

# Resilience Planning

*- for Co-ops -*

4 steps for co-ops to move through the overwhelm  
and navigate challenging times together.



COOPERATIVE FUND  
of New England

# CURRENT STATE

Describe what's happening now, and how it compares to your past history



## Operations Update



...

Are you open or closed? Deemed "essential"?



## Changes We've Made



...

What steps are you taking to respond to the crisis?\*



## Compare to Past

...

How do monthly and year-to-date financials compare to last year?

*\*If your co-op is open, make sure this includes building in redundancy: Does more than one person have the authority and knowledge to do all essential tasks in case someone becomes ill? Do you have more than one vendor for all critical supplies?*



# EARLY PROJECTIONS

Create a simple monthly cash flow projection with expected reductions in revenue against normal fixed expenses

## Income



### REVENUE ASSUMPTIONS:

- ✓ Steep decline in sales
- ✓ Bottoming out
- ✓ Recovery - your industry may determine when you get here
- ✓ "New Normal" - maybe lower than in past

## Expenses



### KEY CATEGORIES:

- ✓ Cost of Goods Sold (if any)
- ✓ Payroll - separate direct and overhead
- ✓ Rent/Mortgage
- ✓ Debt Service
- ✓ Other essential fixed expenses - insurance, utilities, etc.

## SAMPLE WORKSHEETS

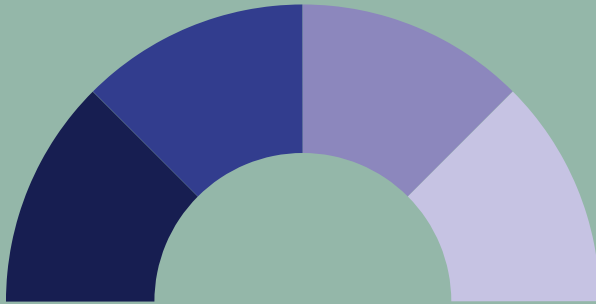
✓ **Profit & Loss Template**  
SCORE 12-month income statement (Excel download)

✓ **Cash Flow Template**  
SCORE 12-month cash flow (Excel download)

✓ **Loan Worksheet**  
SCORE amortization chart (Excel download)

# PIVOT PLANS

Brainstorm actions your co-op could take to improve cash flow,  
increase revenue, and reduce costs



## ***Business Continuity***



***Put safety first***



***Communicate with  
Stakeholders***



***Update Plans***



***Act & Measure***

## ☒ **AFFIRM VALUES**

What's non-negotiable for your co-op? E.g.:

- Keep existing staff safe, paid & resourced
- Do no financial harm to others
- Be creative about bringing new money in before cutting expenses

## ☐ **INCREASE CASH**

- New target markets
- New marketing plans
- New distribution channels
- New operating procedures & terms
- Member loans
- New debt

## ☐ **REDUCE EXPENSES**

- Negotiate payment terms with vendors
- Explore new supplier relationships
- Defer non-essential purchases or hires
- Refinance debt



# TEST & COMPARE

Develop revised projections showing impact of cost reductions and revenue-increasing activities on your bottom line



## Project Results

Create a set of "best-case", "worst-case", and "likely" cash flow projections with a mix of realistic pivot actions from your brainstorm in step 3. Notice which ones might have the best results.



## Compare Scenarios

- How much money will you need per week/month to cover your fixed costs?
- What sort of a shortfall you can expect, and when?
- How much additional debt could you repay post-recovery?



## Choose & Implement

- What steps will you take to stabilize your co-op?
- Who needs to do what? By when?
- How will you know that you are on track?
- Schedule time to check your progress.

## HELPFUL RESOURCES



### Calculating Breakeven

How to know when your sales cover all your costs



### Business Model Canvas

Revisit how you exchange value with your clients



### Scenario Template

Evaluate best & worst-case scenarios (Excel download)



# STAY CONNECTED



## CO-OP RESILIENCY RESOURCES FROM CFNE

As New England's cooperatives navigate changing conditions, we hope you will look to CFNE as a resource for up-to-date information, financial know-how and connections to other co-ops and service providers.

*Thank you!*

**Printable  
Version**



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