

# Fiscal Infrastructure Self-Assessment

The following statements and questions address key areas for fiscal infrastructure for organizations. Please answer questions and rate statements for your organization.

## Organizational Fiscal Function

23. In 3-5 sentences, please describe your vision for the finance function for your organization.

Please include where you feel you are today compared to that vision.

24. Which areas within your organization's finance function need the most focus and why?

## Government Funding

25. What are your biggest concerns related to applying for and managing government funding?

26. Have you applied for LA County government funding before?

Applying for LA County funding for the first time requires steps that need to be taken prior to responding to a Request for Proposal (RFP).

27. Do you currently have any government funding?



Powered by Formstack Create your own form >

28. What is your experience with applying and/or receiving government (i.e., federal, state, or local) funding? Please select all that apply.

- ☐ We have experience with federal funding
- ☐ We have experience with state funding
- ☐ We have experience with local (city or county) funding
- ☐ We don't have any experience with government funding

As with any new revenue opportunities, organizations should assess carefully new government funding opportunities.

## Understanding Financial Health

29. How many months of reserves does your organization have to cover temporary cash shortfalls?

A common type of government funding is cost-reimbursement. This means that organizations are often required to perform services prior to being reimbursed for those services. Invoicing for these services can be a lengthy process and payments may be subject to delays.

30. Rate the following question for your organization:

	1 Strongly Disagree	2 Disagree	3 Neither Agree nor Disagree	4 Agree	5 Strongly Agree	Not Applicable/Not Sure
Our organization has a clear strategy for building and/or maintaining operating reserves	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In order to build an organization's operating reserves or Liquid Unrestricted Net Assets (LUNA), an organization needs to generate an operating surplus. There are different strategies organization's can employ to do so such as budgeting for reserves or seeking unrestricted funding opportunities in excess of what is needed to cover annual expenses.

## Financial Planning

31. Rate the following question for your organization:

	1 Strongly Disagree	2 Disagree	3 Neither Agree nor Disagree	4 Agree	5 Strongly Agree	Not Applicable/Not Sure
Our	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



engages finance, program, fundraising, and executive leadership in the annual operating budget development process.						
---	--	--	--	--	--	--

Financial planning is a process to define how an organization's strategy will be funded. All organizations can benefit from team-based budgeting. Government funded organizations, however, especially can benefit given that many government contracts have detailed line-item budgets that require tracking by program/finance/development/leadership to ensure contracts are spent down at the appropriate line item level.

### 32. When does the Board of Directors for your organization approve your organization's annual operating budget compared to the fiscal year end?

As part of the annual budgeting process, organizations should seek and gain Board approval. As a best practice, having a board-approved budget in place by (at latest) the beginning of a fiscal year indicates clarity about goals and plans and provides stakeholders with a guide to action.

### 33. Does your organization have an operating budget by program/function?

The annual operating budget is a 1-year, board-approved plan for all unrestricted revenue (including revenue released from restrictions) and all operating expenses by department or program. This budget may contribute to (surplus) or deplete (deficit) an organization's overall resources.

### 34. Rate the following question for your organization:

	1 Strongly Disagree	2 Disagree	3 Neither Agree nor Disagree	4 Agree	5 Strongly Agree	Not Applicable/Not Sure
Our organization has a clearly documented cost allocation methodology that categorizes expenses into specific and shared expenses.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Certain expenses (often including rent, utilities, office supplies, etc.) are typically shared among many or all of the organization's programs and functions. Organizations should adopt an appropriate basis (such as headcount/FTE or square footage) for spreading costs among relevant areas. Many government funders will require organizations to have a clearly documented cost allocation methodology that is used as the basis for tracking expenses.

### 35. Rate the following question for your organization:

1 Strongly Disagree	2 Disagree	3 Neither Agree nor Disagree	4 Agree	5 Strongly Agree	Not Applicable/Not Sure
---------------------	------------	------------------------------	---------	------------------	-------------------------



Our organization clearly understands its indirect cost rates.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
---	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

"Overhead" and "indirect cost" are often used interchangeably but have different meanings. Indirect Cost Rates are what government funders will allow to cover costs that are not direct program expenses. These are often detailed in the contract agreement. Often government funding will provide a de minimus 10% Indirect Cost Rate. Organizations may also want to explore a NICRA or Negotiated Indirect Cost Rate Agreement, which is a indirect cost rate negotiated with the Federal Government and accepted by all Federal agencies in place of the 10% de minimis rate.

### 36. Does your organization engage in cash flow projections?

## Performance Management

### 37. Financial Reports

	1 Strongly Disagree	2 Disagree	3 Neither Agree nor Disagree	4 Agree	5 Strongly Agree	Not Applicable/Not Sure
Our LEADERSHIP is reviewing budget vs actuals (variance) reports on at least a quarterly basis.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our BOARD is reviewing budget vs actuals (variance) reports on at least a quarterly basis.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our BUDGET OWNERS are reviewing budget vs actuals (variance) reports on at least a quarterly basis.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our organization is able to easily	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



financial reports for funders in a timely manner.						
Our organization is able to produce audit schedules and year-end financial statements in a timely manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

A budget-to-actuals report is a side-by-side comparison of the budgeted revenue and expense drivers against actual revenue and expense to date. Reviewing budget vs actuals (variance) reports is a best practice for all organizations to monitor past performance in order to inform future financial decisions. This regular monitoring is especially important for government funding which may require organizations to "spend it or lose it" by a grant or contract deadline.

## Financial Operations

38. Which staff role(s) at your organization is responsible for accurate coding of expenses to each PROGRAM/FUNCTION?

Please list the roles of any staff performing this function.

39. Which staff role(s) at your organization is responsible for invoicing each grant?

Please list the roles of any staff performing this function. If your organization does not currently have any grant funding, please skip this question.

40. Which staff role(s) at your organization is responsible for monitoring spenddown of each government grant?

Please list the roles of any staff performing this function. If your organization does not currently have any government grant funding, please skip this question.

41. Does your organization upload or input the operating budget into your accounting software?

Many accounting systems allow organizations to upload budget information to produce budget-to-actuals reports. This can save time and energy in producing financial reports..

42. Does your organization have fiscal policies and procedures for fiscal operations (such as processing payroll, purchases, accounts payable, etc.) that are written down, reviewed, and



Many government agencies will want to ensure an organization has strong fiscal policies and procedures and internal controls.

43. Rate the following question for your organization:

	1 Strongly Disagree	2 Disagree	3 Neither Agree nor Disagree	4 Agree	5 Strongly Agree	Not Applicable/Not Sure
Our organization is able to ensure compliance with our overall fiscal compliance requirements.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please select from the following:

[Previous](#)

[Next](#)

