Webinar
Telling Your Financial Story

Facilitated by
Nonprofit Finance Fund

Michael Kass, Consultant
June 24, 2021
"To recognize the land is an expression of gratitude and appreciation to those whose territory you reside on, and a way of honoring the Indigenous people who have been living and working on the land from time immemorial. It is important to understand the long-standing history that has brought you to reside on the land, and to seek to understand your place within that history." (Northwestern University Native American and Indigenous Initiatives, Land Acknowledgement).

https://native-land.ca/
Nonprofit Finance Fund

We are on a mission to support community-centered organizations led by and serving people of color, helping them access the investment capital and financial knowledge they need to realize their aspirations.
The Rising Together Initiative
NFF is partnering with…

Goal: Position community organizations to sustain and adapt

- Better understand financial dynamics of the current operations as well as growth and change
- Identify, prioritize, and quantify financial needs
- Build capacity for strengthened financial management, resilience and data informed decision making

*The Rising Together Initiative is funded by Morgan Stanley*
Meeting Agreements

Contribute to a meaningful learning experience

▪ Every experience is valid; we are here as peers to learn from each other
▪ Invitation to share freely and candidly, and ask questions
▪ Take care of your needs first
Today’s Learning Goals

1. Use data to facilitate powerful strategic conversations
2. Explore the components of powerful financial stories
3. Tailor financial stories for different audiences
## Laying Out Scenarios to Focus Decision-making

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Decision: New Online Program for Youth</th>
<th>Decision: Pause Youth Sports Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mission Impact</td>
<td>Positive, High (connect with students)</td>
<td>Negative, High (program is core to mission)</td>
</tr>
<tr>
<td>Staffing Impact</td>
<td>Minimal (existing staff has capacity)</td>
<td>Moderate (affects 4 staff)</td>
</tr>
<tr>
<td>Time Horizon</td>
<td>Immediate for Fall Implement</td>
<td>Immediate for Fall Implementation</td>
</tr>
<tr>
<td>Risks</td>
<td>Low (have experience in online pgms, curriculum built, funding identified)</td>
<td>Low (peer pgms also pausing, funders supporting GOS, families in alt. pgm)</td>
</tr>
<tr>
<td>Financial Impact</td>
<td>Neutral Budget Impact ($5000 in startup costs + teacher salaries (already in budget))</td>
<td>Moderate Savings (10% of overall budget, uncertain revenue, more costly to deliver in FY21)</td>
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Prioritizing Opportunities and Decisions

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Focus first on these opportunities:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mission Impact</td>
<td>Positive, High</td>
</tr>
<tr>
<td>Staffing Impact</td>
<td>Low</td>
</tr>
<tr>
<td>Time Horizon</td>
<td>Immediate/Urgent</td>
</tr>
<tr>
<td>Risks</td>
<td>Low</td>
</tr>
<tr>
<td>Financial Impact</td>
<td>Positive</td>
</tr>
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Prioritization will inevitably involve:

**Trade-offs:** No scenario or opportunity can be on top for all of these considerations, so trade-offs happen when you prioritize high mission impact over easily met capacity requirements for one option, or when you take a chance on a strategy that provides high financial impact over low risk.

**Iteration:** When you get new information or begin selecting some opportunities over others, you may need to revise certain considerations.
Decision Making in Times of Crisis
When the stakes are high, so are emotions

1. Acknowledge the emotion and everyone’s interest in the situation
2. Clearly articulate everyone’s role (board, management, staff)
3. Agree on the goal
4. If you can’t agree on the goal, agree on the guiderails
5. Sleep on it
Why Focus on Storytelling?

Stories influence people, their emotions, behaviors, and actions. Stories find their way to human hearts and heads in a way that very few (if any) other communication methods can.

