

COVID-19
Mission Organization
Contingency Planning

Impact Scenarios and Planning Questions

COVID-19 Mission Organization Contingency Planning

Scenario Planning Questions

What is this tool?

The first page provides questions to prompt discussion and analysis.

The following three pages provide detail scenario possibilities to help strategy teams consider possible realities affecting their organizations.

This is not meant to be prophetic, an exact map, or comprehensive.

It is a tool to guide senior level planning and strategy.

Things to keep in mind:

The COVID-19 situation is very fluid. You will need to address immediate problems, but also be prepared to deal with adaptive challenges for quite some time.

Past situations may bear similarities but this situation is unique.

2020 is complex for financial giving beyond the COVID-19 realities. Tax law changes, a Presidential election cycle, and a high saturation of donation requests will all affect giving.

Most likely your team will be touched by this virus. We must balance strong leadership with compassion for our teams in the days ahead.



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AREAS OF FOCUS	Least Impact	Moderate Impact	Greatest Impact
Home Office Staff	<ul style="list-style-type: none"> How will this affect productivity? Do we have appropriate IT support? How do we navigate HR policy changes? How do we help staff return to the office after working virtually? How will this affect staff with families and school aged children? 	<ul style="list-style-type: none"> What staff may need to be released or reassigned? How do we help staff whose children are not able to return to school? How do we assist staff with extended family responsibilities? Do our staff members have a care community outside of the office? 	<ul style="list-style-type: none"> What staffing assignments need to change? How do we compensate for staff that were released? How do we care for staff with lingering COVID-19 health issues? How do we care for families of staff we lose to the virus?
Field Staff	<ul style="list-style-type: none"> Which countries require staff evacuation? How can we increase interaction with sending churches? Are there new security protocols that need to be put in place? What countries will have increased visa issues? Will our staff need extra money for stateside living? 	<ul style="list-style-type: none"> What needs to be considered for staff preparing to depart? What are the needs of TCK's? Will there be increased spending from missionary accounts? Will there be increased health insurance claims? 	<ul style="list-style-type: none"> When will we allow staff to return to the field? What will we do if some countries restrict entry for longer terms? What will we do if some countries impose stricter social tracking policies?
Short-Term Teams	<ul style="list-style-type: none"> How will this affect recruitment with colleges closed? Which countries do we need to eliminate travel to? How can we adapt our training to be virtual? Will there be increased expenses for travel and visas? When will we be able to do recruiting in person again? 	<ul style="list-style-type: none"> How do we communicate trip cancellations? How do we compensate for loss of income? Do we need to assign new tasks to our short-term staff? How will this affect reciting for 2021 trips? Do we refund donations for canceled short-term trips? 	<ul style="list-style-type: none"> What are steps to eliminate all Summer 2020 trips? How does this affect income and staffing? How does this affect teams on the field? How does this affect recruiting for 2021 teams?
Appointees	<ul style="list-style-type: none"> How long should we delay appointee departures? What costs will be associated with delays in departure? What financial assistance will appointees who are put on hold require? What visa situations may appointees encounter? How can we increase our communication with churches? 	<ul style="list-style-type: none"> How do we keep appointees engaged if trips are postponed? Can appointees take part in virtual training? What do we do if fields become closed due to other governments? How do we help appointees with health insurance needs? Will we see a decrease in giving as appointees are put on hold? 	<ul style="list-style-type: none"> How do we handle government restrictions on travel? Will we face a reduction in donor income? What if appointees decide to not go to the field? What if appointees want to depart but the organization wants to close a field?
