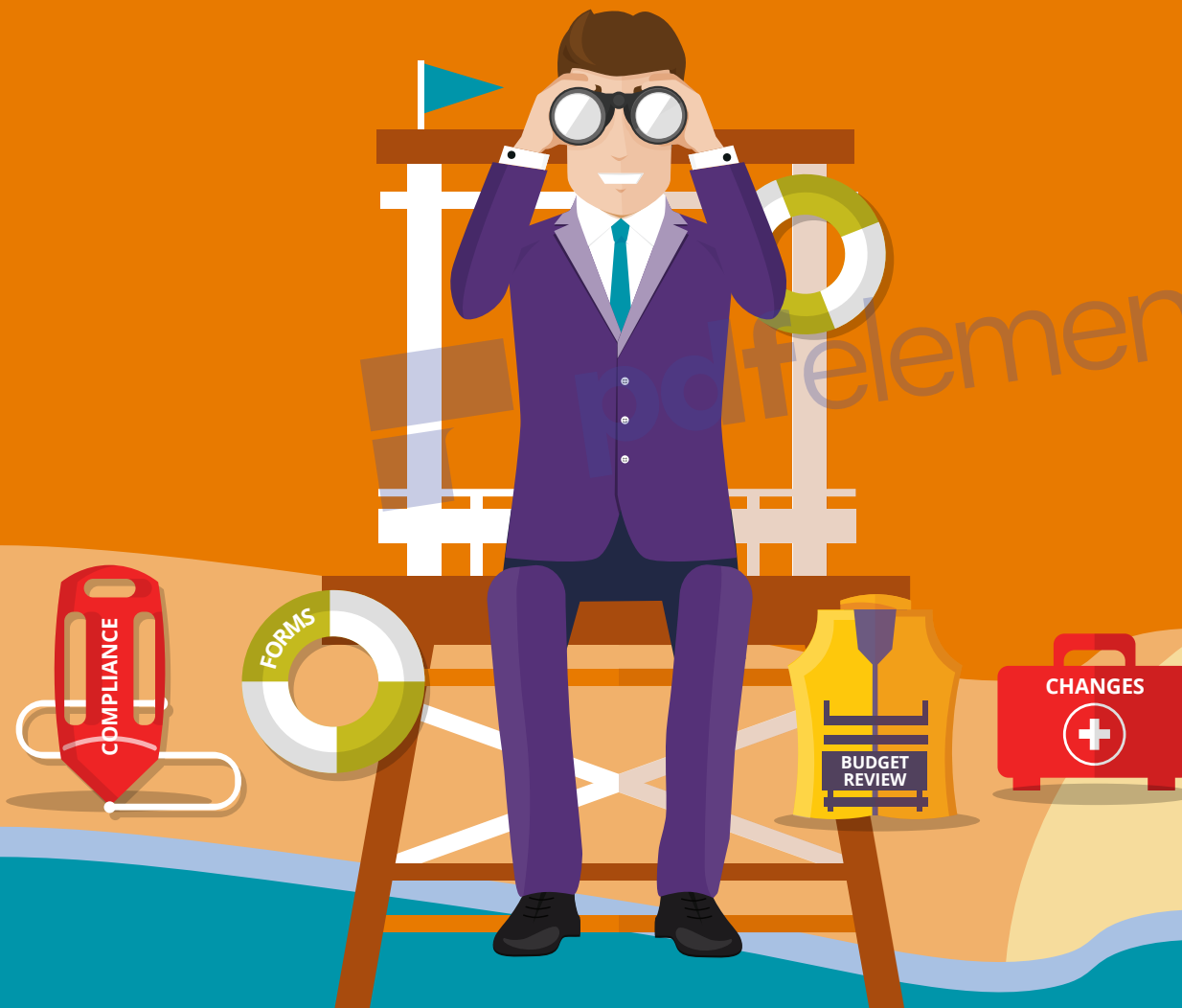


YEAR-END SURVIVAL GUIDE FOR THE NONPROFIT ACCOUNTANT

2017 Edition



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INTRODUCTION

They may appear calm to the average beachcomber, but nonprofit finance waters can be fraught with peril. Whether you're being carried away by a fiscal year-end riptide, or prepping for the tsunami of new calendar year tasks, fear not! Abila – like any good lifeguard – is constantly patrolling the water's edge and performing patron surveillance, at the ready to rescue you from the dangers intrinsic to your nonprofit financial management role.

Consider this third annual edition of Abila's Year-End Survival Guide as your lifebuoy, designed to provide buoyancy and prevent drowning in the details of closing the year's books and planning for the fiduciary duties of the year ahead.

