



2017 Financial Management Training Program

The Initiative for Nonprofit Excellence at the Rhode Island Foundation is excited to announce the 2017 Financial Management Training Program, a capacity building training program structured to help nonprofit organizations and their leadership teams become even stronger in financial management. This program will provide participating organizations with tailored assistance to increase the effectiveness and efficiency of financial operations.

Please note that this program does not include funding for your organization's operations. Applying for this program is optional and not tied to current or future funding.

[Fiscal Management Associates, LLC \(FMA\)](#), a nationally-known consulting firm that specializes in helping nonprofits build their fiscal management capacity, will deliver all workshops and provide all coaching services.

Eligibility

To be eligible for this program, a nonprofit must:

- Be a current grantee
- Be a 501(c)(3) tax exempt public charity in good standing with executive operations based in RI
- Have a paid, full-time CEO/Executive Director, and at least one other paid staff member
- Be ready and willing to actively participate in the program for a 4 month period, including workshops and coaching

The deadline to apply is Monday, November 28.

Program

The 2017 Financial Management Training Program is designed to support the growth of your organization's financial infrastructure by providing tailored assistance in financial management.

Participation in the 2017 Financial Management Training Program will provide the following benefits:

- Customized financial management workshops with your leadership team and peers
- Financial trends analysis
- Confidential coaching from Financial Management Associates (FMA), national experts in nonprofit financial management

Application Guidelines

- Applications for participation in the cohort will be considered separate from any other current grants or pending proposals, and will be evaluated on their own merit according to the selection criteria outlined below.
- Up to 10 grantee partners will be accepted into the cohort. Applying does not guarantee selection into the cohort.
- Organizations accepted into the cohort are expected to participate in all of the following:
 - Four full-day hands-on workshops designed to provide training and assistance on financial management topics for your leadership team. It is required that at least the Executive Director and lead Finance position (e.g. CFO, Director of Finance) attend and bring others as appropriate such as program and development directors. Board



- members may also participate. Workshops are considered a mandatory part of participating in the program.
- Coaching tailored to your organization's needs. Grantees will receive financial management coaching from January through May 2017 (see specific workshop dates below). Grantees should expect to dedicate 1 to 2 hours a month during the workshop months for coaching, plus additional preparation time as required.
- Organizational assessment through self-reflection and coaching.
- Applicants will be notified of acceptance into the program by mid-December, 2016. It is expected that applicants already will have reserved the workshop dates listed below on their calendars.

Workshops

Session 1: Telling Your Financial Story <i>Understanding and communicating your financial story to critical internal and external stakeholders</i>	January 25, 2017 Snow Date: January 31, 2017
Session 2: Financial Planning <i>Aligning financial goals with program strategy and examining your business model</i>	February 22, 2017 Snow Date: February 28, 2017
Session 3: Financial Monitoring <i>Increased ability to effectively monitor financial results and developing a cultural of data-driven decision making</i>	March 22, 2017
Session 4: Operational Excellence <i>Working efficiently while considering internal controls</i>	April 26, 2017

Selection Criteria

Applications will be evaluated based on the organization's demonstrated readiness and willingness to engage in the cohort at the board, staff, and systems levels.

Application Materials Checklist

Each of these items is required to complete your application:

1. Capacity building narrative
2. Form 990
3. Financial statements, audited if available, for the last three fiscal years
4. Most recent annual budget versus actual results (and projections through end of the year, if available)
5. An overall organizational chart

Workshop Descriptions

Session 1: Telling Your Financial Story

January 25, 2017

Snow date: January 31, 2017

This workshop will help leaders of nonprofit organizations understand the "story" their financial numbers convey to internal and external stakeholders. Using data from audited financial statements,



participants will better understand their organizations' current financial health and trends over time, and how this information compares to industry benchmarks in the nonprofit sector.

Key concepts will include:

- Understanding audited financial statements and communicating financial results to relevant stakeholders
- The importance of net asset composition, liquidity, and leverage as indicators of financial sustainability
- Understanding how fiscal performance is a critical component of any evaluation tool and the industry benchmarks used to identify successful organizations
- How to calculate key financial metrics using an Excel-based "Nonprofit Financial Health Analysis" tool
- An overview of the IRS Form 990 and what it says to the outside world about an organization
- An introduction to the strongnonprofits.org website, which contains a library of financial management tools and resources. Participants will have access to computers in order to explore the tools on the site.

Who should attend this session:

- Executive Director
- Lead Finance Staff
- Lead Program Director
- Development Director

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February 22, 2017

Snow date: February 28, 2017

This workshop will focus on best practices in budgeting and reporting for nonprofits, incorporating practical tips and tools to facilitate these processes. Participants will learn how to take their budgeting process to the next level, gaining a firm grasp of technical and philosophical best practices regarding the nuts-and-bolts of nonprofit budgeting in a changing environment. The workshop will also introduce participants to the *Program Based Budget Builder*, an Excel-based financial planning tool.