Finances: Donor Management	<ul style="list-style-type: none"> How do we minimize delays in donation processing? How do we handle staffing if donations slow down? What cloud based solutions could we implement for donations? Do we need to update/change our current donation processing? Are there any issues with limited banking services? Will donors take advantage of federal donation tax breaks? 	<ul style="list-style-type: none"> Will slower donation processing affect cash based donations? How will we handle decreased income? Do we need to cut back on staff for a limited time? Do we need to rotate staff in the office? 	<ul style="list-style-type: none"> How do we handle decreased giving? Can we utilize staff to make more calls to donors? Do we need to eliminate staff? How do we handle the loss of short-term trip donations?
Finances: Budgets/ Operations	<ul style="list-style-type: none"> How are our investments impacted? How can we protect cash and operating reserves? What is our burn rate on cash and operating reserves? Are new policies needed for how staff handle funds while working remotely? Do we need additional IT solutions? Could the Federal stimulus package provide relief? 	<ul style="list-style-type: none"> How do we handle the loss of short-term trip income? What do we do about tickets already purchased? Will there be increased personal and business-related staff spending? Do we need to limit staff spending? Will reduced travel offset new expenses? How will we handle increased health insurance claims? 	<ul style="list-style-type: none"> Should we consider budget cuts of 20% or more? Should we release staff or cut salaries? How will increased insurance claims affect us short-term and long-term? Do we need to consider a merger with another organization?
Recruitment	<ul style="list-style-type: none"> How long do we restrict travel for recruiting? How can we maximize virtual connections for recruiting? How do we keep candidates interested amidst uncertainties? Do we need to postpone orientation programs? Do we need to change 2020 goals for recruitment? 	<ul style="list-style-type: none"> How do we set new expectations for recruitment goals? Can we create new virtual orientation programs? How do we adapt if we cannot recruit in person in 2020? How will lingering affects of the virus affect 2021 recruitment? 	<ul style="list-style-type: none"> How will our decrease in recruiting affect candidate processing into 2021? What media tools could we create to support virtual recruiting? How do we plan for 2021 when field staff are home and not sure of return?
Fundraising	<ul style="list-style-type: none"> How long do we restrict travel for donor meetings? How can we arrange virtual meetings with donors? How do we adjust 2020 giving goals? How could we encourage donors to take advantage of federal incentives for non-profit donations? 	<ul style="list-style-type: none"> What tools can we utilize for strategic digital fundraising? How do we uniquely talk about our agency? Can we focus more of our time on research? Are there new foundation grants to explore? 	<ul style="list-style-type: none"> How do we have patience with donors who are waiting on financial markets? Can we create virtual donor events? How do we uniquely communicate a year-end request in an overly saturated market?
Member Care	<ul style="list-style-type: none"> How can we increase our virtual interaction with staff? What resources can we provide for families? How can we increase interaction with sending churches to coordinate care for staff? What events do we need to move to a virtual context? 	<ul style="list-style-type: none"> How can we adapt training programs to a virtual environment? Can we provide virtual tools for staff that need counseling services? Are there other staff that can help with increased member care needs? 	<ul style="list-style-type: none"> How do we care for our member care team with extra responsibilities? How do we support staff affected by loss due to COVID-19? What issues may need increased attention?
Training	<ul style="list-style-type: none"> How will postponing training events affect departing staff? How can we experiment with virtual training? 	<ul style="list-style-type: none"> Are there other training tools to supplement cancelled events? Are there virtual tools we need to purchase or learn in order to provide ongoing training? Are there tools we can create to keep appointees engaged? 	<ul style="list-style-type: none"> How do we handle candidates not wanting to commit to on-site events? Do we need to divert funds from physical events to virtual tools? Do we need to release hospitality staff?

**COVID-19
Mission
Organization
Contingency
Planning
Short-Term
Impact
(3–4 Months)**

AREAS OF FOCUS

Home Office Staff

Least Impact

Working from home. Moderate decrease in productivity. Virtual meetings may necessitate extra IT assistance.

Smaller organizations without virtual frameworks for database, payroll, and other services may need to shift virtual or have limited time in the office.

Limited staff at office to maintain property, security, and IT infrastructure.

