



**UNITED WE FIGHT.
UNITED WE WIN.**

LIVE UNITED

**United Together Nonprofit Capacity Building:
Financial and Cash Management**

August 23, 2018

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AGENDA	Time	Activity
	9:00 a.m.	Welcome, Introductions & Learning Objectives
	9:10 a.m.	Nonprofit Accounting and Finance Basics
	9:35 a.m.	Activity
	9:45 a.m.	Cash and Liquidity Management
	10:00 a.m.	Telling Your Story Through Financial Data
	10:15 a.m.	Activity
	10:25 a.m.	Recap and Close

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LEARNING OBJECTIVE

- Gain an improved understanding of key financial concepts and how financial information can be used in both decision making and storytelling.

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TYPES OF REPORTS

- Financial Reporting
 - Represents books and records of the organization
 - External audience (but management should use)
 - Disclosure
 - Required reporting
- Managerial Reporting
 - Internal audience (largely)
 - Tools for managing the organization

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BASIC FINANCIAL REPORTS

Balance Sheet (or Statement of Financial Position)

- Financial information at a **point** in time
 - Assets – what I have
 - Liabilities – What I owe
 - Net Assets – What I'm worth (what's left)
- $\text{Assets} = \text{Liabilities} + \text{Net Assets (or Equity)}$
- Assets listed in order of decreasing liquidity
- Liabilities listed in order of increasing maturity
- Net assets is accumulated income (a way of funding operations)

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BASIC FINANCIAL REPORTS

Income Statement (or Statement of Financial Activity)

- Financial information for a **period** of time
 - Revenue
 - Expenses
 - Change in Net Assets (surplus or net income)
- Change in Net Assets goes into Equity on Balance Sheet
 - If Net Assets positive, increases Equity
 - If Net Assets negative, decreases Equity

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BASIC FINANCIAL REPORTS

Sources and Uses of Funds

- Indicates where cash for operations comes from, where it goes
- Includes financial data from both Income Statement and Balance Sheet
- Excludes non-cash expenditures on the income statement (e.g. in-kind contributions, depreciation)

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BASIC FINANCIAL REPORTS

IRS Reporting

- Required
 - Form 990 – Receipts \$200,000+ or assets \$500,000+
 - Form 990-EZ – Receipts <\$200,000 and assets < \$500,000
 - Form 990-N – Receipts of \$50,000 or less
- Similar information to other financial reports, plus schedules and detail depending upon form filed

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BASIC MANAGERIAL REPORTS

- Based upon needs of organization
- Includes information necessary to effectively operate the organization

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BASIC MANAGERIAL REPORTS

- Can include:
 - Budget and performance against budget
 - Quarterly forecast based upon actual to date
 - Cash projections
 - Schedule of anticipated cash activity by month
 - Dashboard
 - One-page document for tracking financial data, program efficiency, and impact

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BASIC MANAGERIAL REPORTS

- Ratio analysis (point in time and trend)
 - Viability ratio, current ratio, quick ratio, programming efficiency, fundraising efficiency
- Nonfinancial indicators (generally related to outcomes)

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ACTIVITY

Create a financial dashboard

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WHY IS CASH KING?

No money, no mission!

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CASH AND LIQUIDITY MANAGEMENT

Primary Financial Objectives

- Maintain liquidity
- Cover costs of operating over the long term
- Ensure financial flexibility

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CASH AND LIQUIDITY MANAGEMENT

- Liquidity
 - The ability to convert an asset to cash quickly
- In practice:
 - Assets – liabilities; or
 - Cash and cash equivalents
- Healthy organizations have enough liquidity to cover typical expenses for 3 to 6 months
- Necessary to evaluate liquidity
 - Balance Sheet
 - Cash Flow Statement

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SOURCES OF LIQUIDITY

- Decreases in assets
- Increases in liabilities

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WHY SHARE FINANCIAL DATA

- Builds Trust
 - Provides transparency and disclosure
 - Explains how donations are spent
- Makes Your Story Credible
 - Allows you to separate organization from others
 - Provides background and context for your story

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TELLING YOUR STORY THROUGH FINANCIAL DATA

What do your financials say about your organization?

