FINANCIAL FOUNDATION WORKBOOK

Budgeting for Impact in Nonprofits & Small Businesses

A free resource from

Mission-Driven Momentum:
Nonprofits, Leadership & Growth

Episode 11: Financial Planning for Nonprofits: Budgeting for Impact

missiondrivenpod.com | thescanlandgroup.com

Organization: _____   Date: _____

Completed by: _____   Role: _____

HOW TO USE THIS WORKBOOK

Financial planning for a mission-driven organization isn't just about balancing numbers — it's about making sure every dollar is working as hard as your team. This workbook gives you practical tools to build a budget that reflects your mission, anticipate what could go wrong, track how you're doing, and make confident decisions all year long.

You don't have to complete every section in one sitting. Work through it in stages:

- Start with the Financial Health Self-Assessment to get an honest picture of where you stand today.
- Use the Budget Builder to put real numbers on paper (or screen).
- Move through Revenue Diversification and Scenario Planning to stress-test your assumptions.
- Use the monitoring and review tools throughout the year to stay on track.

This workbook is designed for nonprofit leaders and small business owners alike. Some sections use nonprofit language — adjust terminology as needed to fit your context.

Tip: Share this with your board treasurer, finance committee, or key staff. Financial planning works best as a team exercise, not a solo one.

SECTION 1: FINANCIAL HEALTH SELF-ASSESSMENT

Before you build anything, take an honest look at where you stand. There are no wrong answers here — just clarity. Rate each area from 1–4:

1 = Needs immediate attention | 2 = In progress but gaps remain | 3 = Functional | 4 = Strong and consistent

Financial Health Area	What to Look For	Rating (1–4)
Budget Exists & Is Current	A written budget adopted for the current fiscal year, reviewed at least quarterly	
Revenue Diversity	Income comes from at least 3–4 distinct sources; no single source > 40% of total	
Cash Flow Awareness	You know when cash is tight before it becomes a crisis; you have a cash flow projection	
Reserves / Operating Buffer	At least 2–3 months of operating expenses held in accessible reserves	
Restricted Fund Tracking	Grant funds and restricted dollars are tracked separately from operating funds	
Budget-to-Actual Monitoring	You compare actual income and expenses to budget at least monthly	
Board Financial Oversight	Board receives and reviews financial reports; finance/audit committee active	
Audit / Review / Compilation	Annual financial review or audit conducted; findings followed up	
Financial Policies in Place	Written policies for purchasing, expense approval, check signing, and travel	
Staff Financial Capacity	Someone on staff (or a consultant) can explain the financials and flag issues early	

Your Score Totals

Add up your ratings: Total: _____ out of 40

Score Range	What It Means
35–40	Strong financial foundation. Focus on optimization and forward planning.
25–34	Functional but with gaps. Prioritize the lowest-rated areas first.
15–24	Meaningful vulnerabilities. Consider bringing in outside support to address gaps systematically.
Below 15	Financial systems need urgent attention. Reach out to The Scanland Group — this is exactly what we help organizations work through.

My Three Priority Areas

1. _____

2. _____

3. _____

SECTION 2: ANNUAL BUDGET BUILDER

A mission-aligned budget starts with what you need to deliver your programs — then works backward to what you need to bring in. Fill in every line that applies; leave others blank. Use the Variance column when comparing budget to actual.

PART A: REVENUE PROJECTIONS

List all expected income sources for your fiscal year. Separate confirmed revenue (contracts signed, grants awarded) from projected revenue (likely but not certain).