Gradually return staff to the office by midsummer. Expect some staff to request remote work for longer term.

Moderate Impact

Some hourly staff may need to be released or reassigned.

Due to school changes, some parents may not be able to return to the office until the fall.

Greatest Impact

Staffing assignments change due to reassignments, release or lingering COVID-19 health issues.

Field Staff

Staff evacuated from high risk countries. Flight management and interaction with U.S. State Department.

Increased interaction with sending churches. Managing security protocols for more secure countries. Some staff will have new visa issues.

Once staff return home, assist with funds for travel and temporary housing, changes to staff insurance.

Begin staff transitions back to field over summer and into the fall. Expect travel advisories to remain high from the U.S. State Department.

Staff preparing to return to field may need to find ways to store belongings to ship later.

TCK support may need to increase if kids in schools remain separated from parents.

Staff begin return to field in the fall. Some countries may remain closed or restricted due to lingering virus issues. Visas may be difficult. Some countries may increase social tracking.

Short-Term Teams

Slower recruitment with colleges closed. Trips to high-risk countries eliminated. Re-task trips to other areas.

Adapt training to virtual. Plane ticket prices increase and routes become limited. Potential visa issues.

Shorter length trips may be able to be moved later into the summer.

Longer length trips may need to be shortened and moved later in the summer.

Staff preparing to return to field may need to find ways to store belongings to ship later.

TCK support may need to increase if kids in schools remain separated from parents.

Elimination of all summer 2020 trips. Income and staffing greatly affected.

Appointees

Those planning to leave in the next 3 months will be delayed. Changed tickets may be subject to high fees.

Financial help until departure may be needed for those without other employment.

Plane ticket price increase and routes become limited. Possible visa issues.

Increased communication with sending churches.

All summer departures need to be moved to the fall.

U.S. State Department restricts travel to all high-risk countries. Other countries may restrict entry through the fall.

Finances: Donor Management

Delays in donation processing, necessitating increased communication to donors.

Delays in donors sending donations due to job restrictions and tax refund changes.

Receipting limitations for organizations without cloud-based tools.

May need new processes for accountability on donation processing. Possible issues with banks only offering drive-through services.

Slower turn around in donation processing could affect cash-based donations.

Decreased income going in to the summer months.

Significant decrease in spring income leading to a leaner summer period of giving.

Finances: Budgets/ Operations

Investments negatively impacted. Cash and operating reserves need to be managed while watching changes in giving.

New procedures needed for teams working remotely or as a limited staff in the office.

Offices without cloud-based tools need IT support for server or data protection if taking computers home.

Field workers may need access to more cash for travel and housing. Federal stimulus package could provide relief for nonprofits with losses.

Giving decreases in 2020 and no short-term trip income. Staff increase personal and business related spending.

Spending limited and minor cut-backs may need to be reviewed. Health insurance claims may increase.

Budget cuts of 20% or more, staff released, and ministry activities restricted until giving increases. Significant insurance claims increase.

Recruitment

Restricted travel for face-to-face recruiting.

Increased phone and virtual connections to initial contacts.

Candidates have concerns about proceeding due to the uncertainties surrounding the virus.

Orientation programs for the spring and summer rescheduled or postponed.

Decrease in contacts becoming candidates. New virtual training programs created to replace summer 2020 in-person orientations.

Significant decrease in recruitment affecting new candidate processing through fall of 2020.

Fundraising

Restricted travel for face-to-face donor meetings.

Difficulty getting virtual meetings with donors.

Decreased or reserved giving due to the down turn of financial markets.

Some donors may take advantage of new federal incentives for giving to non-profits.

Donor visits delayed until the late summer or fall. Focus on digital fundraising, research and foundation grants.

Reserved donors waiting to see rebounds in the financial markets. Summer and fall objects not realized.

Member Care

Increased virtual interactions with staff in transition.

Families with children in different locations may require extra assistance.

