Cultivating Financial Resilience: Place-Based Organizations Built to Last

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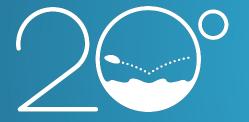
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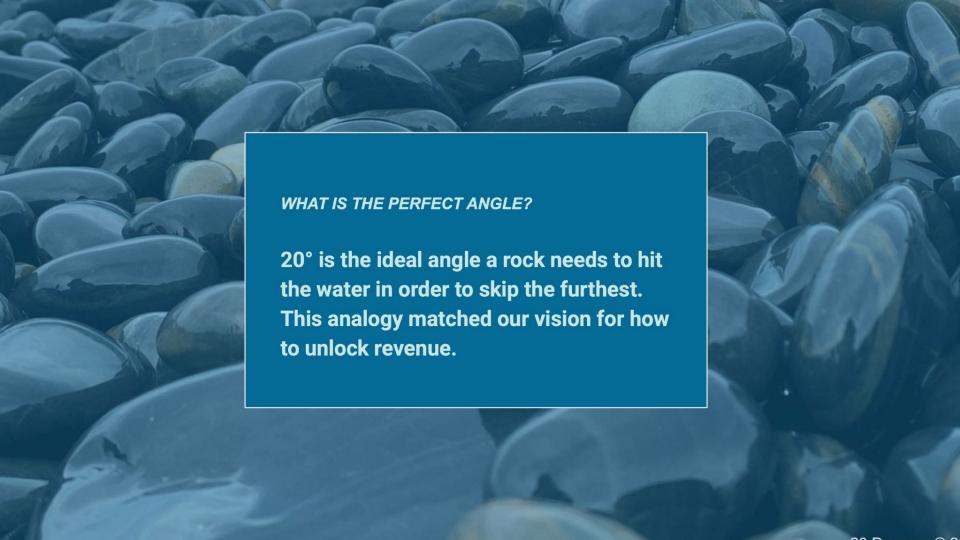
Director of Social Finance, 20 Degrees







Nonprofit Resilience Roadmap



Our Values











About 20 Degrees



20 Degrees is a consulting firm that helps nonprofits, early childhood organizations and social enterprises design revenue strategies that actually work.



We specialize in earned revenue, scenario planning, and financial modeling—equipping mission-driven organizations with the tools, coaching, and decision support they need to act with clarity, even in uncertain conditions.



Our work blends strategic insight with hands-on support, including interim development staffing for nonprofits and back-office services for early childhood providers and growing businesses.

Leaders turn to 20 Degrees when the stakes are high, the numbers are complex, and the solutions need to be both smart and doable.

Our Team

ALLYSON ECE DIRECTOR



TOM CO-FOUNDER



PAO SENIOR SOCIAL FINANCE MANAGER



SARA co-founder



LEIGH
SENIOR SOCIAL FINANCE
MANAGER



DEREK SOCIAL FINANCE DIRECTOR



FRANCES
SHARED SERVICES MANAGER



CHRISSY EXECUTIVE ASSISTANT



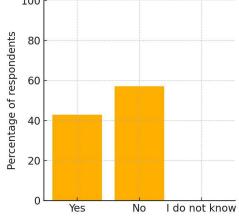
What WJWI Partners are Experiencing

WJWI polled its partners to find out what organizations are experiencing on the ground.

What Orgs Are Experiencing

- "Is Our Funding Safe?"
 Most questions center on whether federal grants are at risk and what happens if they go.
- Mission & Messaging Under Pressure
 Orgs are being asked whether they'll soften or change their DEI language to protect funding.
- People Want Answers
 Funders, partners, and communities are asking how groups will respond but no one has clear info.

Does over 50% of your revenue come from a single funding source?



What WJWI Partners are Focused On

Organizations are navigating a climate of deep uncertainty, driven largely by the instability of federal and philanthropic funding. Many are receiving mixed or vague signals from funders, with a shared sense that cuts are imminent—even if not yet confirmed.

Boards Are Thinking:

Can We Keep the Lights On?

Boards are worried about losing major funding and want plans for how to stay afloat.

Cash Flow Is King

There's sharp focus on reserves, runway, and whether the org can ride out shortfalls.

Tough Calls Ahead

Boards want to know what gets cut first if money dries up — and how to protect what matters most.