- Donors
- Board members/Volunteers
- Collaborators
- IRS
- General Public

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TELLING YOUR STORY THROUGH FINANCIAL DATA

Tailor Your Message

- Consider the audience

Highlight Good Numbers

- Focus on mission and program accomplishments

Explain Bad Numbers

- Answer questions before they are asked
 - How, what, why
- Identify changes being made

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ACTIVITY

*Identify key elements of your
financial story*

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QUESTIONS

Yes – Let’s have them!
No – Thanks and have a great day!

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UPCOMING EVENTS

- | | |
|--|---------------------------------------|
| United Way Campaign Tip-Off
Springdale Har-Ber High School | September 18, 2018
5:30 – 8:00 pm |
| United Together Nonprofit Capacity Building
Topic – Volunteer Management
Perry Development Center | September 27, 2018
9:00 – 10:30 am |
| United Together Nonprofit Capacity Building
Topic – Enterprise Risk
Perry Development Center | October 25, 2018
9:00 – 10:30 am |

Thank you for joining us!

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Neighbors Helping Neighbors

Balance Sheet

As of December 31, 20—

ASSETS

Current Assets

Checking	\$70,430
Contracts and gifts receivable	17,500
Other current assets	5,000
Prepaid rent	1,500
Investments	<u>72,000</u>
Total current assets	166,430

Fixed assets

Equipment	36,000
Building improvements	<u>20,000</u>
Total fixed assets	56,000

Total Assets	<u>\$222,430</u>
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LIABILITIES & EQUITY

Liabilities

Current liabilities

Vacation and sick leave payable	\$10,500
Payroll liabilities	5,600
Accounts payable	15,000
Deferred revenues	<u>34,000</u>
Total current liabilities	65,100

Long-term liabilities (loan balance due)	<u>47,000</u>
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Total liabilities	<u>112,100</u>
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Net Assets (equity)

Restricted (per donor intent)	50,000
Unrestricted	<u>60,330</u>

Total net assets	<u>110,330</u>
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Total liabilities and equity	<u>\$222,430</u>
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Neighbors Helping Neighbors

Statement of Activities

January 1 – December 31, 20—

REVENUES

Government grants and contracts	\$264,750
Foundation grants	14,800
Membership	11,027
Major gifts	17,393
Board gifts	2,500
Benefit events	14,030
Investment income (net)	<u>3,240</u>

Total Revenue \$327,740

OPERATING EXPENSES

Salary and benefits	\$256,386
Insurance	5,000
Miscellaneous	889
Office supplies	1,053
Postage and shipping	1,935
Printing	2,881
Professional development	3,750
Professional services	19,323
Rent and utilities	15,050
Staff/volunteer mileage and travel	15,750
Telephone and Internet	<u>1,533</u>

Total Operating Expenses \$323,550

Increase (decrease) in net assets \$4,190
(aka Net Income)

FINANCIAL RATIOS

Ratio	Calculation	Description
Cash reserve ratio	$\frac{\text{Cash} + \text{Cash Equivalents}}{\text{Total Annual Expenses}}$	Ability to support mission without borrowing (goal – 25% or three months)
Current ratio (Working capital ratio)	$\frac{\text{Current Assets}}{\text{Current Liabilities}}$	Ability to meet short term financial needs (goal – 1.5 or greater)
Asset ratio	$\frac{\text{Current Assets}}{\text{Total Assets}}$	Indicates working capital and liquidity
Contribution ratio (Operating margin)	$\frac{\text{Total Contribution Revenue}}{\text{Total Revenue}}$	Ability to produce a surplus
Debt ratio	$\frac{\text{Total Liabilities}}{\text{Total Unrestricted Net Assets}}$	Indicates how much organization is relying on debt to operate
Debt to equity ratio	$\frac{\text{Total Liabilities}}{\text{Total Net Assets}}$	Correlates borrowing to donations
Viability ratio	$\frac{\text{Net Assets}}{\text{Long-Term Debt}}$	Indicates financial stability
Program efficiency ratio	$\frac{\text{Program Expenses}}{\text{Total Expenses}}$	Represents efficiency of organization in meeting mission
Fundraising efficiency ratio	$\frac{\text{Amount of Contributions}}{\text{Fundraising Expenses}}$	Indicates the cost of fundraising efforts
Reliance ratio	$\frac{\text{Largest Type of Income}}{\text{Total Income}}$	Indicates risk if income is reduced or ceases
Liquidity	$\frac{\text{Cash} + \text{Cash Equivalents} + \text{ST Investments} + \text{Total Amount of Credit Line} - \text{ST Loans}}{\text{Total Annual Expenses}}$	Identifies sources of funds for short term operations

