

Your Budget is your Map

A good map gets you where you want to go.

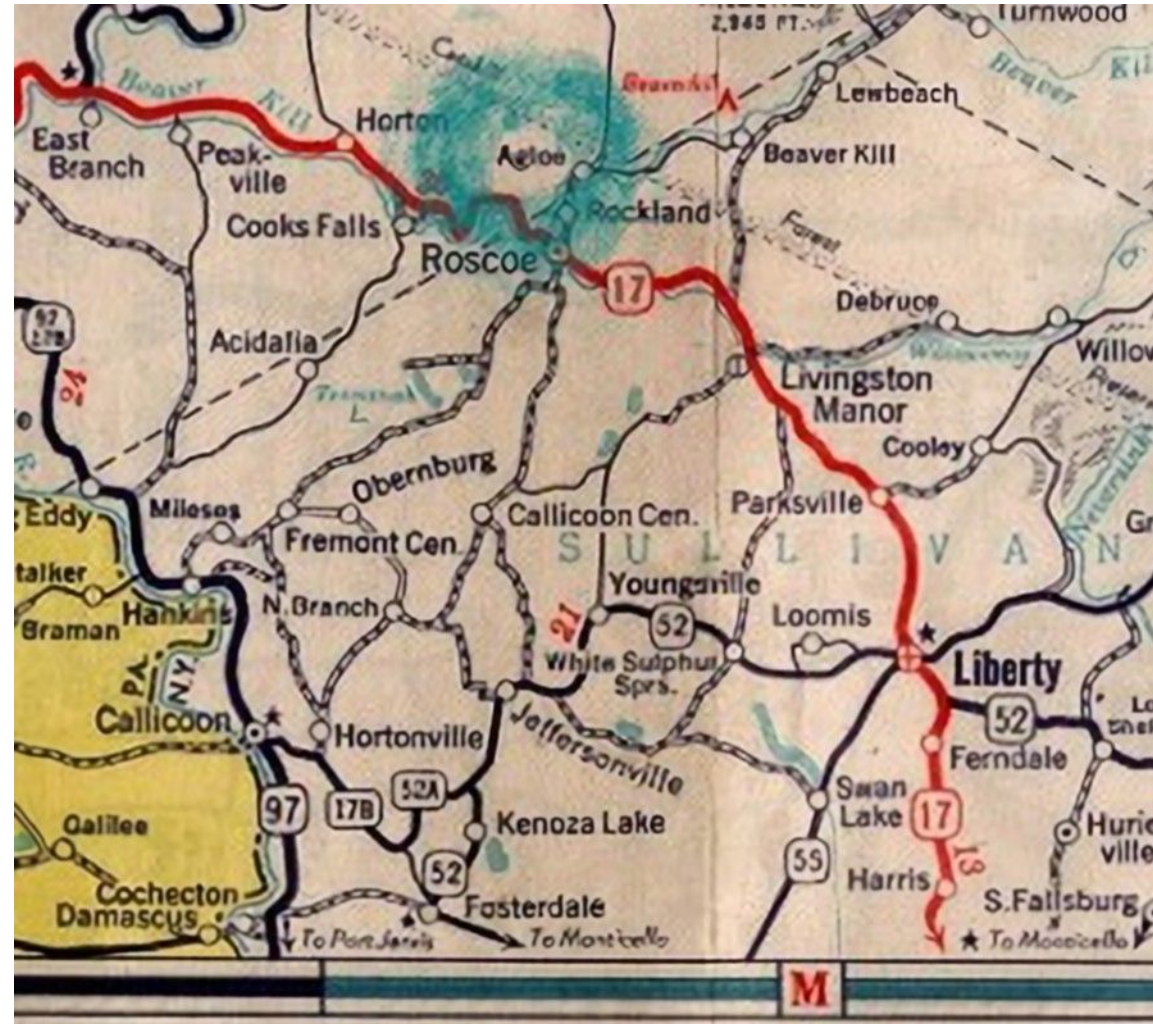


Agloe, NY

Your budget can enlighten
your activities, mission and
goals

OR

Tell a story that does not
reflect reality



Before you Start	Build a skeleton	Start with Income (who is your customer?)	Budget for a profit
Strategic Plan in Place	What does it cost to meet our service goals?	Sources from the past	Are you building reserves?
KPI(s) Identified	Where does the money come from?	Future Sources	When to budget a deficit
Know your numbers	Is there enough to cover the skeleton?	Are your fees high enough? How do you know?	Plan for the future

Before you Start

Strategic Plan in Place?