Staffing & Systems – What We Heard

Most Say "We're Good... For Now"

Many have solid finance teams and tools — but that stability depends on funding holding steady.

Capacity Is a Concern

Several flagged the need for more staff, better systems, or both — especially if things get rockier.

Bracing for Disruption

Even strong teams admit tools won't matter much if funding disappears overnight.

Why Scenario Planning?

Reacting is Good, Anticipating is Better

Reactive vs Proactive Planning

Plans = Peace of Mind

- Tells you when and how to take action
- Less stress



Scenario Planning supports Financial Sustainability

Prioritizes most impactful and uncertain factors that impact your bottom line

Nonprofit Resilience Roadmap

20 DEGREES' NONPROFIT RESILIENCE ROADMAP



03 | OPERATIONALIZE

Take your analysis and create an actionable road map for each scenario and its implications on your organization.



04 | FINANCIAL FORECAST

Understand both the immediate and future impacts of these scenarios on your finances.



02 | PESTLE ANAYLSIS

In times of change and uncertainty, a PESTLE analysis helps leaders assess their organizations through a macro lens.



Meet Bright Futures Collaborative!

Bright Futures Collaborative

A youth development nonprofit focused on career readiness and mental health for high schoolers.

- Operates after-school programs combining job skills training and counseling services
- Partners with local employers to provide internships and job placements



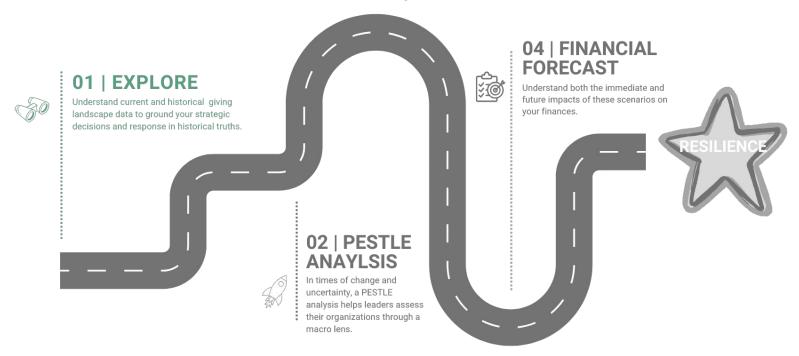
Nonprofit Resilience Roadmap

01 Explore



03 | OPERATIONALIZE

Take your analysis and create an actionable road map for each scenario and its implications on your organization.



Explore the Headlines



When in doubt, watch the S&P 500

Most charitable giving in the US comes from high net worth individuals; the S&P is the strongest indicator of their giving

Look to Trusted Sources

Get help making sense of Washington and the local scene - review Tax Bill Summaries from trusted voices (like Natl Council of Nonprofits) and known experts.

Look at Select Trade Publications (e.g., Chronicle for Philanthropy)
Get better insights on what's happened historically and in the moment

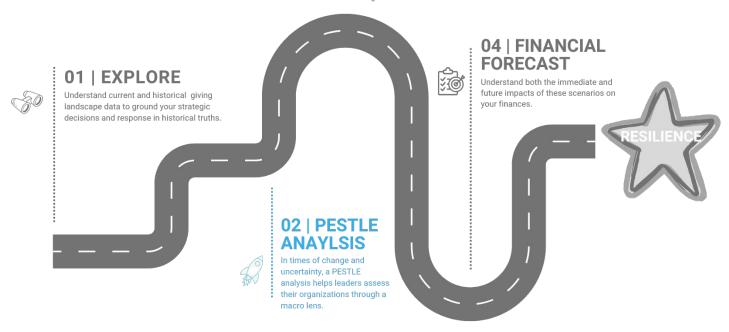
And. Don't Ignore the Street.

02 PESTLE Analysis



03 | OPERATIONALIZE

Take your analysis and create an actionable road map for each scenario and its implications on your organization.



Bright Futures is Ready for a PESTLE

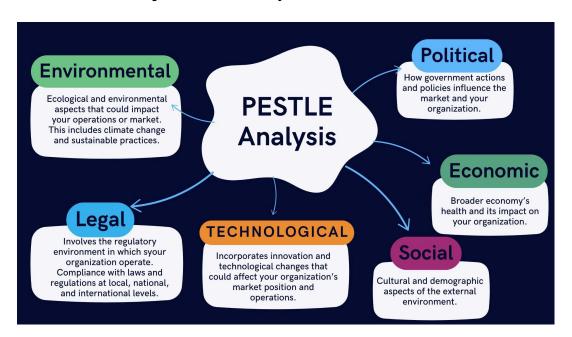
Now that Bright Futures has a handle on the news, it's time to perform a PESTLE analysis so they can identify the most critical factors to them and build scenarios.