Indicator	How measured	What it tells you	2 years ago final	Last year final	This year target	Year to date 8 mos
FINANCIAL						
Annual budget	Total expenses	<i>Scale:</i> What our work costs	\$307,200	\$323,550	\$ 325,500	\$236,602
Net income () = loss/deficit	Total revenue minus total expenses	<i>Profitability:</i> Do revenues exceed expenses? Goal is positive number	\$12,540	\$4,190	\$240	\$(28,427)
Months cash on hand	Cash on hand/operating expenses per month	<i>Liquidity:</i> Uncommitted cash, goal is at least three months cash on hand	2.53	2.39	2.36	1.52
Net worth (or net assets or fund balance)	Total equity; assets if everything is sold	<i>Solvency:</i> Goal is positive number	\$106,640	\$110,330	\$108,820	\$91,903
Restricted income	Share of total budget for restricted uses	Flexibility in budgeting. Goal varies by group; 67% or less is good target	90%	85%	85%	88%
Govt funding as percent of total income	Govt grants and contracts total income	<i>Dependency:</i> Reliance on government funding, which can be unpredictable	85%	81%	77%	75%
EFFICIENCY						
Cost per client served	Total expenses/total clients	Efficiency in providing services	\$1,299	\$1,123	\$1,415	\$1,127
Cost per volunteer	Total volunteer costs (includes training, coordination)/number of volunteers	Efficiency of using volunteers, who are not "free" labor	\$659	\$625	\$606	\$758
IMPACT						
Number clients served	Unduplicated clients	<i>Reach:</i> Given aging population, goal is 10% increase per year	250	288	230	210
Number of volunteers engaged	Unduplicated volunteers	<i>Reach:</i> Given higher demand, goal is 15% increase per year	78	85	90	75
Average client contact hours per month	Total hours, staff plus vols/ number of clients	<i>Depth:</i> Assumes that more time equals deeper service	5.07	5.12	5.00	4.51
Number of clients still living at home	Annual tracking	<i>Impact:</i> Are we succeeding at our overall goal?	197	255	210	205

Library of Sample Dashboard Indicators

This library of sample indicators is illustrative of the types of indicators organizations have used. They do not represent best practices nor are they necessarily recommended. The appropriateness of indicators will vary greatly based on the type of organization, its strategic direction and the specific management and leadership questions it is currently addressing.

Category	Indicator	Target	Range Key		
Fund Development			Celebrate	Monitor	Act Now
	New major donors	5 or more	5 or more	3	2
	Major donors introduced by a board member	5 or more	5 or more	3	2
	Donors who gave \$100+ last yr.; renewed this yr.	56% or more	> 56%	40-55%	< 30%
	Fundraising event revenue - net	> \$20,000	> \$20,000	\$18K- 20K	< = \$15,000
	Surplus / deficit compared to budget	within 3%	w/in 3%	3-10%	>10%
	Unrestricted liquidity	> 1.0	> 1.0	1	< 1.0
	Unrestricted contributions (funding diversity)	20% or more	>= 20%	10-20%	< 10%
	On track to meet individual goal	\$550K	>550	500-550	<500
	Board Giving	100%	100%	90-100%	<90%
	Advisory Board Giving	75%	80-100%	60-80%	<60%
	Board involvement	100%	100%	90-100%	<90%
	# of new foundations	10	10 to 12	7 to 9	<6
	# of new individuals	75	70-80	60-70	<60
	# of donors who give \$1K plus	70	65-75	55-65	<55
	Percent of Board Members making annual gift	100%			
	% increase of total \$ individual contributions	5%	5% or >	4%-(-4%)	-5%
	% increase of total # of individual donors	5%	5% or >	4%-(-4%)	-5%
	Board members actively cultivating MD prospects	80%			
	New major donors (\$10k +) by 12/07	20			
	Number new individual donors	TBD			
	Number of existing grants re-funded	60%			
	Number of new grants funded	6 / year			
	Total dollars raised	\$251K	>\$190K	\$165-190K	<\$165K
	Total individual donors	350	350+	345-350	<345
	Contributed income to budget (as % of budget)	100%	> 100%	90-100%	< 90%
	Total dollars raised by auxiliary	\$25K	>\$20K	\$10-20K	<\$10K
	Total unrestricted dollars raised through grants	\$60K	>\$60K	\$50-60K	<\$50K
	Students served by temporarily restricted grants	1,600	1,600+	1200-1600	1,200
	Total School subsidy: School income minus School + Mgmt & Gen'l expense	\$105K	<\$105K	\$105-115K	>\$115K
	Camp gross profit margin	10%	>10%	5-9%	<5%
	Total cost to mission output (# children reached at X cost)	\$35	\$30	\$31-35	>\$35K
	Months cash on hand	3	>3	1.5-2.9	<1.5
	Number of new corporate donors/sponsors	5 / year			
	Number of corporate activities at sites	4 / quarter			
	Diversity of funding sources: % Government grants	50%	35-50%	50-65%	>65%
	Diversity of funding sources: % Foundation	30%	35-45%	20-35%	<20%
	Diversity of funding sources: % Individual	20%	20-25%	15-20%	<15%
	Total Number of Individual Donors	50	50	40	<25