Revenue Source	Confirmed ($)	Projected ($)	Total Budget ($)	Status
Government / Public Grants	$_____	$_____	$_____	
Foundation Grants	$_____	$_____	$_____	
Corporate Sponsorships	$_____	$_____	$_____	
Individual Donations	$_____	$_____	$_____	
Major Gifts	$_____	$_____	$_____	
Annual Campaign / Year-End Drive	$_____	$_____	$_____	
Membership Dues / Fees	$_____	$_____	$_____	
Program Service Fees	$_____	$_____	$_____	
Events / Fundraising	$_____	$_____	$_____	
Earned Income / Social Enterprise	$_____	$_____	$_____	
In-Kind Contributions (estimated value)	$_____	$_____	$_____	
Interest / Investment Income	$_____	$_____	$_____	
Other: _____	$_____	$_____	$_____	
Other: _____	$_____	$_____	$_____	
TOTAL REVENUE	$_____	$_____	$_____	

PART B: EXPENSE BUDGET — PROGRAMS & SERVICES

List each program or service area you deliver. This is where your mission lives. Fund these first.

Program / Service	Salaries ($)	Materials ($)	Contracted ($)	Other ($)	Program Total ($)
Program 1: _____	$_____	$_____	$_____	$_____	$_____
Program 2: _____	$_____	$_____	$_____	$_____	$_____
Program 3: _____	$_____	$_____	$_____	$_____	$_____
Program 4: _____	$_____	$_____	$_____	$_____	$_____
Program 5: _____	$_____	$_____	$_____	$_____	$_____
TOTAL PROGRAM EXPENSES					$_____

PART C: EXPENSE BUDGET — ADMINISTRATIVE & OPERATIONS

These are the costs of keeping the organization running. Keeping admin costs reasonable (typically 15–25% of total expenses for nonprofits) helps with funder relationships — but don't starve operations to hit an arbitrary number.

Expense Category	Budgeted ($)	Notes
Executive / Leadership Salaries & Benefits	$_____	
Administrative Staff Salaries & Benefits	$_____	
Payroll Taxes & Employee Benefits	$_____	
Rent / Occupancy	$_____	
Utilities	$_____	
Technology (Software, Hardware, IT Support)	$_____	
Insurance	$_____	
Accounting / Audit	$_____	
Legal Fees	$_____	
Communications & Marketing	$_____	
Board Expenses / Governance	$_____	
Professional Development & Training	$_____	
Office Supplies	$_____	
Postage / Shipping	$_____	
Depreciation	$_____	
Contingency / Unexpected Costs	$_____	
Other: _____	$_____	

Expense Category	Budgeted ($)	Notes
TOTAL ADMIN & OPERATIONS	$_____	

BUDGET SUMMARY

Line Item	Amount ($)
Total Revenue (from Part A)	$_____
Total Program Expenses (from Part B)	$_____
Total Admin & Operations (from Part C)	$_____
TOTAL EXPENSES	$_____
NET SURPLUS / DEFICIT (Revenue minus Expenses)	$_____
Program expenses as % of total expenses:	_____ % (target: 75–85%)
Admin expenses as % of total expenses:	_____ % (target: 15–25%)

A small planned surplus is healthy and responsible — it builds your reserve. A deficit budget requires a clear plan for how it will be covered.

SECTION 3: REVENUE DIVERSIFICATION TRACKER

No single revenue source should carry your organization. When one source disappears — a grant ends, a major donor moves, a service fee dries up — a diversified organization absorbs the loss. A single-source organization faces a crisis. Use this section to map your current mix and identify gaps.

YOUR CURRENT REVENUE MIX

Fill in each source with your current or projected annual amount, then calculate the percentage of total revenue.

Revenue Source	Annual Amount ($)	% of Total	Risk Level
Government / Public Funding	$_____	_____ %	High risk if single grant; lower if multiple agencies
Foundation Grants	$_____	_____ %	Typically 1–3 yr cycles; renewal not guaranteed
Corporate Sponsorships	$_____	_____ %	Relationship-dependent; can shift with business priorities
Individual Giving (< $10k)	$_____	_____ %	Most stable; diversified by nature
Major Gifts (> $10k)	$_____	_____ %	High impact, high dependency risk if few donors
Annual Campaign / Events	$_____	_____ %	Unpredictable; weather, economy, volunteer fatigue
Program Fees / Earned Income	$_____	_____ %	Stable if client base is diverse; watch for concentration
Membership	$_____	_____ %	Predictable; retention is key metric