Key concepts will include:

- Defining financial goals and objectives in the budgeting process
- Implementing a comprehensive and inclusive financial planning process that includes both annual and multi-year planning
- Identifying, allocating, and building indirect costs into program budgets to understand the real costs of program delivery
- Creating a funding plan to support your program objectives and evaluating funding opportunities
- Anticipating and planning for healthy cash flow

Who should attend this session:

- Executive Director
 - Lead Finance Staff
 - Lead Program Director
 - Development Director
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Session 3: Financial Monitoring

March 22, 2017

This workshop will introduce key concepts and best practices on the topic of internal monitoring of financial results. Participants will gain an understanding of the types of financial reports that should be generated and how to identify and analyze key information contained in the reports. The concept of dashboard reporting will also be introduced, and participants will be given the opportunity to brainstorm Key Performance Indicators—both financial and non-financial—to be included on a dashboard report for their organizations. In this workshop, we will also explore strategies for improved communication across functions and how to build a “team around the numbers” focused on financial results.

Key concepts will include:

- Financial reporting best practices for board, leadership, and staff
- Common Key Performance Indicators for nonprofits
- Strategies for improved communication across functions

Who should attend this session:

- Executive Director
- Lead Finance Staff
- Lead Program Director
- Development Director

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### Session 4: Operational Excellence

April 26, 2017

Focusing on the three foundational components of Operational Excellence—effective teams, integrated technology systems, and efficient workflow—this session will leave participants with a renewed vision of what it means to operate at the highest levels to support the achievement of outcomes. In this final workshop, participants will also be introduced to various change management techniques that will support the implementation of what has been learned throughout the workshop series. Common process change frameworks will be introduced in this workshop, and participants will be given an opportunity for hands-on practice of select change management tools.

Key concepts will include:

- Leveraging technology (including accounting software) to increase efficiency
- Maximizing staff capacity in the finance function
- Internal controls and translating policies and procedures into organizational culture
- Strategies for overcoming common barriers to change

Who should attend this session:

- Executive Director
- Lead Finance Staff
- 1-2 Additional Finance Staff Members (i.e. Controller, Accountant, Bookkeeper)

### **Questions**

If you have any questions, please contact Joanna Read, Initiative for Nonprofit Excellence Program Coordinator, at [jread@rifoundation.org](mailto:jread@rifoundation.org).



## 2017 Financial management training program application

### A. Organization

Organization name:

Organization's mission statement:

Contact person and title:

Telephone number:                      Extension:

Email address:

### B. Overall organizational capacity: your organization's structure.

1. How many staff do you have?
2. How many board members do you have?
3. What is the end date of your fiscal year?
4. Please identify by name the staff (including board members where applicable) who are confirmed to participate in the sessions, including their job titles and email addresses. Additionally, please identify the individual who will serve as the lead contact person for your organization:
5. Briefly describe any large-scale changes or executive transitions in the organization over the past year, including any changes in the area of financial management (limit: 150 words).

### C. Financial management

6. Describe how the finance function in your organization is staffed. Do you outsource to a consultant or a firm or do you have staff in-house who performs the bookkeeping function for the organization? If you outsource, how will the consultant or firm participate in the program (limit: 150 words)?
7. Describe the board's role and responsibility for governing the financial management of your organization (limit: 150 words).
8. What are the biggest financial management challenges facing the organization (limit: 150 words)?

### D. Interest and readiness

9. Describe how participating in this program would benefit your organization, and why it makes sense for your organization to participate at this point in time (limit: 150 words).



10. Describe the key challenges or obstacles you anticipate as you implement this project. How will you address them (limit: 150 words)?
11. Are you currently receiving any additional capacity building support, including participation in other cohort-based programs, funded by another entity? If so, please list and briefly describe (limit: 150 words).
12. Are you currently working with any financial management consultants? If so, what is the nature of their consulting services with you (limit: 150 words).
13. Optional: Provide any other comments or feedback related to this program (limit: 150 words).

## **E. Financial results and budget**

Totals for the most recent completed fiscal year and revenue and expense budget for the current fiscal year.

|                                | <b>Current fiscal year</b> | <b>Previous fiscal year</b> |
|--------------------------------|----------------------------|-----------------------------|
| <b>Unrestricted Net Assets</b> |                            |                             |
| <b>Total Revenue</b>           |                            |                             |
| <b>Total Expenses</b>          |                            |                             |
| <b>Revenue Budget</b>          |                            |                             |
| <b>Expense Budget</b>          |                            |                             |