EMERGING LEADERS

GROUP 2

INTRODUCTIONS

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DREAM

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**KINGS AGAINST
VIOLENCE INITIATIVES**

Recruitment
Conslutant

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ASPHALT GREEN

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STRATEGIC CHALLENGE

Navigating Change

Assessing Organizational Strategies Amid Policy Changes and Fostering Psychological Safety at Work

OVERVIEW

ICE

Immigration and
Customs Enforcement

DEIA

Diversity, Equity,
Inclusion & Accessibility

OMB

Office Management
& Budget

DOGE

Department of
Government Efficiency

As organizations navigate evolving federal policies and funding landscapes, we would like to better understand how these changes impact the communities you serve, as well as the strategies organizations are using to adapt.

WHY IS THIS IMPORTANT?

POLICY
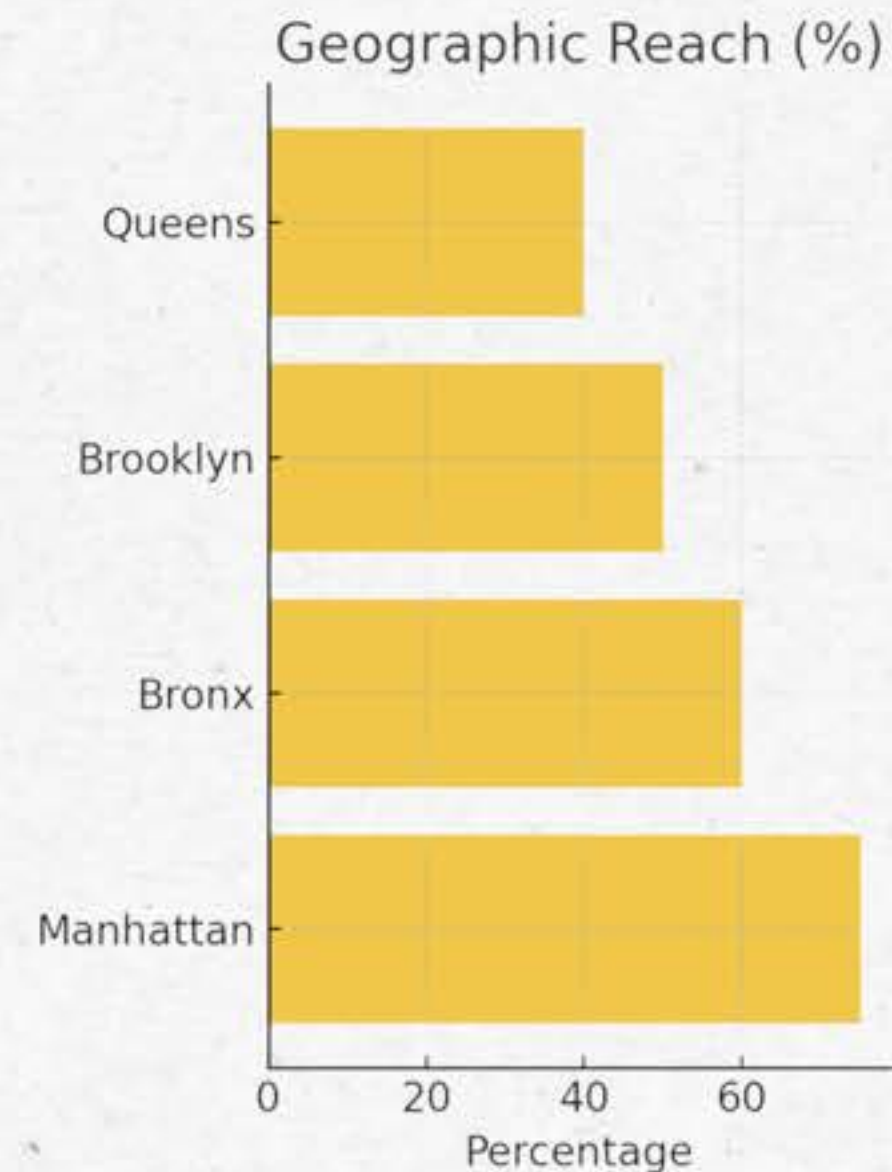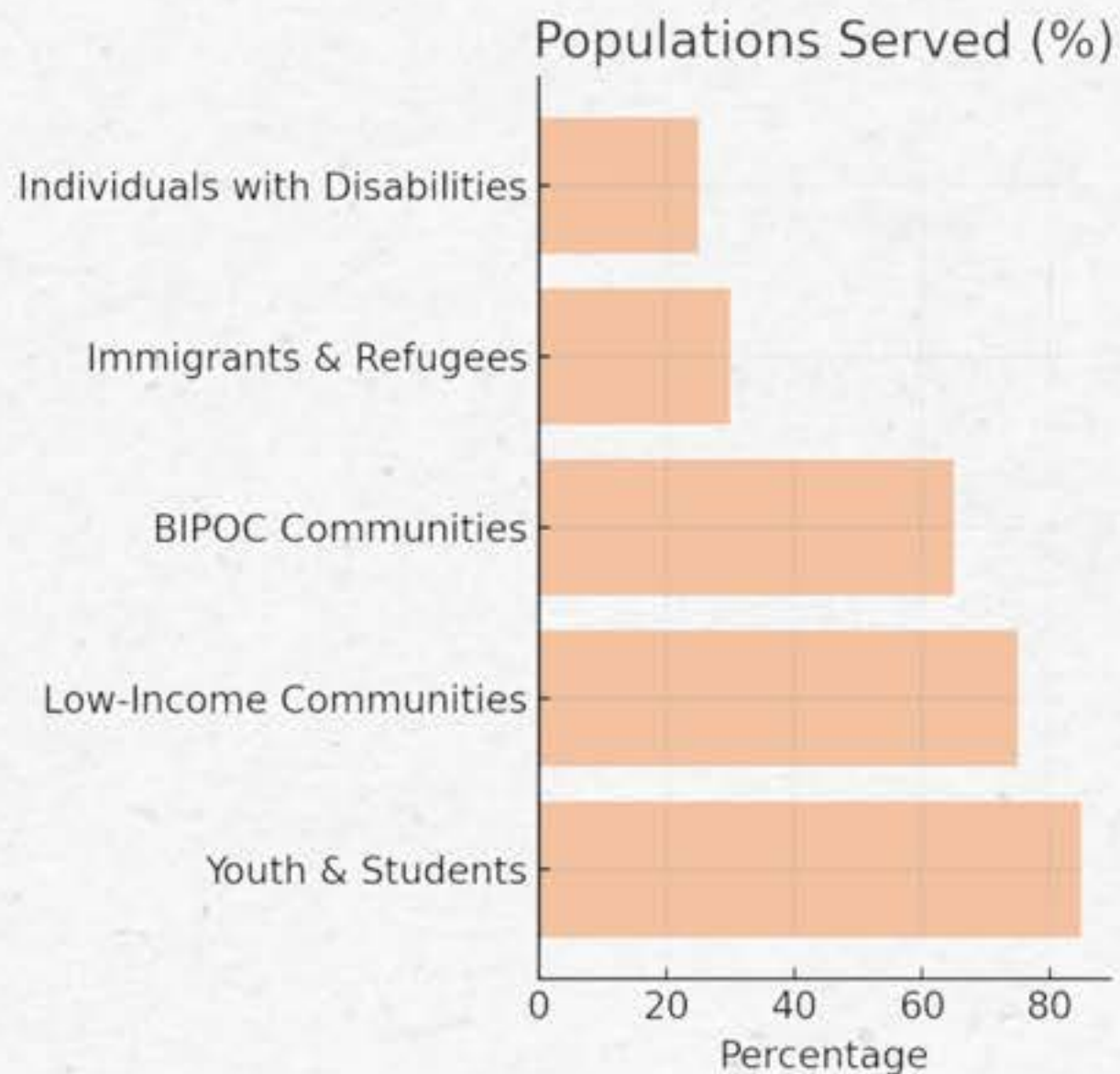
Executive Orders

Federal

IMPACT

Psychological Safety

Physical Safety (ICE)

NPO Funding

ACTION

Crisis Management

Financial Planning

Resources

ORGANIZATIONAL LANDSCAPE

Organization Types (%)

- Immigration Services
- Health & Wellness
- Housing & Homelessness
- Workforce Development
- Youth Development
- Education

Percentage: 0, 20, 40, 60

Populations Served (%)

- Individuals with Disabilities
- Immigrants & Refugees
- BIPOC Communities
- Low-Income Communities
- Youth & Students

Percentage: 0, 20, 40, 60, 80

Geographic Reach (%)

- Queens
- Brooklyn
- Bronx
- Manhattan

Percentage: 0, 20, 40, 60

- 16 organizations participated in this survey (33 respondents total).
- Majority of participants are in education & youth development sectors.
- Strong focus on youth, low-income, and BIPOC communities.
- Organizations primarily serve in Manhattan & the Bronx.