Revenue Source	Annual Amount ($)	% of Total	Risk Level
Investment / Endowment Income	$_____	_____ %	Stable if policy-governed; volatile if not
Other: _____	$_____	_____ %	
Other: _____	$_____	_____ %	
TOTAL	$_____	100%	

CONCENTRATION RISK CHECKPOINTS

Check	Yes	No
Does any single source represent more than 40% of total revenue?	☐	☐
Does any single donor represent more than 25% of total revenue?	☐	☐
Do more than 50% of our grants expire within the same 12-month window?	☐	☐
Is our earned income dependent on fewer than 5 clients or customers?	☐	☐
Have we lost a major revenue source in the past two years without a replacement plan?	☐	☐
Do we have at least one unrestricted revenue stream that covers core operations?	☐	☐

DIVERSIFICATION ACTION PLAN

Identify one to two new or underutilized revenue streams to develop over the next 12–18 months:

Revenue Stream to Develop	First Steps	Target Amount ($)	12-Month Goal / Timeline
		$_____	
		$_____	
		$_____	

SECTION 4: SCENARIO PLANNING TEMPLATES

Budget assumptions are your best guesses. Scenario planning asks: what if we're wrong? Building three versions of your budget — a realistic base, an optimistic case, and a conservative case — gives you a decision-making framework before a crisis forces your hand.

> Build your base scenario first (Section 2). Then adjust revenue and key expenses for optimistic and conservative scenarios. You don't need to rebuild every line — focus on the variables that matter most.

SCENARIO COMPARISON TABLE

	BASE SCENARIO (Most Likely)	OPTIMISTIC SCENARIO (Best Case)	CONSERVATIVE SCENARIO (Worst Case)
Key Assumption	Grants renew as expected; donations grow modestly	All grants renewed; major new donor secured	One major grant not renewed; donations flat
Total Revenue			
Total Expenses			
Net Surplus / (Deficit)			
Primary Revenue Risk			
Primary Expense Driver			
Months of Operating Cash			
Trigger Point for Action	N/A	Build reserves; invest in growth	Activate contingency plan

CONSERVATIVE SCENARIO: CONTINGENCY RESPONSE PLAN

If your conservative scenario becomes reality, what will you do? Decide now, before you're in the middle of it.

Revenue Loss Triggers & Responses

If This Happens...	...We Will Do This Within 30 Days	Who Decides / Who Acts
A major grant is not renewed		
A key donor significantly reduces giving		
Program fee revenue drops 20%+		
An unexpected major expense arises		
Cash reserves drop below _____ months		

Expense Reduction Options (Rank in order of preference)

Decide in advance which levers you'll pull — so the conversation is strategic, not panicked.

Expense Reduction Option	Estimated Savings ($)	Impact on Mission (Low / Med / High)	Priority (1 = First Cut)
Freeze non-essential hiring	$_____		
Reduce or eliminate discretionary spending	$_____		
Pause or defer capital purchases	$_____		
Reduce event expenses	$_____		

Expense Reduction Option	Estimated Savings ($)	Impact on Mission (Low / Med / High)	Priority (1 = First Cut)
Renegotiate vendor/contractor rates	$_____		
Consolidate or pause a program	$_____		
Reduce leadership compensation	$_____		
Draw from reserves	$_____		
Other: _____	$_____		

SECTION 5: MONTHLY CASH FLOW PROJECTION

A budget tells you where you plan to be at year-end. A cash flow projection tells you whether you'll have money in the bank on the 15th of next month. These are different questions. Many financially sound organizations have faced payroll crises simply because their cash wasn't in the right place at the right time.

Complete this monthly. Start with your best estimates; refine as the year progresses. The fiscal year shown runs July–June — adjust column headers to match your fiscal year.