Stories can…

▪ Create context
▪ Provide meaning and purpose
▪ Create connection, helping us relate on a personal level
▪ Move others to act

Source: https://donorbox.org/nonprofit-blog/nonprofit-storytelling-guide/
What is a Financial Story?
Telling the Story of How Money, Mission and Values Align

VISION:
Aspirations and goals for tomorrow

MISSION:
Core purpose and goals for today

VALUES:
Core beliefs to guide decisions

FINANCIAL DECISIONS
<table>
<thead>
<tr>
<th>Trends</th>
<th>Business Model</th>
<th>Evolution</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ What were the trends?</td>
<td>▪ How do you make and spend money in support of your mission?</td>
<td>▪ How is the organization and its business model evolving?</td>
</tr>
<tr>
<td>▪ What was the response?</td>
<td>▪ How does [insert audience] fit into this business model?</td>
<td>▪ What will you need to realize the vision for the future?</td>
</tr>
<tr>
<td>▪ What effect were you aiming for?</td>
<td></td>
<td></td>
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</tbody>
</table>

A Comprehensive Narrative Captures All Three Stories
The Financial Part of the Story: Where To Find The Data

<table>
<thead>
<tr>
<th>Questions to Address</th>
<th>The Past</th>
<th>The Present</th>
<th>The Future (3, 6, 9 months)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• What have been the biggest events or changes (positive or negative) in the past 1-2 years? &lt;br&gt; • Effect of events on your financial health?</td>
<td>• What is your current business model? &lt;br&gt; • How are you addressing COVID-19? &lt;br&gt; • What has been the impact of social distancing on your organization?</td>
<td>• What are your future needs? &lt;br&gt; • How will changes affect your income statement or balance sheet?</td>
</tr>
<tr>
<td>Data to Inform:</td>
<td>Past income statements, past balance sheets</td>
<td>Current/revised budget, cash flow projections, most recent balance sheet</td>
<td>Future projected budgets, scenario budgets</td>
</tr>
</tbody>
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Know Your Audience

Internal Audiences: Board, Staff, Volunteers
• Focuses everyone on the priorities
• Transforms culture and practice
• Increases confidence in management

External Audiences: Clients, Funders, Partners
• Demonstrates need and context
• Supports reporting and compliance
• Increases confidence in management
What Conversations Are You Having? What Questions Are You Asking? Being Asked?

**Talk to your funders and donors:**
- Understand the financial impact of today’s evolving reality on your business model and share the specific needs you have

**Talk to your board:**
- Outline organizational priorities
- Discuss how you might use reserves or debt to support short- and long-term needs

**Talk to your staff:**
- Discuss personal and professional impact
- Keep everyone up to date on response and recovery efforts

**Talk to your community/partners:**
- Discuss how your services and collaboration may need to change to respond to community needs
From / To / Think / Do

The From / To / Think / Do Matrix

Great Tool, Terrible Name
Sample Rubric: A Foundation

Audience: Family Foundation

Situation: After many years of support, Foundation has declined support.

- If an organization has more than 6 months of reserves, it does not need grant support
- Understand that the reserves function as an internal line of credit during cash flow dips through the year
- Declining grant requests after many years of consistent general operating support
- Release funds / approve grant
- Revisit Foundation giving policies
Financial Storytelling

1) Lead with mission
2) What happened?
3) How did you respond?
4) Effect on mission?
5) What do you need?
## Telling Your Financial Story

### Funder Example: Flexibility

1) **Lead with mission**
   - Since 2000, Awesome Organization has demonstrated improvements in classroom behavior and attendance through arts and cultural programming during school. We have also successfully advocated for more public spaces, which has transformed the Corridor.

2) **What happened?**
   - City-mandated Covid-19 closures interrupted programs. This, combined with the cancellation of our gala, resulted in a 50% loss in revenue.

3) **How did you respond?**
   - Education programs are now online. We have translated Covid-19 materials for local communities. We’ve asked gala attendees to convert advance commitments into donations and have changed it into a giving drive, which closed the gap by 25%. We’ve secured the PPP loan.

