



Understanding Full Costs - Workshop

8:30 am to 12:00 pm (Networking Break: 10:00 - 10:30 am)

This three-hour workshop will provide nonprofit leaders and funders with insight into emerging trends around full cost in nonprofit finance, as well as methodology and recommendations for incorporating full cost into organizational planning and grantmaking. There is sector-wide agreement that overhead costs are necessary for nonprofits to deliver quality programs; yet only 7% of nonprofits report that their foundation funders always cover the full cost of delivering programs (NFF State of the Nonprofit Sector 2015 Survey). While a great deal of attention has been paid to the negative impact of underfunded overhead, organizations have full cost needs well beyond overhead, such as adequate working capital to pay bills on time and reserves to manage through times of change.

Presenters:

Trella Walker is a Manager in Advisory Services at NFF's Los Angeles office. As a Manager, Trella provides nonprofits with data-driven analyses that frames NFF's consulting guidance in a comprehensive and clear manner. Prior to joining NFF, she worked in nonprofits across a variety of fields, including arts and entertainment, youth, education, healthcare, veteran affairs, and law. She holds a Bachelor of Arts in English and Secondary Education as well as a Juris Doctor degree.

Roger Perez is a Senior Associate in Advisory Services at NFF's Los Angeles office. As a Senior Associate, Roger provides financial, strategic, and organizational advice for nonprofit and social sector clients. He has worked on several art, education, economic development, environmental, and health initiatives with several for-profit and non-profit organizations in the United States and abroad. Roger holds an MBA in Nonprofit Management, a Master's in International Development, and a Bachelor of Science in Environmental Science.



Lunch Keynote Speaker - Jan Masaoka

12:30 - 2:00 pm

Jan Masaoka's keynote will address two themes: first, how can we think about "sustainability" in a way that helps us deliver our mission? In other words, what can sustainability mean beyond simply maintaining or growing what we do, but in way that helps us deliver our mission effectively? Second, she'll give a practical methodology and tools for revamping your business model based on the book she recently co-authored, **Nonprofit Sustainability: Making Strategic Decisions for Financial Viability**. The result is a fresh look at choosing the mix of programs, earned income, and donations that will work for your organization. When presented at a recent Stanford Social Innovation Review conference for nonprofit executives, it was the highest rated session.

Jan Masaoka is CEO of the California Association of Nonprofits (CalNonprofits), a statewide policy alliance of more than 10,000 nonprofits speaking to government, philanthropy, and the public at large.

Along with active policy work, CalNonprofits' current initiatives include the Nonprofit Overhead Project and the Nonprofit Student Debt Project. CalNonprofits recently released the first-ever economic impact study of California's nonprofits: *Causes Count: The Economic Power of California's Nonprofit Sector*. With offices in San Francisco, Los Angeles and Sacramento, CalNonprofits works with legislators and regulators to strengthen the business and regulatory climate for nonprofits. CalNonprofits also provides health insurance to nearly 19,000 nonprofit staff.