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	TOTAL
Opening Cash Balance													
— Grant Receipts													
— Donations Received													
— Program Fees Collected													
— Events / Other Income													
TOTAL CASH IN													
— Payroll / Benefits													
— Rent / Occupancy													
— Program Expenses													
— Technology													
— Vendor / Contractors													
— Other Expenses													
TOTAL CASH OUT													
NET CASH FLOW													
Closing Cash Balance													
Reserve Balance													

Cash Flow Warning Signals

Warning Signal	What to Do
Closing balance drops below 4–6 weeks of expenses	Review upcoming large expenses; accelerate collections; alert board treasurer
Two or more months of negative net cash flow	Convene finance committee; evaluate expense timing; consider line of credit

Warning Signal	What to Do
Restricted funds being used for unrestricted expenses	Stop immediately; this is an accountability issue that can affect funder relationships
Grant draw-downs delayed 30+ days	Contact funder proactively; document timeline; adjust cash projections
Payroll at risk in current month	Activate emergency reserve; notify board leadership; convene crisis response

SECTION 6: RESERVE FUND CALCULATOR & POLICY GUIDE

Operating reserves are not a luxury — they are infrastructure. An organization with adequate reserves can weather a gap in funding, respond to an opportunity, or navigate a leadership transition without going into crisis. Without them, one bad month can define your year.

HOW MUCH DO YOU NEED?

Calculation Step	Your Numbers ($)
1. Total Annual Operating Expenses (from Section 2 Budget Summary)	$_____
2. Divide by 12 to get Monthly Operating Expenses	$_____
3. Minimum Reserve Target (2 months = Line 2 × 2)	$_____
4. Moderate Reserve Target (3 months = Line 2 × 3)	$_____
5. Strong Reserve Target (6 months = Line 2 × 6)	$_____
6. Your Current Reserve Balance	$_____
7. Reserve Gap (Line 4 minus Line 6 — or Line 5 if targeting strong)	$_____
8. Monthly Reserve Contribution Goal to close gap in 24 months	$_____

RESERVE FUND POLICY — KEY ELEMENTS

A written reserve fund policy protects your organization from well-intentioned but harmful decisions. Here are the elements every policy should address:

Policy Element	Our Organization's Policy / Answer
Target Reserve Level	
Where Funds Are Held	
Who Can Authorize Withdrawal	
Allowable Uses	
Replenishment Timeline	
Annual Review Process	
Board Vote Required for Draw?	

RESERVE BUILDING PLAN

If your reserve is below target, here is how you will build it:

Current reserve balance: $_____ **Target: $**_____ **Gap: $**_____

Strategy for building reserves (e.g., budget a surplus, designate portion of year-end gifts, hold a specific fundraiser):

_____ _____

_____ _____

_____ _____

Monthly contribution goal to reserves: $ _____

Target date to reach minimum (2 months): _____

Target date to reach moderate (3 months): _____

SECTION 7: BUDGET-TO-ACTUAL MONITORING REPORT

A budget you never look at again is just a document. Budget-to-actual reporting is what turns a plan into a management tool. Review this monthly with your finance committee or key staff. Flag variances early — don't wait for the year-end surprise.

Variance = Actual minus Budget. A positive variance on revenue is good. A negative variance on expenses is good. Watch for variances greater than 10% on any significant line.

Report Period: _____   **Prepared by:** _____

Line Item	YTD Budget ($)	YTD Actual ($)	Variance ($)	% Variance
REVENUE				
Government / Public Grants	$_____	$_____	$_____	
Foundation Grants	$_____	$_____	$_____	
Individual Giving	$_____	$_____	$_____	
Program Fees	$_____	$_____	$_____	
Events / Other	$_____	$_____	$_____	
TOTAL REVENUE	$_____	$_____	$_____	
EXPENSES				
Program 1	$_____	$_____	$_____	
Program 2	$_____	$_____	$_____	
Program 3	$_____	$_____	$_____	
Salaries & Benefits	$_____	$_____	$_____	
Occupancy	$_____	$_____	$_____	
Technology	$_____	$_____	$_____	
Admin & Operations	$_____	$_____	$_____	

Line Item	YTD Budget ($)	YTD Actual ($)	Variance ($)	% Variance
TOTAL EXPENSES	$_____	$_____	$_____	
NET SURPLUS / (DEFICIT)	$_____	$_____	$_____	

VARIANCE ANALYSIS: FLAGS FOR THIS PERIOD

Variances greater than 10% (describe each and explain):

_____
_____
_____
_____

Action items from this report:

_____
_____
_____

Items to bring to the board:

_____
_____
_____

SECTION 8: GRANT & RESTRICTED FUND TRACKER

Restricted funds are not yours to spend freely. They come with conditions — a specific program, a timeline, allowable expense categories — and mixing them with your operating dollars creates real legal and ethical risk. This tracker keeps every grant visible and accountable.

