

Jan McGowan
Nonprofit Consulting



Becoming a More Effective and Efficient Board

Today's Topics

- Setting Expectations
- Board Meeting Agendas
- Financial Reports
- Effective Board Meetings
- Board Members as Volunteers
- Your Questions

Jan McGowan
Nonprofit Consulting

A Learning Center
for NonProfits
sponsored by
The Sherwood Trust &
Walla Walla Community College

Setting Expectations

Exercise

Debrief

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Board Meeting Agendas

**Board Meeting
Agenda**

Wednesday August 18, 2010 – 5:00pm – ARTS Building

| | |
|--|--------|
| GENERAL | 10 MIN |
| Call to Order | |
| Minutes | |
| Financial Report | |
| OLD BUSINESS | 30 MIN |
| NEW BUSINESS | 45 MIN |
| Nonprofit Org. Board Officer Training - Jim | |
| Discussion of By-Laws - Jim | |
| Sponsor Report – Susie | |
| Credit card machines – Susie | |
| Volunteer Coordinator report - Julie | |
| Data base integration update- Bob | |
| Photographic Policy-Ray | |
| Venue considerations – Ray/Jill | |
| COMMITTEE REPORTS | 45 MIN |
| Talent: schedule/stages plan - Ray | |
| Ticket sales as of 8-18-10 – Susie | |
| New offerings for the 2010 event – Ray | |
| 5 th Anniversary Celebration- Ray | |
| Weekend celebration hiring - Ray | |
| Fundraising and Grant writing: Ray | |
| Merchandise plan – Ray | |
| Plan for event operations meeting – Ray | |

NEXT MEETING DATE AND TIME September 15, 2010 – 5:00pm

| Board Meeting Agenda | |
|---|---|
| Wednesday August 18, 2010 – 5:00pm – ARTS Building | |
| GENERAL | 10 MIN |
| CONSENT AGENDA | <ul style="list-style-type: none"> Call to Order Minutes Financial Report Dashboard Staff Report Committee Reports |
| OLD BUSINESS | 30 MIN |
| STRATEGIC ITEMS | |
| NEW BUSINESS | 45 MIN |
| | <ul style="list-style-type: none"> Action 2.3 – new video – Sarah Action 4.7 – Financial policies - Kate Nonprofit Org. Board Officer Training - Jim Discussion of By-Laws - Jim Approval of By-Laws Sponsor Report – Susie Credit card machines – Susie Volunteer Coordinator report - Julie Data base integration update- Bob Photographic Policy-Ray Approval of Photographic Policy - Jay Venue considerations – Ray/Jill |
| COMMITTEE REPORTS | 45 MIN |
| ACTION ITEMS | 45 MIN |
| | <ul style="list-style-type: none"> Talent: schedule/stages plan - Ray Ticket sales as of 8-18-10 – Susie New offerings for the 2010 event – Ray 5th Anniversary Celebration- Ray Weekend celebration hiring – Ray Budget approval to hire help for the weekend celebration - Joe Fundraising and Grant writing: Ray Approval to apply for new grant -Joe Merchandise plan – Ray Plan for event operations meeting – Ray |
| NEXT MEETING DATE AND TIME September 15, 2010 – 5:00pm | |
| OTHER IMPORTANT DATES: | |

| Board Meeting Agenda | | |
|--|--|--------|
| <i>Wednesday August 18, 2010 – 5:00pm – ARTS Building</i> | | |
| Call To Order | | |
| MISSION MOMENT | Something good to share – ED | 5 MIN |
| CONSENT AGENDA | Minutes Financial Report DashBoard Staff Report Committee Reports | 5 MIN |
| STRATEGIC ITEMS | Action 2.3 – New Video – Sarah Action 4.7 – Financial Policies - Kate | 10 MIN |
| ACTION ITEMS | Approval of By-laws changes - Jim Approval of photography policy - Ray Budget Approval to hire help for the weekend celebration – Joe Approval to apply for new grant – Joe | 10 MIN |
| GENERATIVE DISCUSSION ITEMS | Impact of raising ticket prices Potential to add new genre to music line-up | 30 MIN |
| NEXT MEETING DATE AND TIME | | |
| September 15, 2010 – 5:00pm | | |
| OTHER IMPORTANT DATES | | |
| Nonprofit Board Officer training – September 20 | | |

Consent Agenda

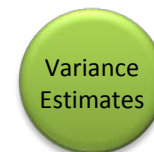
- General agreement to the procedure
- Routine items
- Don't need discussion before the vote
- No additional explanation or comments allowed
- Any item can be pulled by any Board member

Consent Agenda

- Minutes of Previous Meeting
- Financial Report
- Dashboard Report
- Staff Report
- Committee Reports

Financial Reports for the Board

- Statement of Financial Position
(Balance Sheet)
- Statement of Activities
(Income/Expense Statement)