This guide includes:

- ▶ Your Budget: Review, Build, Revise, Repeat
- ▶ Closing the Books on 2017
- ▶ Preparing Your Annual Report
- ▶ Compliance Awareness
- ▶ Pre-Audit Preparation
- ▶ Strategic Planning for 2018
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CHAPTER ONE:

YOUR BUDGET – REVIEW, BUILD, REVISE, REPEAT

If you're like some nonprofits, you have a fiscal year-end of June 30, so as not to attempt closing the books during your busiest fundraising season. Others, though, may initiate a majority of programs during the summer months, or align their fiscal year with key grantors, and thus wrap up their financial year with the calendar year.

Whatever boat you're in – either reviewing and revising your current budget, or building a new one for the upcoming year – we can help you stay afloat.

October through December is an opportune window in which to review what's happened throughout the past six to 12 months – expected and unexpected, good and bad – to determine your organization's fiscal position and uncover lessons to apply going forward. Executing a disciplined budget review process will expose these lessons, prepare your board to make good strategic decisions, and help set up your organization for success in 2018.

MID-YEAR BUDGET REVIEW

If Q4 is actually the second quarter of your 2018 fiscal year, now's the time to review the budget you launched in July for unexpected revenue and expenses; determine if adjustments are needed, based on H1 actuals; and obtain necessary approvals for any mid-year budget revisions.

If you're preparing to close out the books on fiscal year 2017, however, a much more robust budget review process is in order.

YEAR-END BUDGET REVIEW

Conducting your review and analysis the end of the third quarter/beginning of the fourth quarter of your fiscal year, ensures you have enough information to draw meaningful conclusions from your financial data, but also provides you with enough time to formulate and submit an accurate, meaningful 2018 budget to board members for their review and approval.

Begin the budget review process by analyzing any variances between your nonprofit's budgeted amounts and actuals. Be on the lookout for large variances ... then dive deeper. Did the variance occur because you missed something internally, for example, by underestimating program expenses? Or, was your budget impacted by external forces, such as an unexpected economic shift or a new opportunity on which you wisely capitalized?

It's important to think about whether the variances arose from an anomaly or something recurrent. Either way, analyze how you responded at the time, and how you might improve or alter your response in the future.

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CHAPTER ONE:

YOUR BUDGET – REVIEW, BUILD, REVISE, REPEAT (CONTINUED)

Once you've performed this detailed look-back analysis, comparing budget to actual for the entire year, here are next steps:

- Gather findings, and provide an overall picture of current fiscal health and program success for executive leadership and the board.
- Present the year-end budget review final report to the board, along with recommendations for improvements during the year ahead.
- Set strategic and tactical priorities for the upcoming fiscal year, based on lessons and successes from your year-end budget review.
- Lastly, you should evaluate whether your measurement tools are adequate. Consider these questions:
 - Do you have the metrics and analysis you need to make good decisions?
 - Are staff and board members getting the information they need, when they need it?
 - Is it time to reconfigure your approach, add tools, or change processes?



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CHAPTER ONE:

YOUR BUDGET – REVIEW, BUILD, REVISE, REPEAT (CONTINUED)

BUILDING YOUR 2018 PLAN

You've successfully ridden the waves of last year's budget review and analysis! Now, you can step confidently ashore, and begin to build next year's budget on the firm sands of knowledge and experience.

A well-built budget gives you the opportunity to establish benchmarks, determine priorities, gauge financial health, and monitor and measure mission delivery throughout the year.

Follow these **10 best practices** as you develop your 2018 budget:

- **Use your 2017 budget as a launch pad.** In addition to analyzing the previous year's actuals versus projections, you'll want to review transactions, expenses, revenue, and fixed costs; and eliminate any anomalies from the year before, for example a one-time gift or expense.
- **Meet with other departments within the organization.** Bring together key contributors, establish expense expectations, identify funding sources, and lay out timeline(s).
- **Begin building your budget.** Start by projecting expenses. Are you launching any new programs, expanding your geographic or demographic reach? Estimate the associated costs by creating an itemized list of expenses you'll incur to achieve each goal.



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- **Identify and justify any anticipated large capital expenditures.** Have you outgrown your off-the-shelf accounting software, for example, and need a more powerful true fund accounting™ system? Has your donor base grown to the point where you need a more sophisticated donor management system? If your systems aren't keeping pace with your mission, it's time to budget for technology.
- **Always consider external factors.** What is the overall economic forecast? Are your major donors having a good year or a bad year, financially? Are economic conditions improving or deteriorating for the population(s) you serve?
- **Identify areas of risk.** Identify any potential liquidity risk, asset exposure risk, legal/ liability risk, and professional liability risk based on your organization, how you operate, and what "vertical" you're in. Establish reserves to cover these potential risks if necessary.
- **Align budget line items with accounting line items.** The structure of your operating budget should match your chart of accounts to ensure effective comparisons between projections and actuals.
- **Allow time for refinements.** You started by identifying expenses associated with your mission-driven goals. Then you projected revenue. It's likely you have a gap between the funding you need for maximum programmatic impact and what you have coming in the door.