KPI(s) Identified?

Do you know your numbers?

Strategic Plan in Place?

What will we look like in 3 years?

How do we get there?

Who can make it happen?

SIRE SOAP (Strategy On A Page) January 2022-December 2024 Focus Items

Mission

The mission of SIRE is to improve the quality of life for people with special needs through therapeutic horsemanship activities and therapies, and educational outreach

Strategic Intents

Financial Stability and Growth

Program & Operations Excellence

Strengthen Infrastructure

Improve donor & grant cultivation and stewardship leading to growth in major gifts

Double hours of service delivered through equine assisted services to clients to 12,000/year by 2024

Optimize two sites by 2024.

Strategic Initiatives

Build a reserve fund equal to 3 months budgeted SIRE Expenses

Maintain and enhance excellence through staff, volunteer, and equine development.

Increase SIRE visibility and awareness in important communities and markets

Explore strategic partnerships to leverage resources and opportunities.

Demonstrate and improve program success through quantitative and qualitative assessment program and research to assure that each site and program is optimally capacized

Develop projected 3-year budget for each site to cover expanded facilities and service hours by 6/30/22.

Competitive compensation plan by FY 2022.

Fully implement Spring Capital Project program and optimize operations to double hours of service delivered to 6,000/year by 2024.

Increase Major Gifts Revenue by 5% annually.

Implement "full staffing model" by FY 2023.

Develop two phase Fort Bend Asset Strategy by 6/22 to double hours of service delivered to 6,000/year.

Continue to track donor cultivation to assure that each major donor has 2 significant "touches".

Create data collection paradigm for quantitative and qualitative assessment by 7/2022.

Phase 1 Implement Fort Bend strategy to maximize utilization of current assets by 6/24.

Establish 5 additional program partnerships by 12/2024

Key Measures of Success



- Results & Time Oriented!

- Will it get us to our goals?

- Who can make it happen?

KPI Examples



High donor satisfaction (80%) by 4/24



Each session has X.X riders by 12/24



Our staff is nice to everyone by 6/23



X new grant proposals per month by 9/23



Each Board Member invites 3 friends per year for a facility tour annually measured each December.

BEFORE YOU START

Strategic Plan in Place

KPI(s) Identified

Know your numbers

Important Numbers:

- Cost per rider
- Cost per horse
- Riders per horse
- Staff per # of rider
- Revenue Streams
- Overhead expenses
- Value of Top 10 Donors
- Value of Donors 11-100
- Cost per rider/ per session
- Lifetime value of Donors
- Donor Retention Rates
- And so many more...

START WITH INCOME (WHO IS YOUR CUSTOMER?)

- Unpopular point of view: For any business, your customers are the people who provide the income.
- Look at the last 5 years
 - What are our revenue streams and the splits?
 - What is the trend of each revenue stream?
 - Throw away outliers
 - Any significant news that will impact income budget
- The trend is your friend unless you have new information
- The best source of a donation is a current donor. Are you keeping them? Ask Questions! (Donor Survey)
- What does it take to get a new major donor?
 - Cost?
 - Time?
 - # of at bats?
- How did you choose your fee level?

THE TREND IS YOUR FRIEND (OR NOT)

HOW did we do last year. This is your starting point!

If exceeded net profit budget, then we “might” have room to grow.