**Statements of Financial Position
(Balance Sheet)**

| | ASSETS | 2010 |
|----|---|--------------------|
| 1 | Current Assets | |
| | Cash & Equivalent | \$25,759 |
| 2 | Accounts Receivable | \$323,092 |
| 3 | Receivable/ Other | \$175,000 |
| | Pledges & Grants Receivable, Current | |
| 4 | Portion | \$1,562,409 |
| 5 | Inventories for Sale of Use | \$0 |
| 6 | Investment/Securities, Current Portion | \$0 |
| 7 | Investment/Other | \$0 |
| 8 | Other | \$106,666 |
| 9 | Total Current Assets | \$2,192,922 |
| | Pledges & Grants Receivable, Net of | |
| 10 | Current Portion | \$1,278,334 |
| | Investment/Securities, Net of Current | |
| 11 | Portion | \$0 |
| 12 | Fixed Assets | \$3,729,146 |
| 13 | Total Assets | \$7,200,402 |
| | LIABILITIES AND NET ASSETS | |
| 14 | Current Liabilities | |
| | Accounts Payable | \$1,166,995 |
| 15 | Grants Payable | \$0 |
| 16 | Deferred Revenue | \$0 |
| 17 | Loans and Notes, Current Portion | \$330,859 |
| 18 | Tax-Exempt Bond Liabilities | \$0 |
| 19 | Other | \$96,509 |
| 20 | Total Current Liabilities | \$1,594,363 |
| | Loans and Notes, Net of Current | |
| 21 | Portion | \$2,426,296 |
| 22 | Total Liabilities | \$4,020,659 |
| | Net Assets | |
| 23 | Unrestricted | \$1,453,794 |
| 24 | Temporarily Restricted | \$1,725,949 |
| 25 | Total Net Assets | \$3,179,743 |
| 26 | Total Liabilities and Net Assets | \$7,200,402 |

**Statements of Financial Position
(Balance Sheet)**

| | ASSETS | 2010 | 2009 |
|----|---|--------------------|--------------------|
| 1 | Current Assets | | |
| | Cash & Equivalent | \$25,755 | \$602,929 |
| 2 | Accounts Receivable | \$323,092 | \$208,986 |
| 3 | Receivable / Other | \$175,000 | \$175,000 |
| | Pledges & Grants Receivable, Current | | |
| 4 | Portion | \$1,562,409 | \$1,027,750 |
| 5 | Inventories for Sale of Use | \$0 | \$0 |
| 6 | Investment/Securities, Current Portion | \$0 | \$49,967 |
| 7 | Investment/Other | \$0 | \$0 |
| 8 | Other | \$106,666 | \$49,851 |
| 9 | Total Current Assets | \$2,192,922 | \$2,114,483 |
| | Pledges & Grants Receivable, Net of | | |
| 10 | Current Portion | \$1,278,334 | \$1,256,136 |
| | Investment/Securities, Net of Current | | |
| 11 | Portion | \$0 | \$12,492 |
| 12 | Fixed Assets | \$3,729,146 | \$3,438,823 |
| 13 | Total Assets | \$7,200,402 | \$6,821,936 |
| | LIABILITIES AND NET ASSETS | | |
| 14 | Current Liabilities | | |
| | Accounts Payable | \$1,166,995 | \$588,703 |
| 15 | Grants Payable | \$0 | \$0 |
| 16 | Deferred Revenue | \$0 | \$0 |
| 17 | Loans and Notes, Current Portion | \$330,859 | \$285,901 |
| 18 | Tax-Exempt Bond Liabilities | \$0 | \$0 |
| 19 | Other | \$96,509 | \$162,814 |
| 20 | Total Current Liabilities | \$1,594,363 | \$1,037,418 |
| | Loans and Notes, Net of Current | | |
| 21 | Portion | \$2,426,296 | \$2,096,608 |
| 22 | Total Liabilities | \$4,020,659 | \$3,134,026 |
| | Net Assets | | |
| 23 | Unrestricted | \$1,453,794 | \$1,295,899 |
| 24 | Temporarily Restricted | \$1,725,949 | \$2,392,011 |
| 25 | Total Net Assets | \$3,179,743 | \$3,687,910 |
| 26 | Total Liabilities and Net Assets | \$7,200,402 | \$6,821,936 |

**Statement of Activities
(Income/Expense
Statement)**

| | REVENUE | 2010 | 2009 |
|----|-----------------------|--------------------|--------------------|
| 1 | Contributions | \$5,876,576 | \$2,326,576 |
| 2 | Government Grants | \$2,903,427 | \$6,229,217 |
| 3 | Program Services | \$88,860 | \$0 |
| 4 | Investments | \$103,476 | \$81,807 |
| 5 | Special Events | \$0 | \$0 |
| 6 | Sales | \$0 | \$0 |
| 7 | Other | \$3,362 | \$124,707 |
| 8 | Total Revenue | \$8,975,701 | \$8,762,307 |
| 9 | EXPENSES | \$7,683,884 | \$7,281,758 |
| | Program Services | | |
| 10 | Administration | \$1,339,846 | \$1,184,624 |
| 11 | Other | \$460,138 | \$235,589 |
| 12 | Total Expenses | \$9,483,868 | \$8,701,971 |
| 13 | Net Gain/Loss | (\$508,167) | \$60,336 |

