



Moderator: **Jina Paik**, Director of Advisory Services, Nonprofit Finance Fund

Panelists: **Sebnem Giorgio**, CEO at Nonprofit Strategic Partners and
Governing Board and Finance Committee member at America Needs You
Ann Morris, Chief Financial Officer from NYC Outward Bound Schools

Agenda

10:00 AM – 10:05 AM	Welcome
10:05 AM – 10:25 AM	Moderator and Panelist Remarks
10:25 AM – 11:20 AM	Panel Discussion and Useful Tools & Resources
11:20 AM – 11:50 AM	Q & A
11:50 AM – 12:00 PM	Closing Remarks

Table of Contents

- Organizational Profiles of Panelists and Moderator 2-3
- Tips & Strategies from Workshop Panelists.....4
- Nonprofit Excellence Awards: List of Past Winners5
- Resources:
 - NYC Outward Bound Schools Sample Tool6-7
- Notes Page.....8

The Pathways to Excellence workshop series is an outgrowth of The New York Community Trust Nonprofit Excellence Awards Program, managed by the Nonprofit Coordinating Committee of New York in collaboration with The Trust and Philanthropy New York with media sponsor WNYC.

ORGANIZATIONAL PROFILE

America Needs You

2015 Silver Winner for Management Excellence

For over seven years, America Needs You (ANY) has been improving college completion and employment rates for high need students. Founded on the belief that socio-economic status should not be a barrier to college persistence and career success, ANY has a mission to fight for economic mobility for ambitious, first-generation college students by providing transformative mentorship and intensive career development.



In 2009, ANY's founding board members organized a group of dedicated young professionals to mentor low-income students in New York City in the topics of networking, internships and career paths. In 2010, the first cohort of students enrolled in what is now known as the Fellows Program, a two-year intensive 28 workshop series paired with mentorship and individualized student support. After successful results in New York, ANY expanded to New Jersey in 2012, Illinois in 2015 and California in 2016.

This year, ANY will pilot its first university-based program in New York City.

Examples of Excellence Identified by the 2015 Selection Committee:

- Key financial milestones and targets reported to the board in CEO's weekly email updates
- Monthly financial reports posted on shared drive and accessible to all staff
- Maintains 5 months of operating liquid reserves
 - Developed monthly liquidity analysis
- Develops upside and downside budget scenarios
- Budget re-projections are completed mid-year and change is monitored during the second half of the year
- Director of Finance and Technology works closely with the development team – nice blending of finance and fundraising
 - Development team prepares detailed revenue projections based on current and prospective funders as well as market trends
 - Development team provides a weekly revenue status report

ORGANIZATIONAL PROFILE

NYC Outward Bound Schools

2016 Finalist



NYC Outward Bound Schools transforms schools and changes lives by bringing out the best in New York City's students, teachers and school leaders. NYC Outward Bound Schools' educational approach challenges and supports students to do their best work by injecting elements of adventure and discovery into schooling and grounding academics in real world issues. The approach encourages leadership and teamwork, as well as individual initiative, and places character and intellectual development on equal footing.

NYC Outward Bound operates a citywide network of public schools in partnership with the City's Department of Education, which fully incorporate this approach and primarily target students from underserved neighborhoods. The schools feature rigorous learning experiences, both in and out of the classroom, and are built on a culture of high achievement and mutual support. NYC Outward Bound Schools provides a rich mix of professional development and coaching supports for teachers and school leaders, as well as a range of supports that help students successfully navigate to and through college. NYC Outward Bound Schools' graduates succeed in more than just college and careers—they're active citizens who make their communities better for all.

To further extend its impact, NYC Outward Bound Schools also reaches schools outside of its network through targeted professional development and coaching for teachers, and Adventure & Team Building programs. Through its professional development programs, NYC Outward Bound Schools provides teachers and principals with focused support around the implementation of a particular practice or set of practices associated with its educational approach, such as the establishment of Crew (a school-wide advisory program) and the infusion of project-based learning into the curriculum. And through its Adventure & Team Building programs, NYC Outward Bound Schools provides teams of students and/or adults with support around teambuilding, leadership and character development.

