

The BIG Question

What would you like your financial systems and data to make possible in your organization?

Vision of Your Community

Organization's Nonnegotiable Values

Opportunities / Conditions Needed to Make that Vision a Reality

Opportunity Approach

What specific opportunities/conditions from the above list is the organization making possible...

Beliefs / Assumptions

What is the rationale/philosophy behind why you do it the way you do...

Specific Community Served by Approach

Direct Beneficiaries – Those who directly benefit from the work of the organization

Bakers – Those who provide resources to the organization

Opportunities to Create – What specific opportunity is being created for each member of the community by the organization?

Direct Beneficiaries

Indirect Beneficiaries (Bakers)

Opportunity Strategy

How is the organization organizing its resources to create the opportunities listed above?

Evidence of Change / Vision Fulfillment

What is the proof that the organization's work and approach is effectively creating the intended opportunities in the community

3 Sentence Business Profile

3 sentences:

1. XYZ's is an organization with a revenue stream that comes from x%
(if in-kind or volunteers are significant, include them)
2. Those resources are used to deliver x, y and z ...
(include specific program and admin)
3. Our resources / expenditures are allocated with % on staff ... with our biggest investment/expenditure being ...

Sustainability Focus - Board

What would make it possible for financial conversations to be about sustainability and vision at the board level?

Part 1: How can the **treasurer** work to focus the board's fiduciary work on sustainability? How can you structure the conversations differently?

Part 2: What data will help and what data will hinder this conversation? And Why!

Help	Hinder

Sustainability Focus - **Staff**

What would make it possible for financial conversations to be about sustainability and vision at the staff level?

Part 1: How can the executive leader work to focus the senior leadership staff's fiduciary work on sustainability? How can you structure the conversations differently?

Part 2: What data will help and what data will hinder this conversation? And Why!

Help	Hinder

Key Financial Leaders

Role or Committee (not personal name)	How do they contribute to "Financial Leadership"
Chief Executive	
Treasurer	

Budget Alignment

- Does your budget process start with an assessment of your programs?
- What strategy screen criteria are applied?
- What historical data do you need to do this? Can your accounting system produce it?

What should your program budgeting and accounting program structure look like?

Programs							
						General & Admin.	Fund-raising

What's your strategy screen?

- Explicit criteria for how to make decisions
- Means to challenge the organization's thinking
- Guide to weigh choices

Is this decision...

√	... the best way to achieve our mission?
√	... leveraging and/or supporting our competitive advantages? <ul style="list-style-type: none"> ▪ expertise working with immigrant families ▪ superior, unique facilities
√	... achievable through staff and funding resources we have or can obtain?
√	... based on a clearly defined purpose and explicit outcomes that can be measured for long-term value?
√	... sustainable?
√	... consistent with our role in the overall field and focused on activities for which we are best suited?
√	... supported by our core stakeholders?
√	
√	

Strategy Screening

What will you add? Change?

With your table, tackle these discussion questions:

- How do you harness the strategic thinking of your program and board leaders?

- How might you restructure the board's budget discussions? How could the finance committee aid in this?

With your team, assess your leadership at budgeting using the following concepts...

- Commitment & Capacity (Income-based budget)
- Effective Workplan (People : workload plan)
- Volunteer Value (in \$\$\$!)
- Allocation policy = Programs Fully Costed
- Net Grant Receipts
- No P&L Surprises

With your table, share what you plan to change in your budget leadership....

Financial Architecture: Topic	Action to take	1 st Task	Who I want involved
Income Sources: <ul style="list-style-type: none"> • Sustainability • Diversity • Demand 			
Human Resources Budget and Analysis			
Allocation of common costs and program viability			
Direct Costs: Spending to "budget" or to outcomes Grant coverage issues			

- How does your organization present the fund balances so that the board understands clearly what is restricted and unrestricted?

So that funders know how you use net assets for operating and other board-designated reserves?

- If you have significant fixed assets to you call them out as fixed or unavailable net assets?
- What is your board's process for making strategic designations of available unrestricted net assets?
- How are these reflected in financial statements and internal reports?

Financial Reporting

Audiences

🗨️ (All) - Who is interested in your finances & why?

WHO	WHAT DO WE GIVE NOW?	WHAT FORMAT/ CONTENT CHANGES SHOULD WE MAKE	WHAT SYSTEMS NEEDS DOES THAT CREATE?
Staff?			
Management?			
Finance Committee?			
Funders?			
Public & IRS			

Role of Statements

🗣️ (Team) - Have we provided context for our financial statements and used the right level of detail for the audience to understand our mission and sustainability?

STATEMENT	Who should get this report?	What should they learn from it?	How should they use that knowledge to advance the organization's sustainability?
Stmnt of Position (Balance Sheet)			
Statement of Activities (P&L, Income, Profit & Loss)			
Cash Flow Projection			
Audit			
990			
Dashboard			

Communication Strategies

☛ (Table)

- How do you encourage financial statement literacy for your staff and use that knowledge day-to-day?
- What works for your organization in tailoring board financial statements to encourage strategic discussions and appropriate monitoring? (What's the role of the finance committee?)
- Do you currently provide a dashboard summary of key measures? How were the measures agreed upon?
- How might you restructure the board's financial statement discussions using a dashboard? How might a dashboard measure both mission and financial sustainability for your organization?

Return on Mission

🗨️ (Organization Team – Small Group)

- Identify one string from input to long term result in your logic model:

Target Population	Objectives/ Theory	Activity	Short Term Outcome	Long Term Outcome
Context				

- **COST EFFECTIVENESS/COST BENEFIT:** Identify one achievement of your work and how you might measure its cost comparison to other providers or to the government’s cost if the result does not happen

Outcome (Unit)	Cost of Outcome	Compared Outcome	Cost of Compared Outcome	Message:
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- **COST BENEFIT:** Identify one result from your services that provides future income (or reduction in expense/savings) for the individual served or for the community

Outcome (Unit)	Cost of Outcome over time	Monetized Benefit over time	Net Benefit in today’s \$\$\$	Message:
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