PARTICIPANT ENGAGEMENT & ORGANIZATIONAL ADAPTATIONS
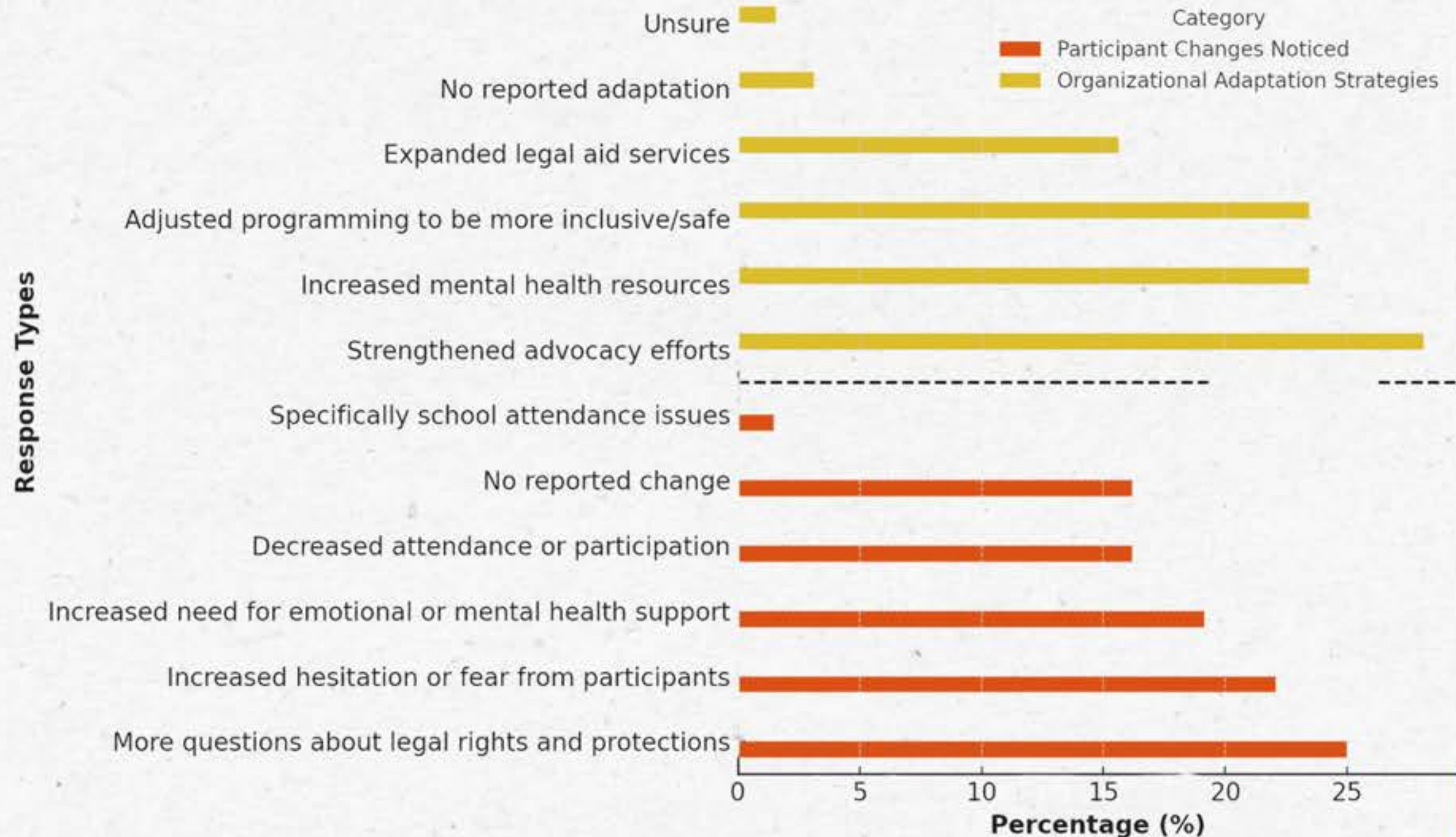