What is a PESTLE Analysis?

A PESTLE analysis studies key macro, external factors that could impact your organization.





Nonprofit Resilience Roadmap

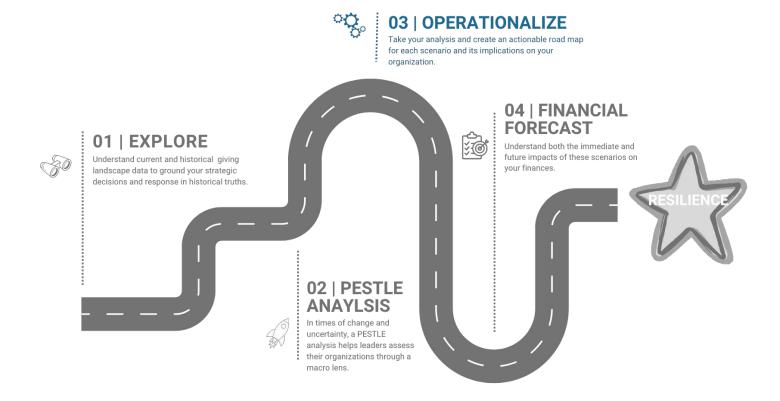
An Example: Bright Futures' PESTLE Analysis

	POLITICAL	 Government Policies & Funding: Changes in federal/state after-school program grants DEI policy changes
M	ECONOMIC	Economic Upturns & Downturns: • Labor shortages in counseling and youth work
ŮŮ.	SOCIAL	Social Atmosphere: Rising teen mental health needs
	TECH	New Tech: Shift to virtual career-readiness programs Al availability and adoption
TI	LEGAL	Indicative Cases: • Compliance around student data privacy

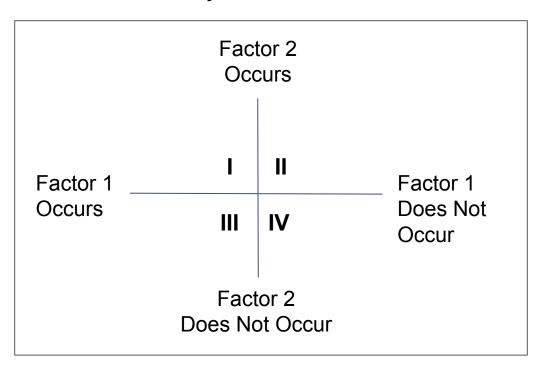


03

Make the MOST of Your Scenarios



The Uncertainty Matrix



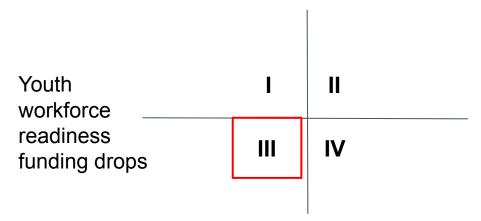
Pick the 2 most uncertain and impactful factors and map them on axes to develop 4 scenarios.

Focusing on what we know the least about helps us be most prepared!



Example: Bright Futures Collaborative

Employer partnerships are scarce



Employer partnerships increase

Youth workforce readiness funding remains stable



MOST

Making the MOST of your Scenario

Mitigation	Opportunity	Signposts	Tipping Points
Decrease impact + amount of risk	Capitalize on upside + silver linings	Early Indications	Threshold for Action



MOST

Making the MOST of your Scenario

	Mitigation	Opportunity	Signposts	Tipping Points
Definition	Steps you can take in advance to reduce how much a challenge or risk affects your organization.	A chance to make something good out of a change or challenge. How your organization can grow, improve, or innovate in response to a scenario?	Early warning signs or signals that suggest a scenario might be starting to play out. These help you monitor changes and prepare before things get urgent.	The moment when your organization <i>must</i> act because the scenario is clearly happening or has reached a critical level.
Plain Speak	Think of this as "padding the fall." What can we do now to make a potential problem less damaging?	What's the upside here, and how can we be ready to take advantage of it?	lights clues that something	This is your "go time"—when waiting is no longer an option and decisions must be made right away.

