

YPTC ASSOCIATIONS SPECIALIZATION

CASE STUDIES: HOW YPTC SUPPORTS ASSOCIATIONS



AT YPTC, our mission is to help as many nonprofits as possible grow stronger. Associations are built to serve members—often with lean teams managing high transaction volumes, uneven revenue cycles, and complex requirements tied to events, dues, and lobbying. Through our customized and flexible financial management services, YPTC’s association specialists provide expert, hands-on support. We help strengthen your accounting function to support effective governance, strategic decision-making, efficient operations, long-term stability, and compliance.

CASE STUDY: FINANCIAL LEADERSHIP, STABILIZED INFRASTRUCTURE, AND REBUILT BOOKS FOR A TRADE ASSOCIATION

PROVIDING FINANCIAL STABILITY AND STRATEGIC CONTINUITY FOR A STATEWIDE TRADE ASSOCIATION

THE CLIENT

A STATEWIDE 501(C)(6) TRADE ASSOCIATION and its affiliated 501(c)(3) education foundation, sharing a two-person finance team. The trade association supports its industry through advocacy, conferences, member benefits (including group 401(k) and health plans), and is overseen by a board of about 30 executives. The foundation runs programs to boost diversity and awareness, including a flagship program empowering high school students as leaders.

THE OPPORTUNITY

- **CORRECTING** a severely compromised general ledger where transactions had been inaccurately posted and/or duplicated across dozens of accounts.
- **REBUILDING** the books to establish accurate, auditable financial records for two organizations with very different business models.
- **ADDRESSING** 401(k) plan administration failures and other compliance gaps that had gone undetected.
- **PROVIDING** the financial leadership and infrastructure needed to support a small finance team overwhelmed by the complexity of managing two entities.

OUR APPROACH

PHASE 1: ASSESSMENT AND FINANCIAL RECONSTRUCTION (MONTHS 1-10)

- Assessed both organizations’ books and presented findings with a structured work plan to the CEO, Finance Committee, and board.
- Reconstructed the general ledger from the prior year-end forward, deploying additional YPTC associates and a temporary employee to remediate deferred revenue, payroll liabilities, and other critical areas.

PHASE 1: ASSESSMENT AND FINANCIAL RECONSTRUCTION (MONTHS 1-10) - CONTINUED

- Identified 401(k) plan compliance gaps and worked with the plan administrator to address and correct the issue going forward.
- Completed the dual annual financial statement reviews (one for each organization) with the external auditor without material findings.

PHASE 2: PROCESS DEVELOPMENT AND TRANSITION (MONTHS 10-14)

- Documented standardized workflows between the association management system and the accounting system.
- Assessed and trained new full-time finance directors for each organization to bring the function in-house.
- Transitioned to quarterly YPTC oversight to ensure continuity.

PHASE 3: RE-ENGAGEMENT AND STABILIZATION (MONTHS 14-20)

- Returned at the organization's request when reporting fell behind and pandemic-related compliance needs emerged.
- Navigated PPP loan applications under evolving 501(c)(6) eligibility legislation and navigated complex Employee Retention Credit applications.
- Rebuilt financial operations again upon additional internal staff transition—this time with an outsourced model.

PHASE 4: ONGOING CONTROLLER AND CFO SERVICES (YEAR 2 TO PRESENT)

- Provide ongoing monthly controller and CFO services, managing the finance office, training in-house bookkeeper, and closing the books monthly.
- Produce monthly financial reports and quarterly programmatic dashboards for Finance Committee and board reporting.
- Deliver budgeting, forecasting, grant management support, audit preparation, and strategic advisory services as needed.

THE RESULTS

- **ACCURATE, DECISION-READY FINANCIALS:** Monthly financial statements now provide leadership and the board with clear, timely data to support strategic decisions.
- **CLEAN FINANCIAL STATEMENT REVIEWS:** The organization completed its financial statement review with no material weaknesses following the initial reconstruction and has maintained audit-ready books since.
- **STABILIZED FINANCE FUNCTION:** A structured, outsourced finance model provides continuity through transitions, eliminating the risk of single points of failure.
- **EFFECTIVE GOVERNANCE REPORTING:** Monthly financial dashboards and quarterly programmatic dashboards tailored for the Finance Committee and full board enable proactive oversight across both entities.
- **SUSTAINED PARTNERSHIP:** YPTC has provided financial guidance and flexible, committed service over more than six years, accommodating changing client needs from crisis management to strategic support.

THE IMPACT:

THROUGH MULTIPLE FINANCE STAFF TRANSITIONS, a global pandemic, and evolving compliance requirements, YPTC has served as the constant in this organization's financial operations. By rebuilding the books, stabilizing processes, and providing ongoing CFO-level guidance, YPTC enabled leadership to shift from reactive crisis management to confident, data-driven decision-making. Today, both organizations operate with the financial clarity, governance tools, and trusted advisory support they need to advance their missions, industry advocacy, and education for the next generation.



CONTACT US with questions and learn more about our work with associations at <https://www.yptc.com/associations-specialization/>