**Monthly Statement
of Activities
(Income Statement)
December 31, 2009
(6 months into fiscal
year)**

| | REVENUE | YTD | Dec. 2009 | Budget | Year- End Est. |
|----|-----------------------|--------------------|--------------------|--------------------|----------------------|
| 1 | Contributions | \$4,000,000 | \$1,150,000 | \$2,500,000 | \$5,000,000 |
| 2 | Government Grants | \$1,000,000 | \$4,500,000 | \$6,500,000 | \$1,750,000 |
| 3 | Program Services | \$25,000 | \$0 | \$50,000 | \$75,000 |
| 4 | Investments | \$50,000 | \$75,000 | \$80,000 | \$100,000 |
| 5 | Special Events | \$0 | \$0 | | |
| 6 | Sales | \$0 | \$0 | | |
| 7 | Other | \$1,000 | \$75,000 | \$75,000 | \$2,000 |
| 8 | Total Revenue | \$5,076,000 | \$5,800,000 | \$9,205,000 | \$6,927,000 |
| 9 | EXPENSES | \$4,000,000 | \$4,850,000 | \$7,500,000 | \$7,600,000 |
| | Program Services | | | | |
| 10 | Administration | \$700,000 | \$700,000 | \$1,185,000 | \$1,400,000 |
| 11 | Other | \$900,000 | \$200,000 | \$250,000 | \$450,000 |
| 12 | Total Expenses | \$5,600,000 | \$5,750,000 | \$8,935,000 | \$9,450,000 |
| 13 | Net Gain/Loss | (\$524,000) | \$50,000 | \$270,000 | (\$523,000) |

Dashboard reports

- Quick and easy way to assess organizational health
- Key indicators in green, yellow, red (celebrate, watch, act)

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Dashboard Indicators

ACT
WATCH
CELEBRATE

| FINANCIAL | TARGET | JAN-MAR, 2013 | APR-JUNE 2013 |
|--|-------------------|-----------------|---------------|
| Six months of unrestricted cash | \$66,000 | \$66,948 | \$59,532 |
| Sponsorship \$ Committed | \$59,800 | \$33,125 | \$45,025 |
| # of Sponsor Committed | 140 | 65 | 91 |
| Grant Funding Committed | \$26,000 | \$17,000 | \$17,000 |
| FRIENDRAISING/FUNDRAISING | TARGET | JAN - MAR, 2013 | APR-JUNE 2013 |
| New Members/Donors | 50 | | 40 |
| Average Gift Amount (Member or Donor) | \$100 | \$116 | \$128 |
| Major donor calls/visits - board | All >\$500 | 4 to make | 0 new |
| Major donor calls/visits - staff | All >\$100 | 53 of 58 | 68 of 68 |
| Number of Individual gifts (Member or Donor) | 275 | 120 | 135 |
| Total Donations/Memberships | \$30,000 | \$13,716 | \$14,861 |
| Raffle Ticket Sales - A | \$5,000 | \$75 | \$270 |
| Raffle Ticket Sales - B | \$7,500 | \$275 | \$290 |
| % Response to Member Renewals | 50% | 65% | 82% |
| % Response to Annual Appeal | 2% | \$1,126 | \$1,511 |
| VOLUNTEERS | TARGET | JAN - MAR, 2013 | APR-JUNE 2013 |
| # Volunteer jobs assigned | 800 | 162 | 451 |
| BOARD OF DIRECTORS | TARGET | JAN - MAR, 2013 | APR-JUNE 2013 |
| Attendance at board meetings | 80% | 76% | |
| % of Board Members making financial gift | 100% | 71% (5/7) | 71% (5/7) |
| MARKETING & PROMOTION | TARGET | JAN - MAR, 2013 | APR-JUNE 2013 |
| Mentions in Print or Online Media | Tracking for 2012 | 11 | |
| Website visits | 151,000 (2012) | 52,135 | |
| Facebook - Reach age 25 - 44 | Tracking for 2012 | | 20% |
| Facebook - Likes | | | 2,862 |
| PROGRAM | TARGET | JAN - MAR, 2013 | APR-JUNE 2013 |
| # tickets sold for SiFS | \$3,550 | \$1,505 | \$2,230 |
| # tickets sold for annual fundraiser | \$10,000 | \$240 | \$2,080 |

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The Board Meeting

Role Play

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Board Members as Volunteers

Scenarios

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Your Questions