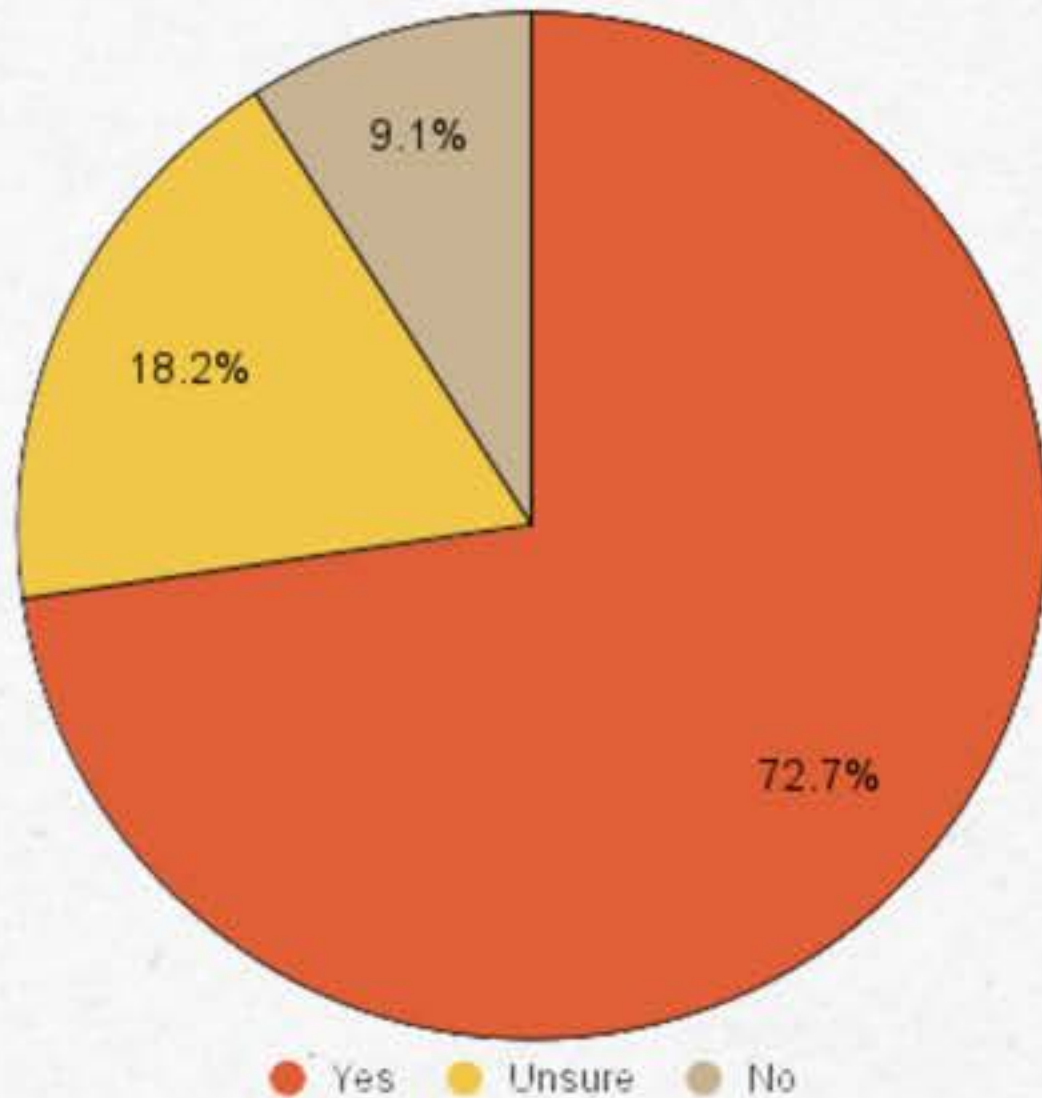
- **55%** of respondents noticed changes in participant engagement at their organizations.