ACTIVE GRANTS & RESTRICTED FUNDS

Funder / Source	Purpose / Restriction	Award ($)	Grant Period	Spent ($)	Remaining ($)	Due Date
		$_____		$_____	$_____	
		$_____		$_____	$_____	
		$_____		$_____	$_____	
		$_____		$_____	$_____	
		$_____		$_____	$_____	
		$_____		$_____	$_____	

GRANT COMPLIANCE CHECKLIST

Complete this for each active grant. Keep a copy in each grant file.

Compliance Item	Yes / ✓	Action Needed
Grant agreement is signed and on file	☐	
Budget approved by funder matches our internal tracking	☐	
All allowable expense categories are documented	☐	
Grant funds held or tracked separately (fund accounting)	☐	
Staff allocations to this grant are documented and reasonable	☐	
Progress report dates are calendared	☐	
Financial report dates are calendared	☐	
Prior-approval requirements are understood (budget modifications, carryover, etc.)	☐	
Matching or cost-share requirements are being tracked	☐	
Funder has current contact information and key staff contacts	☐	

SECTION 9: KEY FINANCIAL RATIOS & BENCHMARKS

Numbers without context are just numbers. These ratios help you interpret your financial statements and answer the question every leader and board member should be able to answer: are we financially healthy?

Ratio	How to Calculate	Healthy Range	Your Number	Flag?
Current Ratio	Current Assets ÷ Current Liabilities	2:1 or higher	_____	☐
Months of Cash	Cash Balance ÷ Monthly Expenses	3–6 months	_____	☐
Program Expense Ratio	Program Expenses ÷ Total Expenses	75–85%+	_____	☐
Admin Expense Ratio	Admin Expenses ÷ Total Expenses	15–25%	_____	☐
Fundraising Efficiency	Fundraising Revenue ÷ Fundraising Costs	> 3:1 preferred	_____	☐
Revenue Concentration	Largest Source ÷ Total Revenue	< 40%	_____	☐
Reserve Ratio	Operating Reserves ÷ Monthly Expenses	3+ months	_____	☐
Net Asset Ratio	Net Assets ÷ Total Expenses	> 0.25	_____	☐
Debt Service Coverage	Net Revenue ÷ Annual Debt Payments	> 1.25	_____	☐
Personnel Cost Ratio	Total Personnel Costs ÷ Total Expenses	Varies by sector; watch for > 80%	_____	☐

These ranges are common benchmarks — not hard rules. Context matters. A new organization, one making a major investment in infrastructure, or one in a capital campaign will look different. The goal is to understand your numbers and be able to explain them.

Ratios I need to improve and why:

_____

_____

_____

SECTION 10: MISSION-BUDGET ALIGNMENT MAP

One of the most powerful questions a budget can answer is: does our spending match our priorities? The mission-budget alignment map helps you see whether your budget actually reflects what your organization says it values.

This exercise works best as a team. Bring your program staff and leadership into the room. You may be surprised by what you find.

STEP 1: STATE YOUR TOP 3 STRATEGIC PRIORITIES THIS YEAR

Priority 1:

_____

Priority 2:

_____

Priority 3:

_____

STEP 2: MAP SPENDING TO PRIORITIES

Program / Initiative	Total Budget ($)	Strategic Priority It Supports	Is the Funding Level Appropriate? Notes.
	$_____	Priority ____	
	$_____	Priority ____	
	$_____	Priority ____	
	$_____	Priority ____	
	$_____	Priority ____	
	$_____	Priority ____	
	$_____	Priority ____	

STEP 3: ALIGNMENT QUESTIONS

Question	Your Answer / Notes
Which program receives the most funding? Does that match your highest strategic priority?	
Is there a program receiving significant funding that doesn't map to any stated priority?	
Are there strategic priorities with no meaningful budget behind them?	
Are there initiatives being funded mostly because "we've always done it" rather than because they serve the mission?	
If you had to cut 10% of your budget tomorrow, what would you protect first? Last?	
Does your staffing allocation reflect your program priorities?	