Category	Indicator	Target	Range Key		
	Amount of Individual Contributions	\$15,000	\$15,000	\$10,000	<\$7,500
	Fundraising goals met by committee	100%	90-100	71-89	70 or <
	Number of grants submitted	7	>8	8-5	<5
	# Corporations donating >\$1000	13	>14	14-9	<9
	Total Number of Foundation/Corporate Grants	10	10	80	<6
	Total Amount of Foundation/Corporate Grants	\$155,000	\$155,000	\$125,000	<\$100,000
Human Resources/Internal Processes			Celebrate	Monitor	Act Now
	Staff retention	80%	80%	70%	60%
	Compensation study	7-Feb	7-Feb	>Feb-07	< Feb-07
	Morale	>4	4+	4-Mar	<4
	Turnover	<20%	<20%	20-35%	>35%
	Management team meetings	80%	>79%	60-79%	0-60%
	Team events	2	2	1	0
	Professional Development	80%	80%+	60-80%	<60%
	Degree of trust, cooperation, teamwork	80%	3.5+	3-3.4	<3.0
	Staff Evaluations	100%	100%	70-100%	<70%
	Staff Satisfaction (survey scale 1-5)	5	4.5 - 5	3.5-4.5	< 3.5
	Percent of on-time performance evaluations	100%			
	Number of professional development offerings	3 / year			
	Processes documented & evaluated	3	>3	2	<1
	Staff performance goals met	100%			
	Staff Turnover Rate	25%	25%	30%	>35%
	Staff Evaluations Completed	100%	100%	90%	<85%
	Staff members feel appreciated and valued	100%	90-100	81-99	80 or <
	Salaries and benefits are competitive	50%ile	50%ile or >	---	50%ile or <
	Staff members' needs are addressed in timely manne	100%	90-100	81-99	80 or <
	Staff work clearances completed	100%	100%	90%	<85%
	Staff training completed	100%	100%	90%	<85%
Boards/Governance			Celebrate	Monitor	Act Now
	Attendance at board meetings	90%	90%	80%	70%
	New nominees meeting criteria	80%	80%	70%	60%
	Focus on strategy and generative issues	75%	75%	60%	< 50%
	Total board members	14	>11	10 to 11	6
	Board skill sets filled	5			
	Board Composition (Consituent Groups & Skill Sets)	TBD			
	Leadership positions filled	6	>5	4	<4
	Advisory board members	10	>9	7 to 8	<6
	Quorum at Board meeting	100%	100%	75%	<50%
	Board Action Follow-up Completed	80%	80%	70%	<60%
	New Board Member Recruitment	3	3	2	1
	% of board member giving	100%	100	95-100	95 or <
	Board Member participation in annual giving	100%	100%	90%	<80%
	Board Satisfaction (survey scale 1-5)	5	4.5 - 5	3.5-4.5	< 3.5
	Board effectiveness (from survey)	TBD			
	Board engagement (av.# activities/bm/qtr)	3+	> 3	2-3	< 2