- Most common participant changes:
  - Legal rights and protections
  - Hesitation / fear among participants
  - Mental health / emotional support

- Organizations are responding by advocating more, increasing mental health support, and adjusting programs to be safer and more inclusive.

Response Types (vertical axis):
- Unsure
- No reported adaptation
- Expanded legal aid services
- Adjusted programming to be more inclusive/safe
- Increased mental health resources
- Strengthened advocacy efforts
- Specifically school attendance issues
- No reported change
- Decreased attendance or participation
- Increased need for emotional or mental health support
- Increased hesitation or fear from participants
- More questions about legal rights and protections

Percentage (%) (horizontal axis): 0, 5, 10, 15, 20, 25

Category
- Participant Changes Noticed
- Organizational Adaptation Strategies

READINESS & IMPACT:
ICE, FUNDING RISKS, AND STAFF BEHAVIOR

ICE Response Plan

9.1%

18.2%

72.7%

● Yes ● Unsure ● No

Federal Funding Loss Plan

6.1%

30.3%

60.6%

● Yes ● Unsure ● No ● No federal funding
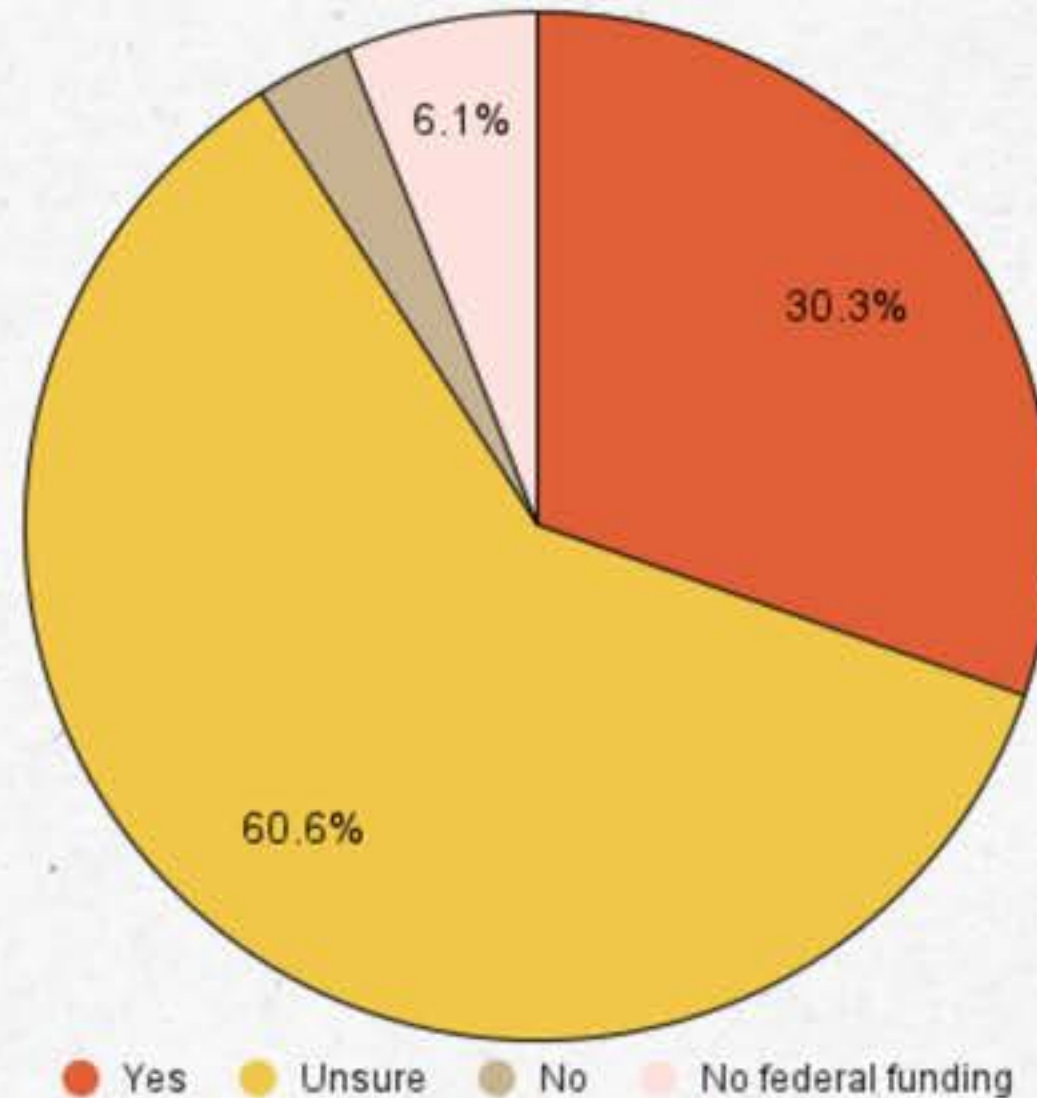
Changes in Staff Behavior

