FINANCE TRANSFORMATION IN ACTION

CASE STUDIES: HOW YPTC BUILDS STRONGER NONPROFITS





AT YPTC, we help all types of nonprofits strengthen the finance functions they rely on for planning, reporting, compliance, and board oversight. Through our customized and flexible financial management services, YPTC's nonprofit accounting specialists provide expert, hands-on support and trusted financial thought partnership. We help accounting and finance teams improve processes, strengthen financial reporting, and give leadership better information for decisions ranging from daily cash management and budgeting to long-term growth and stability. With the right expertise, processes, and financial information in place, nonprofit leaders can strengthen their organizations, plan for sustainable growth, and advance their missions.

CASE STUDY: STRONGER FINANCIAL REPORTING, AUDIT READINESS, AND FINANCIAL PLANNING FOR A YOUTH CAMP

TRANSFORMING THE FINANCE FUNCTION FROM BASIC TO PROFESSIONAL

THE CLIENT

A YOUTH SERVICES NONPROFIT that operates a camp for disadvantaged children with a small core staff and a large seasonal workforce. As the organization grew in size and complexity, leadership recognized that they had outgrown their bookkeeping arrangement. They needed timely, decision-ready reporting and a strategic partner they could count on for financial insight and planning.

THE OPPORTUNITY

- **BUILD** a new finance operation that fits the organization's current size and complexity and is audit- and transition-ready.
- **STREAMLINE** finance processes like expense management and budgeting, enabling more efficient and effective financial management.
- **DELIVER** timely, accurate financial reporting beyond basic financial statements that enables leadership to clearly distinguish ongoing operations from capital activity.
- **FORECAST,** plan, and manage cash flow for a multi-million-dollar capital project involving significant and complex land, building, and fixed asset expenditures.
- **STRENGTHEN** financial oversight by reducing the need for the board treasurer to be involved in day-to-day accounting work.

OUR APPROACH

PHASE 1: REBUILT THE ACCOUNTING FOUNDATION

- **RECONSTRUCTED** work papers from incomplete documentation left by prior bookkeeper.
- **DOCUMENTED** accounting responsibilities, transaction treatment, and recurring procedures in an accounting manual.
- **ESTABLISHED** consistent support for revenue and expenses, with grant records, invoices, and receipts attached to the related transactions.
- **INTRODUCED** a digital expense-documentation process so receipts and coding information could be captured when purchases occurred.
- **ADDED** a staff accountant to strengthen day-to-day transaction coverage and provide the nonprofit with a coordinated finance team.
- **ENABLED** the board treasurer to step out of day-to-day accounting work and focus on financial oversight.

PHASE 2: CREATED USEFUL REPORTING AND CONTROLS

- **DEVELOPED** a new monthly financial package that:
  - Separates restricted and unrestricted funds and clarifies how restricted funds are being used
  - Separates ongoing operations, fundraising, and capital activity so leadership and the board can clearly see the performance of core programs and the needs of capital projects
- **BUILT** six-month cash and operating forecasts that distinguish restricted and unrestricted resources.
- **MODELED** capital spending by major project category, estimated remaining costs, and identified additional funding needs.

PHASE 3: PROVIDE ONGOING FINANCIAL GUIDANCE

- **PARTNER** with the executive director on budgets, multi-year projections, and both recurring and major financial decisions.
- **SUPPORT** six-month cash and operating forecasts that distinguish restricted and unrestricted resources.
- **MAINTAIN** audit- and transition-readiness by regularly reviewing and keeping records, workpapers, policies, and process documentation up to date.

THE RESULTS

- **DECISION-READY REPORTING:** Leadership can now distinguish core operating performance from fundraising and capital activity while monitoring restricted and unrestricted resources. With more timely and robust reporting, they can make confident decisions not only about their programming, but also about their major, multi-year capital project.
- **YEAR-ROUND AUDIT READINESS:** Complete transaction support, well-prepared schedules, and thorough process documentation make auditor-requested records easy to provide. Audit preparation no longer requires the executive director or treasurer's support, and the numerous adjusting entries that had previously been required by the auditors have been essentially eliminated.

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- **REDUCED LEADERSHIP BURDEN:** The treasurer is no longer providing hands-on accounting support and can focus solely on financial oversight and governance duties. The executive director no longer has to manage routine accounting details and can focus on mission, programs, and strategy.

- **MORE INFORMED PLANNING:** Budgeting is a smoother and more accurate process. Rolling cash forecasts give leadership visibility into expected cash flows, allowing them to adjust their strategy proactively to address any gaps. Scenario planning that models projected financial effects of various possible decisions and outcomes now supports and strengthens leadership's capital project strategy.

- **BETTER GRANT SUPPORT:** The grant manager/writer now receives realistic budgets and multi-year financial models and can collaborate directly with a finance leader to create more compelling narratives and complete more complex grant applications. Since engaging with YPTC, the camp has been awarded one large government grant to support their major capital initiative and has applied for another.

THE IMPACT:

A STRONGER FINANCE FUNCTION SUPPORTS STRONGER MISSION DECISIONS.

After scaling up the finance function to align with the organization's growth and complexity, leadership now has clearer and more decision-useful financial information, audit- and transition-ready financial records, and an experienced financial thought partner they can rely on for budgeting, grant, and capital planning support. With routine accounting managed by a coordinated team of nonprofit accounting experts, the executive director can focus more attention on programs and organizational priorities, and the treasurer can focus on governance and financial oversight.



CONTACT US *with questions and learn more about our outsourced nonprofit accounting services at https://www.yptc.com/services/nonprofit-outsourced-accounting-and-finance-services/*

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