If we did not meet net profit goals have 2 choices:

- Increase revenue
- Decrease expenses

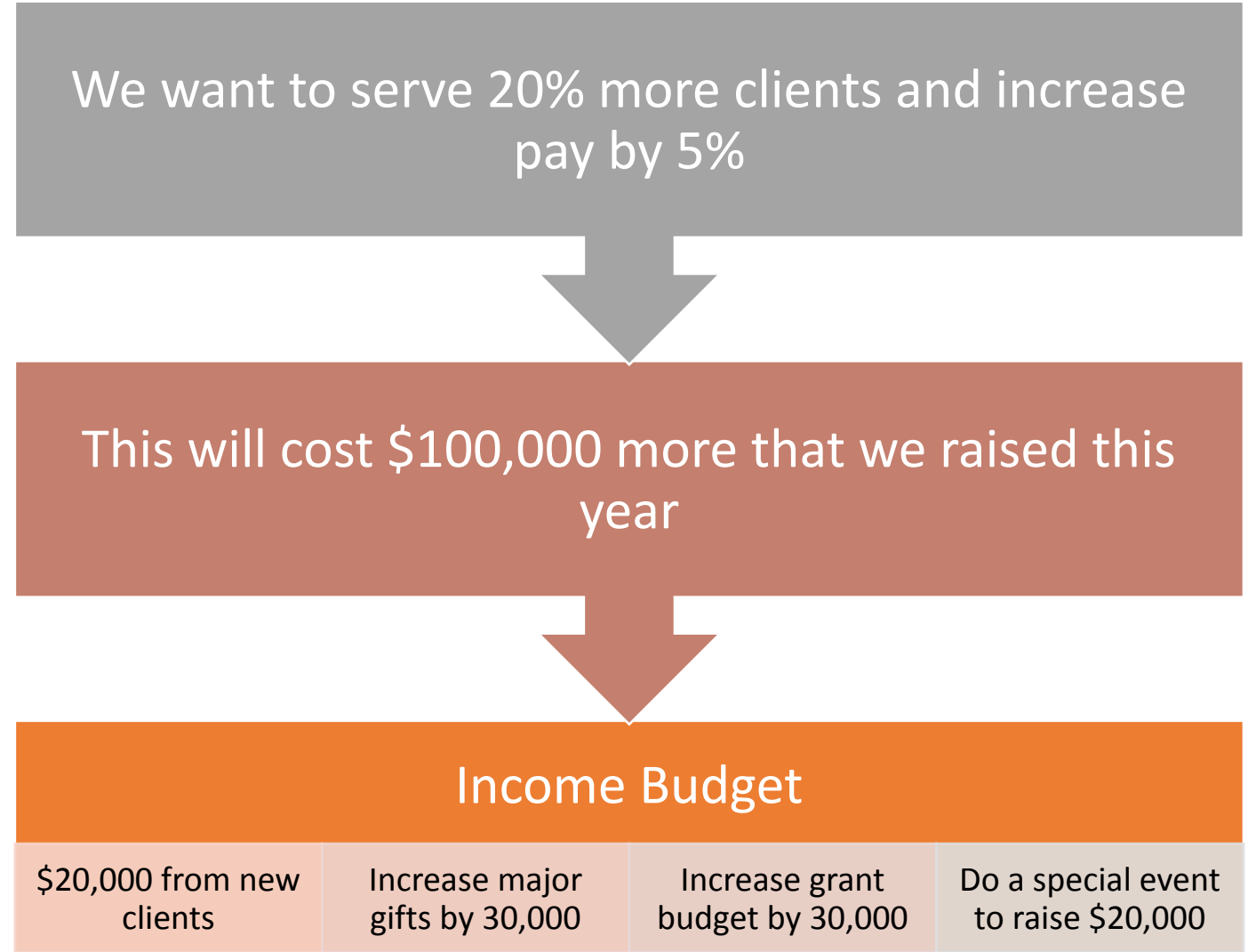
Think about changes that will impact the budget.

- Gain or loss of clients
- Need for major repairs
- Loss of grant or end of program that was funded
- Need to expand staff
- Introducing new program

Do you have consensus from all stakeholders?

- Donors
- Board
- Staff
- Clients

HOW **NOT** TO BUILD AN INCOME BUDGET



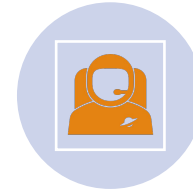
WHAT ABOUT EXPENSES?