Nonprofit Resilience Roadmap

MOST

Mitigating Risks for Bright Futures Scenario

Category	Risk	Mitigation
Revenue	 Loss of core government grants creates an immediate budget shortfall Revenue lags behind new demand created by growing employer interest 	 Launch a targeted fundraising campaign tied to youth employment outcomes Approach donors to unrestrict dollars or tap board reserve fund
Staffing	Inability to reward staff adequatelyBurnout and low moralePoor retention	Offer flexible schedules Provide non-monetary recognition Transparent communication about constraints





Maximizing Bright Futures' Opportunities

Category	Opportunity	Maximizing Opportunity
Revenue	 Increased employer engagement opens new revenue streams Potential for fee-for-service models or employer-subsidized internships 	 Launch a paid internship or apprenticeship cohort Offer referral-based placement incentives for employers
Staffing	 Chance to redefine roles around facilitation or project-based work Stronger talent pipeline through employer-backed fellowships 	 Restructure roles to focus on employer engagement and delivery Leverage staff morale through storytelling, awards, and public recognition





Know When Bright Futures Should Act

Category	Signpost	Tipping Point
Revenue	Key federal or state grant is delayed or removed from upcoming funding forecasts	A major public funding source (e.g. Youth Workforce Grant) is officially cut or not renewed
Staffing	Staff begin expressing concern about capacity as new employer requests roll in	A staff role turns over or is formally re-assigned due to partnership-related workload strain





Let's Learn Through Doing

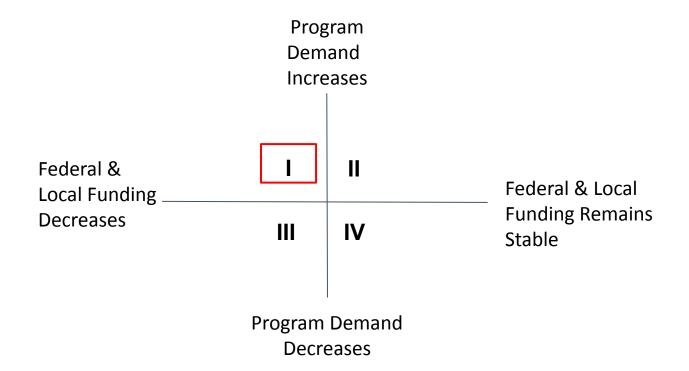
Example: Young People Thrive Inc

Supporting young people through workforce opportunities and mentorship

- Works with community members to engage leaders as mentors
- Has an afterschool program and coaching for young people.



Example: Young People Thrive



Together, let's operationalize their scenarios.

20 Degrees has provided the following worksheet for you, in groups of 4, name the mitigations for the risks listed.

Operationalizing your PESTLE Analysis

Step 3 of 20 Degrees' Resilience RoadmapToolkit



Make the MOST of your Scenario

Once you have given your scenarios names and characteristics, use the MOST Framework to make the MOST out of each scenario.

Mitigation	Opportunity	Signposts	Tipping Points
Decrease impact + amount of risk	Capitalize on upside + silver linings	Early Indications	Threshold for Action

Use this worksheet to use the MOST Framework

Mitigating Risk:

Organization Impact	Potential Risk	Mitigations
Operations		
Program	Increase program demand outpaces available capacity	
Staff	Burnout increases, morale low	
Revenues	Significant decrease in federal and local funding	
Expenses		
Reputation		

Walk through each criteria. In your chosen scenario what will be the risks for each impact area? Then, what mitigation strategies can you use to limit this risk happening, or the impact it will have?

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Operationalizing scenarios continues!

Once you've mitigated the risks, look to the potential opportunities. Silver linings always exist. How would you recommend Young People Thrive maximize the named opportunities?

Operationalizing your PESTLE Analysis

Step 3 of 20 Degrees' Resilience RoadmapToolkit

Use this worksheet to use the MOST Framework.