Category	Indicator	Target	Range Key		
Programs			Celebrate	Monitor	Act Now
	# of outreach presentations	35	35	< 30	20
	# of mediation cases opened	500	500	375-500	<= 375
	# of training cases opened	100	100	< 90	70
	# of facilitation cases opened	50	50	< 45	35
	Average client satisfaction	4.8	4.8	4.3 - 4.0	< 4.0
	Strengthening neighborhoods program	Mtgs 2/year	Met 2x/Qtr.	met 1-2x/qtr.	Met <1x/qtr
	# of facilitation cases with civic engag't component	25	25	16 - 23	15
	Classrooms served	848-948	>840	798-840	<798
	Number of students served	19,500	>19,000	18-19,000	<18,000
	Teachers and docents trained	848	>848	748-848	<748
	Customer satisfaction	4	4+	3	<3
	New schools	10	10+	5 to 9	4
	ARTboxes sold	548	535-650	500-535	<500,>650
	Develop 12 mo.master calendar	Feb '07			
	Recruit new board member to champion each event	1 / event			
	Participants report satisfaction with program services on a scale of "Great to Poor"	75%	75%	70%	65%
	Participants will report benefit from service activities as indicated on a scale of "Great to Poor"	80%	80%	<75%	<70%
	Staff maintain 100% of designated case loads	96%	96%	<90%	<80%
	Follow-up phone calls within 2 weeks of program	10 prgms			
	Integrate peer learning and exchange	100%	100%	80-99%	<80%
	% of mentors who find the program worthwhile				
	% of mentors who would mentor again				
	% of teachers reporting that org helped them stay in teaching				
	% of teachers who implemented new instructional practices				
	% of teachers who assume leadership roles				
	Survey respondents would would take another class	80%	>80%	75-79%	<75%
	Survey respondents would recommend to others	80%	>80%	75-79%	<75%
	13 out of 14 programs meet service deliverables	13	13	<12	<11
	Subcontract agencies will maintain regular attendance at collaborative meetings	100%	100%	<90%	<80%
Finances			Celebrate	Monitor	Act Now
	Days Cash on Hand (current)	30	100+	31-99	<30
	Burn Rate (rolling 12-mo. average cash. Expense vs. total cash/investments)	10	>10	10-8	<8
	Total revenue	1,487,000	>target	100-90% target	<90% target
	Total expense	1,446,000	< target	0-10% target	>10% target
	Projected year end cash (in weeks)	10 wks	> 10 wks	8-10 wks	< 8 wks
	Months Operating Reserve	3.3	3.0+	2.0-3.0	<2.0

Category	Indicator	Target	Range Key		
	Overhead %	22% or less	18-21%	21-25%	>25%
	Revenues within 10% of budget	within 10%	w/in 10%	w/in 20%	>20%
	Expenses within 10% of budget	within 10%	w/in 10%	w/in 20%	>20%
	Months Cash-on-Hand	3	3	2.5	<2
	Net Surplus Deficit YTD compared to YTD Budgeted	0%	0	-0.05	>-10%
	Current Ratio				
	DSO: Revenue/Average Receivable Balances	55 days	55 days	70 days	>90 days
Marketing/Communications			Celebrate	Monitor	Act Now
	# of press hits	50	45-55	35-45	<35
	% readership of partner e-newsletter	50%	45-55	35-45	<35
	Media hits	2 / quarter			
	Web site hits	60,000+	> 60,000	50 - 60,000	< 50,000
	Editorial Board Visits	3 / year			
	Tours of external groups	20 / year			
	Average daily website visits	200	>240	160-240	<160
	Newsletter subscribers	2,500	2,750	2,500	2,000
	Community events	10	>9	6 to 9	<6
	Marketing/outreach goals met by committee	100%	90-100	71-89	70 or <
	Number of public events invited to perform at	5	>5	3 to 4	>3
	Agency interviews	6	>10	5-Oct	<5
	Newsletter subscription growth	400	>400	350 to 399	>350
	Advocacy presentations/articles/events for community members	6	>5	4 to 5	<2
Volunteer Management			Celebrate	Monitor	Act Now
	Total number of volunteers	1850 / year			
	Total number of volunteer hours	18000 / year			
	Overall quality of volunteer experience	3.5 / 4			
	Retention of volunteers	60%			
	Team Leader program implementation/recruitment	5 / year			
Technology			Celebrate	Monitor	Act Now
	Current month's data entered by 10th of following month	80%			
	Click through traffic newsletter to web	25%	>25%	18 to 24%	>18%
	All gifts acknowledged within ten days of receipt	80%			
	Number of recipients of newsletter opening up email	35%	30-35%	20-30%	<20%
	Number of new contacts signing up for listserv on our website	TBD			
	Number of downloads of publications	TBD			
	Website visitor loyalty	returns 3x/qtr	90-100%	75-89%	<75%
	Number of new constituents added	TBD			
Membership			Celebrate	Monitor	Act Now
	New members	12	10-12+	8-10	<8

