



The **COMMUNITY** Foundation *for* Greater New Haven

Preparing Your Operating Budget

January 28, 2026

Financial Statements and Terms

- Annual Operating Budget
- Program Budget
- Profit and Loss Statement
- Audit
- Statement of Activities
- Balance Sheet
- 990

Financial Statements and Terms

- Direct/Indirect
- Program/Admin or Overhead or Shared
- Fundraising
- In-kind

Financial Statements and Terms

Annual Operating Budget

- Board and staff create prior to fiscal year start
- Use to guide and monitor expenses and income
- Does not change
 - unexpected becomes variance
- Can be broken out by program

Annual Operating Budget

Always include income and expense

Balance income and expense – most of the time

- Planned surplus
- Planned loss
- Explain!!!

Annual Operating Budget

Personnel/Other than Personnel expenses

Direct/Indirect or Admin

Budget and narrative

Operating Budget – Program based

- Cost controls
- Grant controls
- Helps with operating decisions

Resource for Financial Management

- www.StrongNonprofits.org

Operating Budget – Statewide orgs

- All Community Foundations want this info
- Know the grantor's region
- Some direct attributable costs
- Some based on percentage (FTE; OTPS; Clients Served)