Unpopular point of view: Expenses are determined by Income not want, or need, or hopes.



Again, look at the trends.



Start with a dream but end up in reality.



How can we be more efficient?



Expenses are easy either you can afford it or not.



Think in terms of big picture rather than line items.

Things to remember



Non-Profit does not mean you can't make money.



You are not on good footing if you do not have 3-6 months of operating reserves!



You can only afford a negative net income if you have the reserves and a plan to cover it. If using reserves, it must be planned and limited.

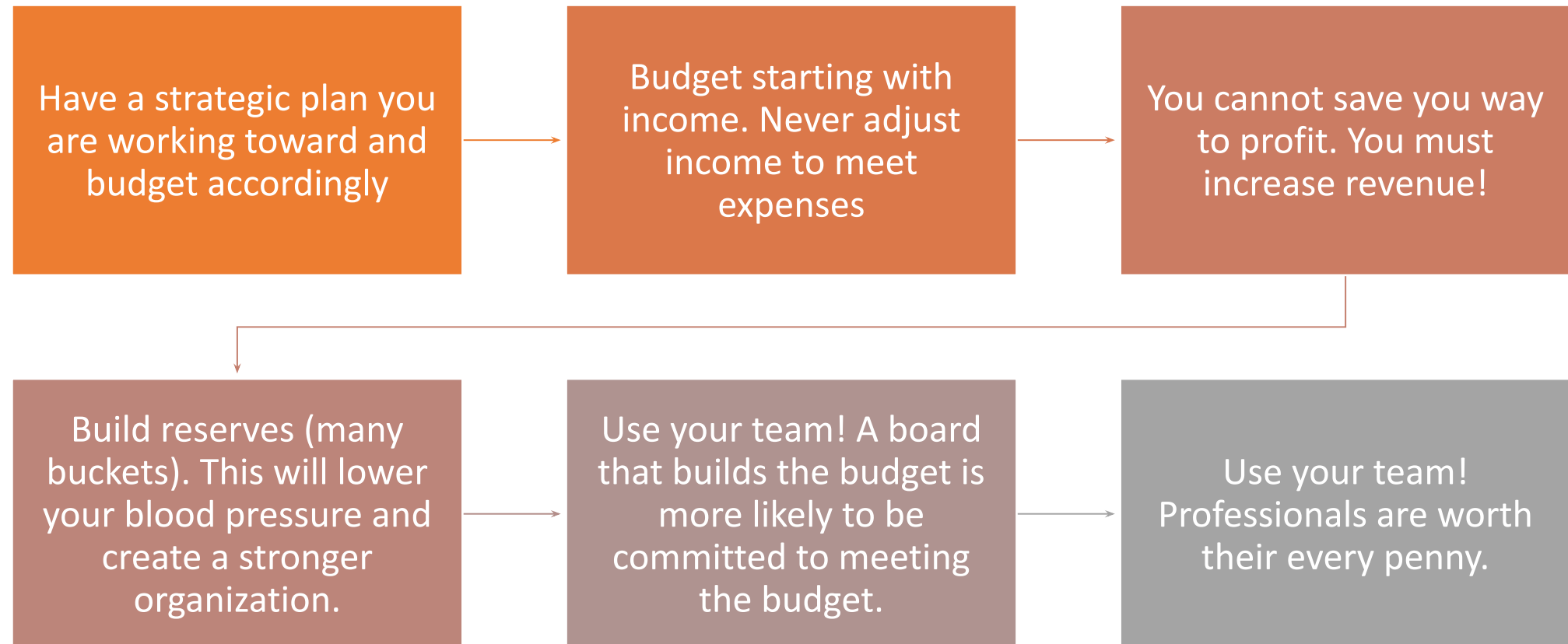


Don't use reserves to continue services you can't really afford



Keep your budget rolling. At least 12 months into the future (18 is better). This gives you a better perspective on trends and makes it much easier to prepare for the board annual approval.

TL;DR TB;DRL



Questions or Ideas

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