4) **Effect on mission?**
   - We’ve deepened our connections to our community. However, without the PPP loan and giving drive, we would have had to reduce operations by almost at least one-half. We wouldn’t have been able to pivot quickly. Even now, the restrictions on our grants are making it challenging for us to consider necessary adaptations to the way we deliver services.

5) **What do you need?**
   - Given the uncertainty, we need flexibility. Can you release the restrictions on the ABC grant? Based on what we know right now, that will allow us to meet safety guidelines to deliver that program.
### Telling Your Financial Story

**Board Example: Relationships, Contributions, Input**

1) **Lead with mission**
   Since 2000, Awesome Organization has demonstrated improvements in classroom behavior and attendance. We have also successfully grown our mission in advocacy, transforming the Corridor.

2) **What happened?**
   City-mandated Covid-19 closures interrupted programs. This, combined with the cancellation of our gala, resulted in a 50% loss in revenue.

3) **How did you respond?**
   Education programs are now online. We have translated Covid-19 materials for local communities. We’ve asked gala attendees to convert advance commitments into donations and have changed it into a giving drive, which closed the gap by 25%. We’ve secured the PPP loan.

4) **Effect on mission?**
   We’ve deepened our connections to our community and are having good conversations about our future. However, based on our worst case scenario, we anticipate a cash flow gap of $50K in November. Year-end giving should put us back on track in terms of managing cash flow by January, and we’re making a bigger push this year.

5) **What do you need?**
   I’d like to take a multiprong approach. First, do you have any connections to local banks to help us apply for a line of credit? Second, would you consider increasing and/or expediting your year-end giving to October? Lastly, do you have any other suggestions for us to consider?
# Telling Your Financial Story

## Staff Example: Specific Action

1) **Lead with mission**
Since 2000, Awesome Organization has demonstrated improvements in classroom behavior and attendance. We have also successfully grown our mission in advocacy, transforming the Corridor.

2) **What happened?**
City-mandated Covid-19 closures interrupted programs. This, combined with the cancellation of our gala, resulted in a 50% loss in revenue.

3) **How did you respond?**
We worked quickly to put education programs online. We translated Covid-19 materials for local communities. We asked gala attendees to convert advance commitments into donations and have changed it into a giving drive, which closed the gap by 25%. We secured the PPP loan.

4) **Effect on mission?**
Your quick actions allowed us to deepen community relationships and avoid drastic reductions in our operations. I think we’ve gotten closer as a team. I have heard great ideas from you on how we can build. I really appreciate how adaptable you’ve been.

5) **What do you need?**
We need to ask ABC Foundation to release restrictions on the grant. Could you share the budget progress to-date for XYZ program, based on what we know today? Without a release, we may need to give some of the funds back or be unable to spend it until next year. This will also help me with scenario planning.
Communicate & Advocate

• Communicate early and often!

• Maintain a dialogue with staff, board, partners and constituents about what’s known, unknown and options

• Stay in front of funders — don’t pull back

• Share your experience and insights with the network and stakeholders

• Advocate for a more equitable and effective system and supporting policies

Download Financial Storytelling Resources at NFF.org
Check-Out

Please share via voice or chat your response to any of all of the following questions:

Head: What did you **learn** from today’s session?

Heart: How did today’s session make you **feel**?

Feet: What **actions** will you take to bring this back to your organization and community?
Upcoming Sessions

- **April 15**: Op in Changing World Parts 1 + 2
- **April 29**: Financial Planning
- **May 13**: Cash Flow Planning
- **June 3**: Telling Your Financial Story
- **June 10**: Understanding Your Mission & Money Mix
- **June 24**: Understanding Full Cost
- **July 1**: Strategic Budgeting & Scenario Planning
- **July 22**: Managing Risk & Opportunities
- **August 5**: Economics of Partnerships & Collaboration
- **August 19**: Financial Leadership for Boards
- **September 2**: Understanding Full Cost
- **September 16**: Telling Your Financial Story
Thank You!

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