Increased interaction with sending churches to provide care and housing.

May need to reschedule or postpone in-person care events.

Virtual tools for care provided for staff that are unable to travel for counseling services. Increased virtual interactions with staff in transition.

Significant increase in stress and anxiety for staff. Increased weight on the Member Care team.

Training

Spring and early summer training programs postponed. Begin experimenting with virtual training alternatives.

Face-to-face training for spring and summer eliminated. All training retooled for a virtual context.

Candidates not wanting to commit to onsite training events. Decrease in new appointees throughout 2020.

**COVID-19
Mission
Organization
Contingency
Planning
Mid-Term
Impact
(6–8 Months)**

AREAS OF FOCUS	Least Impact				Moderate Impact		Greatest Impact
Home Office Staff	Working from home results in moderately decreased productivity. Smaller organizations will need to shift virtual or limit staff in office.	Staff with COVID-19 unable to work. HR policies for staff working from home, sick leave, and vacation days may need adjusting.	May need to invest in more cloud-based tools for virtual meetings. Enhanced cleaning procedures in office where staff remains.	Limited staff at office to maintain property, security, and IT. May need to work with local authorities for authorization.	Staff need to be released or reassigned due to the impact of ministry.	Lingering health issues among staff lead to changes to sick days and other essential HR policies.	Significant personnel changes due to refocusing work, health issues, and staff limitations.
Field Staff	Large amounts of staff evacuated back to home country. Increased financial needs of workers as they return home.	Increased interaction with sending churches to support returning workers. Visa issues as staff leave foreign countries for extended time.	Health coverage changes significantly as staff are back in North America for extended periods of time.	Create plans to transition staff back to field starting in January 2021.	Staff preparing to leave the field for home in 2020, move up timeline.	Staff and agencies significantly increase spending as staff transition back home. Field-based events and gatherings postponed.	Cancelling of all field based retreats, and training. Increased expenses and insurance adjustments. Increase in member care needs. Security issues increase globally.
Short-Term Teams	Summer short-term trips eliminated.	Fall recruiting changed to be virtual and digital.	Training for future trips retooled to fit a virtual context.	Field staff reluctant to plan for teams in 2021. Slower recruitment in fall of 2020.	All 2020 trips cancelled. Retasking of staff.	Significant impact to income.	Smaller agencies close or discuss mergers with larger organizations. Staff released and have limited ability for planning in 2021.
Appointees	Most workers planning to leave in 2020 delayed until 2021.	Appointees may need to find work or continue longer at current jobs.	May be issues with health insurance for those who stopped working and moved to overseas policy.	Increased communication with sending churches.	Greater restrictions in travel even to previously open countries.	Virtual language learning or cultural training to keep appointees moving forward.	Limited new staff deployment affecting donor income. Loss of appointees who decide not to leave or are not able to move to certain countries.
Finances: Donor Management	Increased communication with donors necessary as processing is slower.	Declines in financial market delay donations. Donations decrease due to short-term trip cancellations.	Accounting practices retooled and cloud-based products added.	Some donors may take advantage of Federal tax breaks for donations to non-profits.	Decrease in income over the summer and fall of 2020.	May need to cut back on hourly-paid staff.	Very lean summer and fall giving. May need to eliminate hourly-paid staff. No short-term trip income.
Finances: Budgets/ Operations	Investments are significantly decreased over 2020. New virtual procedures needed for accounting and limited staff.	Increased cash management and operating reserves while watching for giving changes.	Offices without cloud-based tools need IT support for server or data protection if taking computers home.	Field workers may need access to more cash for travel and housing. Federal stimulus package could provide relief for nonprofits with losses.	Significant decrease in 2020 income. Smaller organizations may need to lean into reserves.	Will need to look at limitation on spending and planning for cut backs.	Significant budget cuts, releasing staff, restricting ministry activities for 2020 and a leaner 2021 budget that allows for a rebound in income over an extended time.
Recruitment	Stop all travel for face-to-face recruiting.	All recruitment switches to virtual and digital.	Candidates have concerns about proceeding due to the uncertain implications surrounding the virus.	Create virtual training and candidate programs.	Significant decrease in contacts becoming candidates.	Elimination of summer and fall mobilization trips, and in-person candidate events.	Recruitment numbers for 2020 plateau after the spring. Elimination of in-person events. Lingering affects into 2021.
Fundraising	Stop all travel for face-to-face donor meetings.	Increased difficulty getting virtual meetings with donors.	Decreased or reserved giving due to the down turn of financial markets.	Foundations receive greater amount of requests over the summer and fall.	In-person donor visits for 2020 are cancelled.	Focus on digital fundraising, research and foundation grants, but monitoring market saturation.	Fundraising goals for Q3 and Q4 are not met. Lower year end giving. Significant market saturation of Q4 and year end gifts requests.
Member Care	Interactions with staff go entirely virtual.	Need for TCK help increase as kids face significant transition and schooling issues.	Increased interaction with sending churches to provide longer-term care and housing.	In-person training for 2020 postponed.	Increased care for staff with health issues.	Providing virtual tools for care if staff can't travel to counseling services.	Large increase in stress and anxiety for staff. Increased weight on Member Care team. May need to retask staff to assist with Member Care.
Training	In-person training for 2020 postponed.	Virtual training tools and courses designed and implemented.	May need to realign budget to invest in new technologies.		Prepare for larger 2021 training events.	Need to provide greater shepherding for candidates and appointees who can't finish training and head to the field.	Candidates not wanting to commit due to global changes. Appointees pause process. Possible elimination of hospital-ity staff with the end of in-person events.