Over the past 30 years, NYC Outward Bound Schools has reached over 100,000 students. Both its schools and programs impart the central lesson of Outward Bound: that with the right mix of challenge and support, all individuals, regardless of background or circumstance, can achieve at higher levels than they previously thought possible.

Examples of Excellence Identified by the 2016 Selection Committee:

- Regular accountability in the form of management tracking and reporting of budget performance and cash flow to the board, regulatory bodies, funders and other key stakeholders
- Key financial milestones and targets are established and reviewed regularly
- Very good diversification of funding streams, minimizing dependence on one or a few sources
- Strong earned income model that effectively leverages assets and helps protect the organization from impact of decreases in other revenue streams
- Clear integration of budgeting, program planning and strategic goal setting
- Clear link between finance and fundraising strategies
- Strong cash reserves (6 months) and long track record of surpluses
- Systematic reforecasting and other creative solutions to inherent challenges created by fiscal year timing
- Strategic planning process keeps "eye on the prize"
- Inclusive budgeting process engages staff from the ground up

Strategies for bottom up budgeting

Tips from the Workshop Panelists

❖ America Needs You

- Include and communicate with all the members of senior staff and take into consideration both departmental and organizational priorities.
- Review the Board-approved budget with all staff and make monthly financial reports available on the shared drive.
- Have a solid, detailed budgeting model in Excel that has a tab for each cost center and rolls up to the organization-level budget.

❖ NYC Outward Bound Schools

- Start with a shared context – engage in a process that ensures that both program and finance staff have a thorough understanding of organization’s strategic plan, annual priorities and annual program goals.
- Include the person responsible for day-to-day management of the program in the initial budgeting process and ongoing review of budget versus actual expense.
- Meet program staff where they are in terms of budgeting skills, knowledge and ways of thinking (remember that budgeting doesn’t come naturally to everyone).
 - Help program staff break their program portfolios down into manageable program chunks and then help them translate each program or service into concrete and measurable units, for example amount of staff time necessary (# of days or hours, etc.), projected # of participants, projected # of meals, specific supplies needed, travel expenses, etc.
 - Work with them to identify unit costs and build budgets from these concrete components.
 - Avoid using one-size fits all templates – budgets used by program staff need to resonate for them.
- Measure and report on activities in ways that are consistent with budgeted assumptions. For example, if a program budget is based on delivering X staff days of service to a client, make sure to track the number of days delivered year-to-date and report this to staff on a regular basis.
- If there are significant or unexpected variances, work with the program manager to understand why and collaboratively develop strategies for ensuring more consistency between budget and actuals going forward.

New York Community Trust Nonprofit Excellence Awards

32 Winning Organizations 2007 - 2016

- **America Needs You**, 2015 Winner
- **BRC**, 2015 Winner
- **BronxWorks**, 2013 Winner
- **Center for Urban Community Services**, 2007 Winner
- **City Harvest**, 2011 Winner
- **Community Health Action of Staten Island**, 2008 Winner
- **CSH**, 2013 Winner
- **Families United for Racial and Economic Equality**, 2007 Winner
- **God's Love We Deliver**, 2010 Winner
- **Good Shepherd Services**, 2007 Winner
- **Graham Windham**, 2014 Winner
- **Groundwork, Inc.**, 2009 Winner
- **Harlem Academy**, 2011 Winner
- **Harlem RBI**, 2009 and 2012 Winner
- **Ifetayo Cultural Arts**, 2008 Winner
- **Institute for Family Health**, 2008 Winner
- **Jewish Board of Family and Children's Services**, 2016 Winner
- **Leake & Watts**, 2014 Winner
- **Neighbors Link**, 2016 Winner
- **Neighborhood Economic Development Advocacy Project**, 2009 Winner
- **New York Cares**, 2009 Winner
- **New York Common Pantry**, 2015 Winner
- **New York Lawyers for the Public Interest**, 2010 Winner
- **Open Door Family Medical Centers**, 2012 Winner
- **Per Scholas**, 2016 Winner
- **Red Hook Initiative**, 2012 Winner
- **Row New York**, 2014 Winner
- **Sadie Nash Leadership Project**, 2010 Winner
- **Sanctuary for Families**, 2011 Winner
- **The Children's Village**, 2013 Winner
- **Vera Institute of Justice**, 2009 Winner
- **WITNESS**, 2007 Winner