SECTION 11: BOARD FINANCIAL OVERSIGHT CHECKLIST

Board members don't need to be accountants. They do need to ask good questions, read the reports they're given, and hold leadership accountable to the financial plan. This checklist supports board members and finance committees in doing that job well.

BOARD MEETING FINANCIAL REVIEW (Use at Every Meeting)

Item	Completed	Questions Raised
Reviewed budget-to-actual report for current period	☐	
Reviewed cash balance and compared to reserve target	☐	
Reviewed accounts payable — are any bills overdue?	☐	
Reviewed any variances greater than 10% and received explanation	☐	
Confirmed restricted funds are tracked separately and in compliance	☐	
Reviewed any new or expiring grants and their cash flow implications	☐	
Confirmed the budget reflects current strategic priorities	☐	
Asked: Is there anything in the financials leadership is concerned about?	☐	

ANNUAL BOARD FINANCIAL RESPONSIBILITIES

Responsibility	Description	Who / When
Adopt Annual Budget	Full board votes to approve the budget for the coming fiscal year	Full Board / Before fiscal year start
Review & Accept Audit	Board reviews audit findings; management responds to any findings	Finance Committee + Full Board / Annually
Approve Financial Policies	Review and update purchasing, investment, and reserve policies	Finance Committee / Annually

Responsibility	Description	Who / When
Executive Compensation Review	Review and approve ED/CEO compensation annually	Board Chair + Finance Committee / Annually
Investment Policy Review	Review and approve how reserves and endowment are managed	Finance Committee / Annually
Conflict of Interest Policy	All board members and staff sign annually	Board / Annually
IRS Form 990 Review	Board reviews 990 before filing	Finance Committee + Full Board / Before filing
Reserve Fund Review	Confirm reserve balance and contribution plan are on track	Finance Committee / Annually

QUESTIONS EVERY BOARD MEMBER SHOULD BE ABLE TO ANSWER

Question	Current Answer
How many months of operating expenses do we have in reserves?	
What is our largest single revenue source, and what % of total is it?	
Are we currently running a surplus or deficit — and is that planned?	
When is our next major grant renewal, and what is its value?	
Have we had an audit or financial review in the past 12 months?	
What is the organization's current cash balance?	

SECTION 12: YEAR-END FINANCIAL REVIEW CHECKLIST

The year-end is your moment to close the books, assess performance, and set up the next year for success. Don't rush through it. This review takes time, but the clarity it creates is worth every hour.

CLOSE-OUT TASKS

Task	Done ☐	Owner / Notes
All revenue received and recorded for the fiscal year	☐	
All expenses received and recorded; accruals completed	☐	
Bank accounts reconciled	☐	
Petty cash reconciled	☐	
Credit card statements matched and coded	☐	
All restricted grant balances verified; carryover documented	☐	
Payroll reconciled with W-2s / 1099s	☐	
Depreciation schedule updated	☐	
Fixed asset register updated	☐	
All donor acknowledgment letters sent	☐	
Final budget-to-actual report prepared	☐	

Task	Done ☐	Owner / Notes
Audit / review materials prepared and sent to auditor	☐	
IRS Form 990 information compiled	☐	
Board notified of preliminary year-end results	☐	

YEAR-END PERFORMANCE REVIEW

Financial Goal / Metric	Target	Actual	Achieved? Notes
Total Revenue			
Total Expenses			
Net Surplus / (Deficit)			
Reserve Balance			
Program Expense Ratio			
Fundraising Efficiency			
Revenue Concentration (top source %)			
Months of Cash at Year-End			
Number of Active Grants			
New Revenue Sources Added			

LESSONS LEARNED — INTO NEXT YEAR'S BUDGET

What worked well this year that we should protect in the next budget?

