself and we just have to run and document it all. So I I'm just struggling with the same thing, just trying to make sure that we're being productive and using the time wisely and keeping in mind that people are operating under a great deal of stress and trying to give a little understanding compassion and bandwidth for those conditions as well.

Speaker: Thank you. I was going to say, you look great for a thousand year old person. Something we did in a staff meeting last week that I thought worked surprisingly well and we made the entire meeting about this, there are 15 of us in our core staff and it took us about an hour to get through it. It was say one thing that you're particularly proud of as an accomplishment at work this week or recently. Say one thing that you are absolutely procrastinating about. Put it out there. Let's hope you can break that chain. Three, ask for help. One thing that you would like to ask for help with. And then four, something that you're particularly grateful for in this moment. And it turned out for us to be an incredibly poignant gathering.

We were virtual to begin with. So this didn't change our workflow at all. I think there's science about this, there's anecdotal evidence about this the focus on inputs and outputs. What we've discovered is that for those of us who worked in brick and mortar offices and then joined Social Good and into this virtual world that we're in, that, and I know this personally is I feel way more accountable being remote than I ever did in an office. I had a thousand ways to hide in an office, in plain sight, to pretend to, to act, to do all of those things. It's why I love being a remote company organization. I wish we could get together more, but I find that we're very, very accountable because we're all on Slack. We're responding to each other. And guess what, if you don't do your work, you're going to get exposed. And our value is don't ever think about getting called out, just be honest. And we've tried to create an environment where you can really say without worry what you're not good at, what you're not liking in this moment. Our pledge to each other is that you should not be spending a large part of your day doing something you don't like. That's on us as managers to make sure that doesn't happen. We're particularly well positioned because we were remote anyway. but we are finding that it is tough right now to stay connected. We're finding that we're all up and down in this moment. So I'd love to hear anyone else before we stop who might want to share something special, different that you're doing with your staff to stay connected.

Speaker3: I can just add, we do a digital tea time every day at three. It's opt in and like a gather around the cooler type thing, water cooler, but virtual. And then we've been doing a

trivia during that half an hour or different. We've done Qigong during that half an hour. So we try to do some curated activities and then we have Slack and we share like wellness emails or like links and candy, like video music videos and stuff that we're into. So we try to keep nourishing each other through different platforms in different ways, whether it's virtual meeting or through links that are we're into right now or things like that.

Speaker: Cool. Thank you Tony. So it is after 11. We're going to need to jump off. We're working on a great program for episode eight next week. We're hoping to have some people that come in and talk to us much more specifically about what we're understanding about the forgiveness stuff, about the PPP loan. So that's what we're working on. As always, if you have suggestions, comments, concerns, whatever, please send them to Andrew. He's better at that than I am. It's wonderful to see you all again. Thank you for coming today. Have a great week. We'll see you next Tuesday. Bye everyone.