2016-17 School Designer Time

Name: **School Designer #1**

YTD thru: 2/28/17		Budget v. YTD		
School	Activity	Budgeted # of days	YTD Days Used	Days Remaining
Baldwin - 115	Direct	-	-	-
WHEELS MS/HS - 125	Direct	-	-	-
Hahn - 130	Direct	-	-	-
Leaders - 135	Direct	35	23.5	11.5
Marsh - 140	Direct	-	-	-
McCown -145	Direct	-	-	-
Metropolitan -150	Direct	-	-	-
Launch - 155	Direct	25	8.4	16.6
BCS -315	Direct	-	-	-
Channel View - 325	Direct	30	15.0	15.0
West End Secondary - 330	Direct	-	-	-
Juan Campos - A100	Direct	-	-	-
City Knoll - A110	Direct	-	-	-
Community Roots - A120	Direct	-	-	-
Heketi - A125	Direct	-	-	-
Hunterspoint - A130	Direct	-	-	-
KAPPA - A140	Direct	-	-	-
Pelham Lab - A145	Direct	10	5.1	4.9
MS 839 - A150	Direct	-	-	-
Cnty School Social Justice - A155	Direct	-	-	-
Frederick Douglas Academy - A160	Direct	-	-	-
Highbridge Green School - A165	Direct	-	-	-
Sattelite Forsyth - B100	Direct	-	-	-
Queens Satellite - B105	Direct	-	-	-
Shomberg - B110	Direct	-	-	-
Ellis - B115	Direct	-	-	-
Humanities Prep - B120	Direct	-	-	-

Course Budget

Course Budget				
Event Name	High School X Overnight Adventure Retreat October 11-12, 2016			
Number of total Paid Days	3			
Number of Crews	4			
Number of Course Days	2			
# of Precourse/Debrief Days	1			
Number of Participants	60			
Number of Full Time Staff				
Number of Instructional Staff	8			
	Standard Rate	# of staff	Days	Total
Full-Time Staff				
Program Director	\$350.00			\$0.00
Program Manager	\$295.00			\$0.00
Medical Screener	\$200.00	1	3	\$600.00
Logistics	\$285.00			\$0.00
Other (insert rate)				\$0.00
Sub-total -- Full-Time Staff				\$600.00
Full-Time Fringe Benefits	27%			\$162.00
Total -- Full-Time Staff				\$762.00
Part-Time Staff				
Program Manager	\$226.00			\$0.00
Course Director	\$226.00	1	10	\$2,260.00
Instructors	\$175.00	8	3	\$4,200.00
Logistics Support/Additional Belay	\$175.00	2	3	\$1,050.00
Site Manager	\$205.00	1	2	\$410.00
Driver Stipend	\$15.00	1	2	\$30.00
Sub-Total -- Part-Time Staff				\$7,950.00
Part-Time Fringe Benefits	12%			\$954.00
Total -- Part-Time Staff				\$8,904.00
Total -- All Personnel				\$9,666.00
OTPS	Unit Cost	Units	Days	Total
Professional Fees	\$1.00			\$0.00
Supplies	\$1.00			\$0.00
Facility Rentals	\$65.00	75	1	\$4,875.00
Equipment purchase	\$1.00			\$0.00
Staff Travel	\$75.00	1	2	\$150.00
Student Travel	\$1.00			\$0.00
Travel - rental vehicles	\$1.00			\$0.00
Vehicle expense - gas & tolls	\$1.00			\$0.00
Food	\$10.00			\$0.00
Permits/Fees/admissions	\$1.00			\$0.00
Miscellaneous expenses	\$250.00	1	1	\$250.00
Total -OTPS	\$1.00			\$5,275.00
TOTAL DIRECT EXPENSES				\$14,941.00
Supervision and support at 20%	20%			\$2,988.20
Grand Total				\$17,929.20
Cost per Participant	298.82			
Cost per Participant per Day	149.41			