Category	Indicator	Target	Range Key		
	Member Retention	75%	70-75%	60-70%	<60%
	# of unique pageviews of the members-only website	600	600+	350-500	<350
	Send follow-up membership info to non-members within 2 weeks	100%	100%	80-99%	<80%
	Members driving the work				
Facility/Residential			Celebrate	Monitor	Act Now
	Average response time of work order completion	24 hrs	24hrs or <	25-71 hrs	72 hrs or >
	% of apts. that meet universal design standards	TBD			
	Apt. vacancy to fill rate	7 days	7 or <	8-14 days	15 or >
	Apt. vacancy to readiness rate	7 days	7 or <	8-14 days	15 or >
	Resident satisfaction rating (from survey)	90%	90-100%	81-99%	80% or <
	Resident contentment rating (from survey)	90%	90-100%	81-99%	80% or <
	% of infrastructure problems repeated	0	1-10%	9-20%	21% or >
	% of reactive (vs total time) maintenance time spent	0.25	25% or <	24-74%	75% or >
<i>revised June 2009</i>					

Dashboard: Performing Arts Organization

Reporting Period: June

Fiscal Year End: December

Category	Key Performance Indicator (KPI)	Last Period	Current Period Actual	Target
Balance Sheet Strength	Months of Liquid Unrestricted Net Assets (LUNA)	2.2	2.5	> 3 mos Meets Target 1-3 mos Within Range < 1 mos Off Target
Operating Results	Fiscal YTD Operating Margin (Surplus/Deficit as % of Revenue)	2%	8%	>5% Meets Target 2-5% Within Range <2% Off Target
Program Financial Performance	Median Revenue per Performance	\$10K	\$13K	> \$15K Meets Target \$12-15K Within Range < \$12K Off Target
Program Financial Performance	Percentage of Performance Weeks with Free Public Show	12%	10%	> 20% Variance Meets Target 15% to 20% Within Range < 15% Off Target
Program Financial Performance	Summer Workshop Enrollment	325	310	>= 315 Meets Target < 315 Off Target
Program Financial Performance	Academy Retention Rate	88%	96%	> 95% Meets Target 85% to 95% Within Range < 85% Off Target

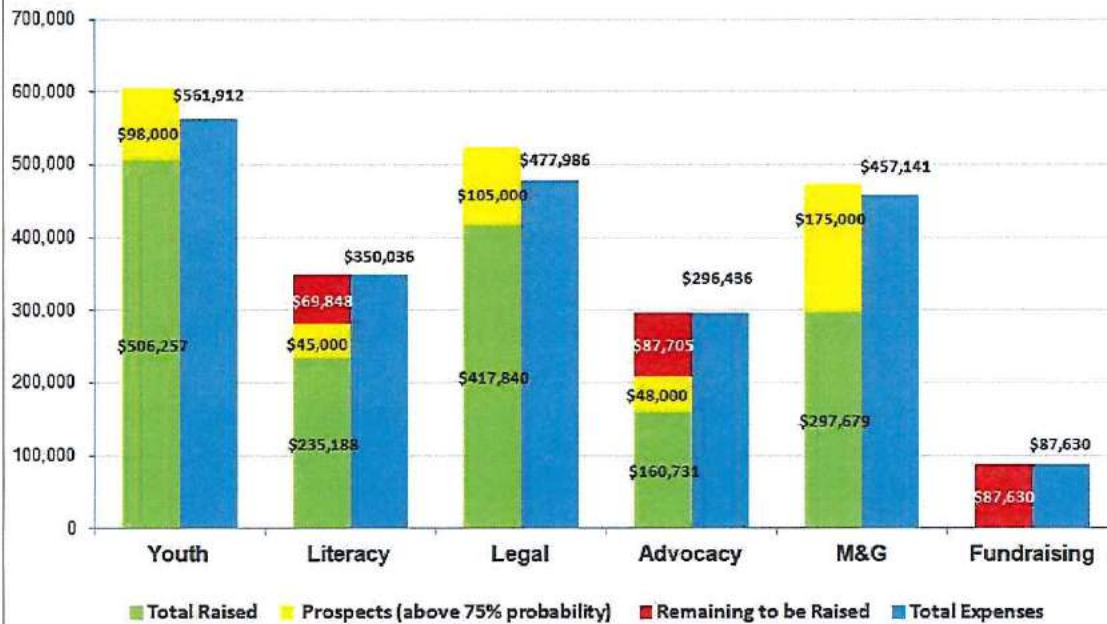
Legend:

