

Organizational Financial Assessment
and
Implementation Planning Tool

Orgforward

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Financial Leadership

Question		Steps to move you to a 5 (or make you a stronger 5)	Responsible Party	Timeline
1. Leadership (board and staff) clearly understand their fiduciary responsibilities to the organization				
2. People serving the organization clearly understand and agree on the community outcomes the organization strives to create and use that knowledge when making decisions and evaluating work				
3. The organization has consistent ways of vetting efforts against outcomes, strategy, and the overall business model				

<p>4. Staff and Board understand the organization’s financial and business model (how assets are acquired and where they are allocated).</p>				
<p>5. Financial conversations regularly include discussion of organizational sustainability & wellness (ability to advance vision and mission), not just financial viability (how to keep the books balanced and doors open)</p>				
<p>6. There is a high level of financial leadership throughout the organization (i.e. financial leadership is shared across multiple staff and board members) - financial leadership is defined as people who actively integrate financial, programmatic, and infrastructure information and work to expand that knowledge throughout the organization</p>				

Financial Architecture

Question		Steps to move you to a 5 (or make you a stronger 5)	Responsible Party	Timeline
<p>7. The budget process extends throughout the year as a planning-monitoring-evaluation process and delivers a multi-year budget</p>				
<p>8. Financial systems are designed to align with the programmatic structure of the organization</p>				
<p>9. The organization harnesses the strategic thinking of BOTH the staff program managers and the board of directors in developing and adopting the budget.</p>				

<p>10. The organization creates a budget that clearly identifies incoming resources and their allocation based upon the strategic and annual work plan objectives of the organization, and identifies the true cost of programs including allocation of staff and common costs</p>				
<p>11. The organization effectively budgets for capital and operating reserves and has strategies to fund those budgets.</p>				

Financial Performance

Question		Steps to move you to a 5	Responsible Party	Timeline
<p>12. Board and staff clearly understand the organization's overall financial performance by reading the financial reports (statements, dashboards, etc.)</p>				
<p>13. The financial systems produce accurate, timely, audience-specific information about mission fulfillment and financial sustainability.</p>				
<p>14. The board uses financial reports to assess the organization's strategies for mission fulfillment and financial sustainability.</p>				

<p>15. Staff use financial data about organizational performance to evaluate and improve programs and operations.</p>				
<p>16. The organization has the programmatic and financial systems to make clear statements about cost-effectiveness and return on the investment we make in programs.</p>				

Integrity & Sustainability

Question		Steps to move you to a 5 (or make you a stronger 5)	Responsible Party	Timeline
17. Leadership (board and staff) has a strong understanding of potential risks to advancing and sustaining financial and mission goals.				
18. Leadership (board and staff) effectively manages existing and potential risk.				

<p>19. Staff and Board have a common understanding of “organizational sustainability” as something more than just being financially viable now and into the future.</p>				
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Measuring Success

What are our goals?

Imagine if your financial processes were perfect, 100% effective ...

- What would that make possible for you and the organization?
- What would you see more of going on and by whom?