18.2%

18.2%

63.6%

● Yes ● Unsure ● No
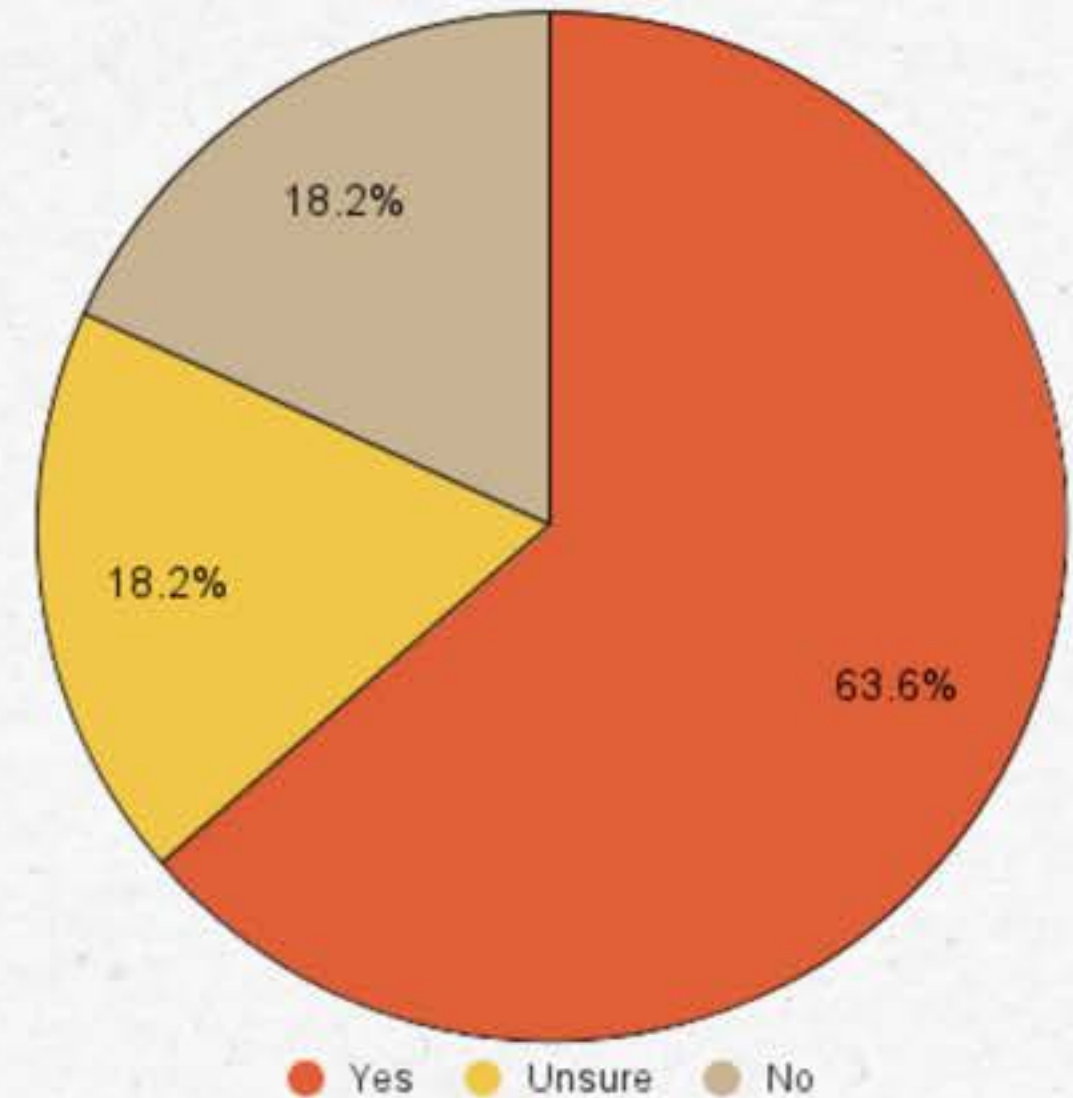
COMMUNICATIONS & RESOURCES

What's Missing?