_____

_____

_____

Where did we miss the mark — and what does that tell us about our planning assumptions?

_____

_____

_____

What did we learn about our revenue mix that should change our diversification strategy?

_____

_____

_____

Top 3 financial priorities for the coming year:

_____

_____

SECTION 13: FINANCIAL POLICIES CHECKLIST & TEMPLATES

Written financial policies aren't just good governance — they protect your organization, your staff, and your board. They answer the question before someone asks it, and they prevent honest mistakes from becoming serious problems.

FINANCIAL POLICY INVENTORY

Policy	We Have It ☐	Last Reviewed	Priority to Create / Update
Check signing authority (who can sign, dollar thresholds)	☐		☐ High ☐ Medium ☐ Low
Purchasing / expense approval policy	☐		☐ High ☐ Medium ☐ Low
Credit card and reimbursement policy	☐		☐ High ☐ Medium ☐ Low
Travel and mileage reimbursement	☐		☐ High ☐ Medium ☐ Low
Reserve fund policy	☐		☐ High ☐ Medium ☐ Low
Investment policy	☐		☐ High ☐ Medium ☐ Low
Conflict of interest policy	☐		☐ High ☐ Medium ☐ Low
Whistleblower / fraud policy	☐		☐ High ☐ Medium ☐ Low
Document retention and destruction policy	☐		☐ High ☐ Medium ☐ Low
Gift acceptance policy	☐		☐ High ☐ Medium ☐ Low
Budget development and approval process	☐		☐ High ☐ Medium ☐ Low
Fund accounting / restricted funds policy	☐		☐ High ☐ Medium ☐ Low
Grant management policy	☐		☐ High ☐ Medium ☐ Low

EXPENSE APPROVAL THRESHOLDS — TEMPLATE

Customize these thresholds for your organization. The goal: appropriate oversight without creating bottlenecks.

Expense Amount	Approval Authority	Documentation Required
Under $250	Staff member + direct supervisor	Receipt required; expense report
$250 – $999	Department head or program director	Receipt + written justification
$1,000 – $4,999	Executive Director	Receipt + written justification + budget verification
$5,000 – $24,999	Executive Director + Board Treasurer	Competitive bids (2+); written approval
$25,000 and above	Full Board vote required	Competitive bids (3+); board resolution
Any unbudgeted expense > $____	Finance Committee review first	Explain budget impact and funding source

SECTION 14: YOUR 90-DAY FINANCIAL ACTION PLAN

Every section of this workbook is designed to help you see your finances more clearly. But clarity without action is just awareness. Use this final section to commit to what comes next — starting in the next 30 days, not someday.

> Work through this with your leadership team or board. Three priorities per phase is enough. More than that and nothing gets done.

30-DAY PRIORITIES: QUICK WINS & FOUNDATIONS

Action Item	Owner	Target Date
1.		
2.		
3.		

60-DAY PRIORITIES: SYSTEMS & MONITORING

Action Item	Owner	Target Date
1.		
2.		
3.		

90-DAY PRIORITIES: STRATEGY & SUSTAINABILITY

Action Item	Owner	Target Date
1.		
2.		
3.		

MY SINGLE MOST IMPORTANT FINANCIAL COMMITMENT

If you could only do one thing in the next 90 days to strengthen your organization's financial health, what would it be?

_____

_____

I will complete this by: _____

I am asking _____ **to hold me accountable.**

NEED MORE SUPPORT?

Podcast: Listen to Episode 11 at missiondrivenpod.com

Blog: Read the companion blog post for deeper examples and real-world stories

Consulting: Need hands-on help with budgeting, financial systems, or strategic planning? Contact The Scanland Group.

contact@thescanlandgroup.com | thescanlandgroup.com

From The Scanland Group:

Keep leading with heart, keep showing up with purpose,

and keep creating a world where everyone belongs.