Step One: Financial Health Assessment

<table>
<thead>
<tr>
<th>Financial Health Assessing the Balance Sheet</th>
<th>Vulnerability of Funding Sources</th>
<th>Demand Volatility Pressure</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**List Strengths:**

1. ______________________
2. ______________________
3. ______________________
4. ______________________

**Rock Solid: (80% to 100% Retention)**

- ______________________ (\% ) decrease
- ______________________ (\% ) decrease
- ______________________ (\% ) decrease
- ______________________ (\% ) decrease

**List Services, Events, Programs**

1. ______________________
2. ______________________
3. ______________________
4. ______________________
5. ______________________

**List Weaknesses:**

1. ______________________
2. ______________________
3. ______________________
4. ______________________

**Vulnerable: (50% to 80% Retention)**

- ______________________ (\% ) decrease
- ______________________ (\% ) decrease
- ______________________ (\% ) decrease
- ______________________ (\% ) decrease

**Controllable** *(Can ramp Up or Down)*

1. ______________________ (\% ) decrease
2. ______________________ (\% ) decrease
3. ______________________ (\% ) decrease
4. ______________________ (\% ) decrease

**Total $__________**

**Operating Reserves: (current)**

<table>
<thead>
<tr>
<th>Goal - # of Mos Budget ________</th>
<th>Shaky: (0% to 50% Retention)</th>
<th>Uncontrollable <strong>(Will ramp Up or Down)</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual - # of Mos Budget ________</td>
<td>(% ) decrease</td>
<td>(% ) decrease</td>
</tr>
<tr>
<td>Available for Use # of Mos ________</td>
<td>(% ) decrease</td>
<td>(% ) decrease</td>
</tr>
</tbody>
</table>

**Uncontrollable** *(Will ramp Up or Down)*

1. ______________________ (\% ) decrease
2. ______________________ (\% ) decrease
3. ______________________ (\% ) decrease
4. ______________________ (\% ) decrease

**Total $__________**

Step Two: Operating Reserve Position *(reference and adjust to your operating reserve policy)*

<table>
<thead>
<tr>
<th>Weak [ ] Less Than 3 Months</th>
<th>Neutral [ ] 3 Months to 6 Months</th>
<th>Strong [ ] Over 6 Months</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Step Three: Financial Health Driven Actions

<table>
<thead>
<tr>
<th>Actions:</th>
<th>Super-Short-Term <em>(now)</em></th>
<th>Short-Term <em>(30 to 60 days)</em></th>
</tr>
</thead>
<tbody>
<tr>
<td>1) ______________________</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>2) ______________________</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>3) ______________________</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>4) ______________________</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
</tbody>
</table>

© 2020 A. Michael Gellman (CPA, CGMA)  
mgellman@fiscalstrategies4nonprofits.com  
www.se4nonprofits.com  
www.fiscalstrategies4nonprofits.com  

THIS DOCUMENT IS INTENDED FOR GENERAL EDUCATIONAL AND INFORMATIONAL PURPOSES ONLY. PLEASE DO NOT TAKE ANY ACTION OR REFRAIN FROM ACTING ON THE BASIS OF ANY INFORMATION CONTAINED ON THIS DOCUMENT WITHOUT RETAINING AN ATTORNEY OR ACCOUNTING PROFESSIONAL TO ADVISE YOU ON THE PARTICULAR FACTS AND CIRCUMSTANCES AT ISSUE.