Maximizing Opportunities

Organization Impact	Potential Opportunity	Maximizing Opportunity
Operations		
Program	There are requests for new types of programming as demand increases, including for displaced workers	
Staff	There is a surprisingly strong labor market for the nonprofit to consider. More talent is	
Revenues	Local businesses are seeking affordable talent and employee engagement	
Expenses		
Reputation		

Walk through each criteria. In your chosen scenario what will be the risks for each impact area? Then, what mitigation strategies can you use to limit this risk happening, or the impact it will have?

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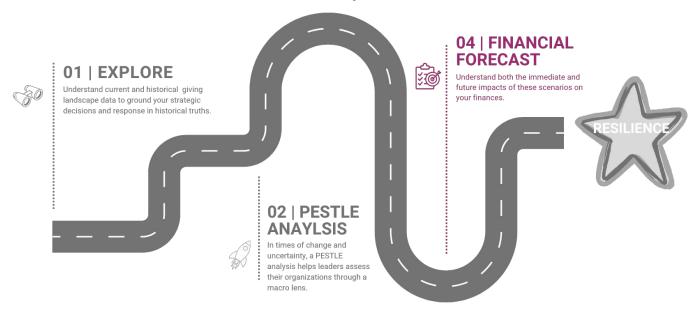
04

Map the Financial Implications



03 | OPERATIONALIZE

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Roadmap Step 4: Financial Planning

The Nonprofit Resilience Roadmap offers two tools to help you map out the financial implications of your scenarios. Which is right for you? (maybe both!)

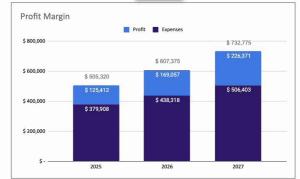
Tool #1 - Long Term Financial Scenario Planning. Use this tool if you want to map out **multiple scenarios** for your budget + cash position across a <u>three year time horizon</u>.

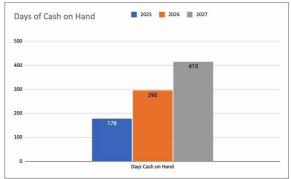
Tool #2 - Short Term Monthly Cash Flow Planning. Use this tool if you want to understand immediate implications to your monthly cash flows across a one year time horizon.

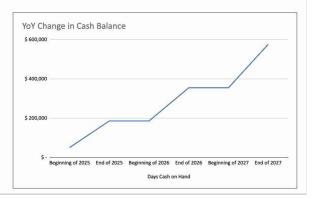


Long Term Financial Scenario Planning Tool



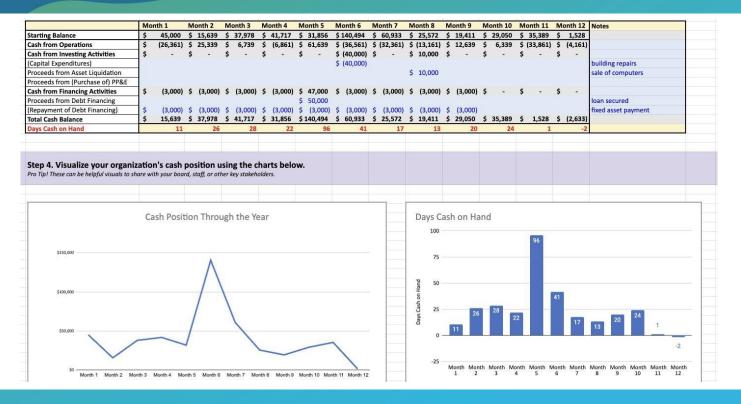






Nonprofit Resilience Roadmap © 20 Degrees 2025

Short Term Cash Flow Planning Tool



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Which Tool is Right for You?

Are you trying to communicate financial opportunity or risk to internal or external stakeholders?

Do you want to be proactive about planning for uncertain futures?

YES

Long Term Financial Scenario Planning Tool



Which Tool is Right for You?

Do you need to understand your current cash position?

Are you concerned about your ability to manage day to day operations?

YES

Short Term Monthly Cash Flow Planning



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Create Your Roadmap

DIY Resilience Roadmap

- Set aside at least 30 minutes a week to start
- Start at whatever step feels most urgent to you



Come Talk to Us!

- Stuck? Have questions? Come and meet us tomorrow during our office hours
- Reach out after SI: We are happy to find 15 minutes to talk!
 - Sara@20degs.com, <u>Tom@20degs.com</u>, <u>Derek@20degs.com</u>.

Together, we endure. Together, we rise.

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Nonprofit Resilience Roadmap