Meets or Exceeds Target
Within Range of Target
Significantly off Target



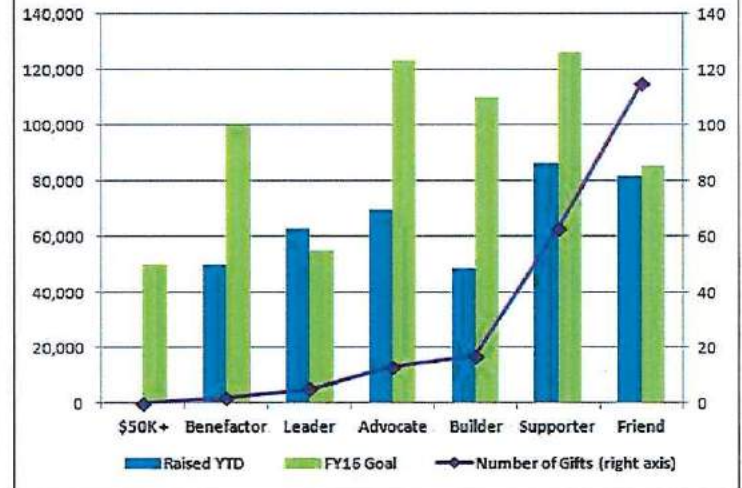
Dashboard: Fundraising

Funding Raised by Program

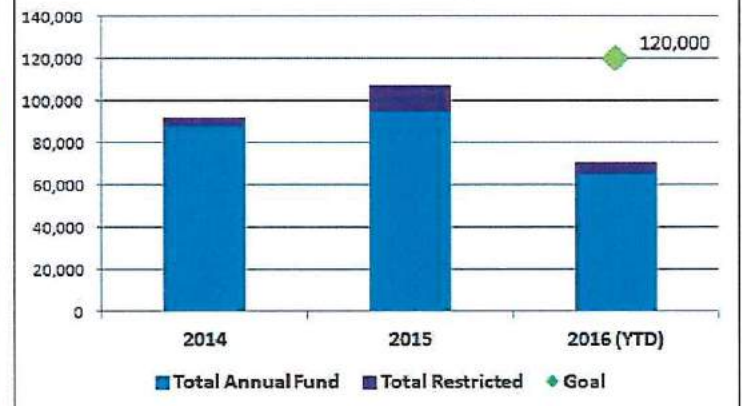


	Total	Youth	Literacy	Legal	Advocacy	M&G	Fundraising
Total Expense Budget	\$ 2,155,683	\$ 561,912	\$ 350,036	\$ 477,986	\$ 296,436	\$ 467,141	\$ 87,630
Total Raised by Program	\$ 1,617,695	\$ 506,257	\$ 235,188	\$ 417,840	\$ 160,731	\$ 297,679	\$ -
To be Raised, before prospects	\$ (537,988)	\$ (55,655)	\$ (114,848)	\$ (60,146)	\$ (135,705)	\$ (169,462)	\$ (87,630)
Prospects (over 75% probability)	\$ 471,000	\$ 98,000	\$ 45,000	\$ 105,000	\$ 48,000	\$ 175,000	\$ -
Total potential revenue (with prospects)	\$ 2,088,695	\$ 604,257	\$ 280,188	\$ 522,840	\$ 208,731	\$ 472,679	\$ -
Excess Raised/(Remaining to be Raised)	\$ (152,445)	\$ 42,345	\$ (69,848)	\$ 44,854	\$ (87,705)	\$ 5,538	\$ (87,630)

Individual Giving by Category



Board Giving



Zooming in: Community Health Clinic