**COVID-19
Mission
Organization
Contingency
Planning
Long-Term
Impact
(12+ Months)**

AREAS OF FOCUS	Least Impact			Moderate Impact	Greatest Impact	
Home Office Staff	Majority of staff working remotely. Staff maintaining property, security and IT infrastructure at office rotate.	Costs increase with cloud-based tools. COVID-19 affected staff on extended sick leave. Other staff need to compensate.	Some offices may need to close buildings and transition maintenance and hospitality staff.	Staff released or will need training to be reassigned. New HR policies created for virtual environment and flexible schedules to care for families.	Staff reductions necessary due to changes in ministry focus. Salaries may be reduced to adjust for budget changes and decrease in giving.	Increased staff health insurance claims. Ministry teams eliminated and increased work load on a smaller team. Potential loss of team members to COVID-19.
Field Staff	Large amounts of staff evacuated back to home country. Some staff may need to find outside employment.	Significant interaction with sending churches to help workers resettle permanently at home. Staff put on an indefinite hold for returning to field.	Decreased giving due to staff being home and lingering economic issues. Wavers will need to be created for staff insisting on returning to field.	Health insurance changes significantly as staff remain at home vs. in the field. Also, increased claims with sick staff. Visas expire, homes and personal items overseas will need to be sold or brought home. Loss of workers who transition.	All field-based retreats and training for 2020 and first half of 2021 cancelled. Global security threats change significantly with COVID-19 realities.	Giving decreases and staff costs increase. Significant loss of staff impact field projects. North Americans seeking to travel globally face visa changes and restrictions.
Short-Term Teams	Summer and fall 2020 short-term trips eliminated.	Fall recruiting goes virtual and digital.	Training for future trips retooled to fit a virtual context.	Significant limitations on planning trips for 2021 and recruiting teams. Need to plan for shorter trips in 2021 that take place later in the summer.	No short-term trips or very few with smaller groups in 2021. Short-term trip income eliminated leading to staff release or retraining.	May need increased partnerships with other agencies. Some smaller agencies close. Staff released limiting ability to plan for 2021.
Appointees	Those planning to leave in 2020 delayed until mid-2021. Appointees need to find work or continue current jobs longer.	Health insurance adjustments will need to be made to those delayed in departure.	Field adjustments may be considered in light of new global changes.	Language learning or cultural training made virtual to keep appointees moving forward. Giving decreases as appointees are unclear when they will be able to depart.	Some fields may be closed for longer periods of time. Some staff will want to take on personal risk that the organization does not support.	Departures and donor income decrease. Some appointees may look for other routes to the field to avoid organization liability issues.
Finances: Donor Management	Transition over spring and summer to cloud-based services.	Adjust accounting practices and procedures. Decrease in donations being processed.	Some donors may take advantage of Federal tax breaks for donations to non-profits.	May need to cut back on hourly-paid staff. Scaled back office staff to support staff working virtually.	Release some hourly staff as donations decrease and more is done virtually. Increase in donor interaction to help with staff in transition.	Need to adapt to new accounting practices, software usage and higher touch interaction with donors.