Organizations Releasing Public Statements

- **60%** of organizations have released a public statement regarding safety (psychological or physical) or potential changes to community funding.

"Trainings for staff on how to have bipartisan conversations with students"

"More clarity on staff responsibility in different scenarios"

"A clear, organization-wide plan"

"More resources on federal changes and plans to navigate those changes"

"Information on how to respond if ICE shows up at a work site"

Resource Share

- Know Your Rights
- Crowdsourced staff-facing resources / internal trainings
- DYCD
- Legal Aid
- Immigrant Defense Project

"Better education on alternatives to federal funding"

KEY INSIGHTS FROM SURVEY

01
ICE plans are in place but not universally understood.

02
Federal funding plans are unclear for many organizations.

03
Staff are seeking clearer communication and additional resources to navigate policy changes and organizational next steps.

PSYCHOLOGICAL SAFETY IS IMPORTANT

- Higher resilience
- Increased adaptability & creativity
- Higher productivity
- Stronger morale
- More efficient problem solving

Psychological Safety

Safe to Learn!

Safe to Collaborate!

Safe to Challenge!

Safe to be Authentic!

Safe to Engage

INTERNAL CRISIS COMMUNICATION

Every employee is a PR representative and crisis manager for your organization whether you want them to be or not.

- Form a crisis management team.
- Determine management responsibility & chain of command.
- Anticipate communication needs.
- Establish strategies for internal communications.

EXTERNAL CRISIS COMMUNICATION

- Proactive preparation
- Clear messaging
- Designated spokespersons
- Continuous monitoring
- Adaptation

CRISIS MANAGEMENT PLAN: I.C.E

Knowing Your Rights with I.C.E

◆

Train the staff of your organization on the rights of the following:

- Individual Rights for employees and community
- Organizational Rights as an employee of your organization
- Organizational Responsibilities to protect employee confidentiality and client personal information

Work with your Crisis Management Team to:

- Build an ICE Response Protocol
- Outline a data protection policy
- Identify an ICE response chain of command
    - Creating a script/response protocol for our front-line staff

CRISIS MANAGEMENT PLAN: FUNDING

Does your organization have a plan for projected government funding changes?

- Creating a budgeting scenario tool can help your organization consider up to two scenarios beyond your current budget.
- Look into shifting the infrastructure by evaluating the cost of effective programs and diversifying your organization's revenue.
- Research options for your organization to apply for emergency funding or loans.

CRISIS MANAGEMENT PLAN: FUNDING

Diversifying your organization's funding

◆

- Explore Corporate Partnerships
- Increasing your organization's online presence to attract donors
- Support your organization by going to local events and engaging with similar organizations and share resources
- Creating a new fundraising strategy

Nonprofit Revenue Streams

01 Individual Donations

02 Corporate Philanthropy

03 Earned Income

04 Investments

05 Grants

RESOURCES (FUNDING)

- **Emergency Plan Template & Info Webinars**

- **Example of Crisis Management Team**

- **General FAQs on Executive Actions on Impacting Non-Profits**

- **Grant Research and Writing Tools**

- **Nonprofit Budgeting Scenario Planning Tool**

- **Organizational Legal Protection for Gov't Funding**

RESOURCES (ICE)

- **Deportation Prep & Legal Aid**

- **Know Your Rights Ice Booklet**

- **Organizational Protocols for Immigration Enforcement**

- **Pro Bono Legal Services**

TAKE AWAYS

◇ How can we proactively support our staff in adapting to the changes, ensuring they feel equipped and psychologically safe to navigate them?

◇ How can we foster a culture of open communication to ensure the concerns of our staff, participants, and communities feel heard and supported?

◇ How is your organization preparing for potential changes to federal and state contracts/ funding?

THANK YOU
VERY MUCH!