Finances: Budgets/ Operations	Investments face significant losses over 2020. Options may exist for Federal help for non-profits suffering significant losses.	Offices without cloud-based tools, will increase needed IT support for server and data protection.	Managing operating reserves and cashflow while watching changes in giving. New procedures for accounting virtually and with limited staff.	Income for 2020 significantly decrease. Organizations utilize reserves and budget cuts. Budgeting more conservatively in 2021 than in past years. Partial-year budget that can be adjusted accordingly.	Increased expenses and decreases in donations. Significant budget cuts, staff released and ministry restrictions for 2020 and first half of 2021.	Some organization may need to consider mergers to sustain viability. Others may need to transition financial reserves to sustain operations.
Recruitment	All travel for face-to-face recruiting stops and transitions to virtual.	Candidates reserved about proceeding due to implications surrounding the virus.	Virtual training and candidate programs created.	Significant decrease in contacts becoming candidates. Summer and fall trips as well as in-person candidate events in 2020 are eliminated.	Recruitment numbers for 2020 plateau after spring. Decreased ability to travel to colleges and conferences. Increased need for Digital marketing tools.	Decrease in 2020 recruitment felt in 2021 for short-term and long-term ministry. Increased travel during spring of 2021 to reconnect with candidates.
Fundraising	All travel for face-to-face donor meetings stopped. Increased difficulty getting virtual meetings with donors.	Decreased or reserved giving due to the downturn of financial markets.	Foundations receive greater amount of requests over summer and fall of 2020.	All 2020 in-person donor visits cancelled. Focused on digital fundraising, research and foundation grants, while monitoring market saturation.	Fundraising goals for 2020 not met. Significant market saturation of year end gifts requests. Also battling a presidential election cycle.	Lower year-end giving. May need to wait until spring 2021 to see increased giving with tax incentives and markets rebounding.
Member Care	All interaction with staff is virtual. All 2020 in-person events rescheduled.	Increased need for TCK help as kids face significant transition and schooling issues.	Increased interaction with sending churches to provide longer-term care and housing.	Care for staff with health issues increased. Virtual tools for care of staff who can't travel to provided counseling services.	Staff experience large increase in stress and anxiety. Retask staff to assist with care and increase partnership with local churches.	Increased weight on Member Care team. Will need to help teams grieve field closures, and possible death of team members and field partners.
Training	All in-person trainings cancelled for 2020.	Design and implement virtual training tools and courses.	Budget realigned to invest in new technology for virtual staff teams.	Staff prepare for larger 2021 training events during second half of the year. Greater shepherding needed for candidates and appointees who can't finish training and head to the field.	Candidates not committing due to global changes, changes to training programs, and sending church reluctance. In-person event support staff eliminated or re-tasked.	All training and assessment tools rebuilt for virtual context. Increased technology costs, but decreased event costs. New policies for privacy and data management.

Find more COVID-19 related resources at:
<https://missionnexus.org/covid-19-resources/>