- If you have a surplus of dollars coming in, consider growing your programs or expanding your reach.
- If you're in a deficit, first identify opportunities for streamlining expenses, then meet with your development team to determine if the deficit can be made up with fundraising initiatives. What are the fundraising possibilities, and what are the costs associated with these efforts?

- **Seek budget approval.** First review your draft budget with internal stakeholders for feedback and buy-in. When you achieve internal approval, present it to the board.
- **Take next steps.** Distribute your final, approved budget internally, and update your accounting software so you can start monitoring, tracking, and reporting to your various constituents.

Learn More

For more on staying afloat during your nonprofit budget planning, prep, and revision processes, download these valuable assets:

[Building a Better Budget: The Nonprofit Budget Roadmap](#)

[Budget Checkup: Critical Components to the Nonprofit Budget Review Process](#)

[Budget Checkup: The Calendar](#)

[Stop the Insanity! Keeping Your Budget Planning and Approval Process Drama Free](#)

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In preparation for your key year-end reporting tasks, closing the books effectively is critical for determining financial performance and providing accurate results to stakeholders. Getting it right will help you compose your annual report, create year-end reports for auditors and grantors, and provide mission delivery success metrics to donors, the community, and the general public.

Here are **five key processes and tasks** to help close the books on 2017:

■ Reconcile Cash and Balance Sheet Accounts

Make sure you have adequate documentation for accounts, proper schedules for depreciation and accruals, and any other information you need to uncover accounting errors that may be hidden on the balance sheet. It's also important to review key funding agreements and contracts to reconcile expenses reported and outstanding contract or agreement balances.

■ Perform Break-Even Analysis

This analysis should look at each funding source, program, and even department to uncover how it's performing financially, so stakeholders can clearly understand where resources are being applied. Some areas, such as development, should deliver income far above costs; for program areas, it will usually be the other way around. Break-even reporting should provide a transparent view that shows how the organization is using its resources as intended.

■ Reconcile Actuals to Budget for Grants and Federal Awards

To remain on good terms with grantors and regulatory parties, it's important you show how you're spending grant money – and that you're spending all the money you should each year. Accurate schedules will demonstrate you're spending money at the proper cadence (including for the years to come); while good look-back analysis will show, in clear detail, how grant dollars connect directly to their designated or undesignated program activities.

■ Prepare a Schedule for Auditors

This fundamental activity will help you ensure all of your numbers tie up to what you reported to stakeholders and grantors. As with other types of reporting, you need to be able to show what the balances are and how they're being spent – using figures that can be easily verified.

■ Prepare Year-End Reports for Stakeholders

This task includes collating all figures necessary for year-end reporting for the board and your published annual report. It helps to have a checklist of reports delivered in previous years, so you don't inadvertently miss anything. If you discover any data is missing or incomplete, it's vital to resolve those issues before they go on to the board.

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CHAPTER THREE:

PREPARING YOUR ANNUAL REPORT

Whether you're a small community-based organization or a large national nonprofit, you quite possibly spend an exorbitant amount of time and talent preparing, publishing, and distributing your annual report. After all, it's your organization's compass, the instrument that shows key stakeholders – your board members, donors, volunteers, community, and even potential future advocates – the course you're taking.

You probably include a message from your executive director, your financials, key accomplishments, and maybe even a call to action for your readers. Well, here's a reality check from [Blue Avocado, The Magazine of American Nonprofits](#), which contends that people do only four things with a nonprofit annual report.

They:

- Read the letter (typically from your executive director and board chair)
- Check to see if they're listed (if they are a donor)
- Read the captions on photos
- Look at the financials to see how big you are and if you had a surplus or a deficit

If this is true (and it's certainly believable), you would be wise to focus your energies on these four key elements. For example, bolster your executive's message by including a look at key

performance indicators, the year's accomplishments, a state of the mission address, and/or an exciting sneak peek at future plans. And don't forget to also include a sincere thank you to staff members, your board of directors, volunteers, major grantors, donors, and anyone else who helped you achieve your mission.

When sharing financials, you certainly don't need to regurgitate your entire audited financial statement, but you might look at various "drill down" views of your expenses and revenue, including:

- Cashflow analysis
- Revenue analysis (grants versus contribution)
- Fundraising event revenue (year-over-year comparison)
- Revenue by campaign

Numbers on a page are not the most exciting content. However, because your financial story is one of the most important parts of your annual report, you'll need to think of creative, visual ways to tell it through pictures, graphs, charts, infographics, and more.

And, speaking of creative, some nonprofits are ditching the traditional hard-copy annual report altogether for more "consumable" variations. You might consider following suit, and instead, convene a call with stakeholders, create a video, design an infographic, or air a podcast.

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CHAPTER FOUR:

COMPLIANCE AWARENESS

Between keeping up with FASB changes, filing your Form 990, meeting state nonprofit requirements, registering and maintaining a license to fundraise, maintaining tax exempt status, satisfying requirements of the Affordable Care Act (ACA), and meeting the demands of your grantors, nonprofits are drowning in the varied requirements of remaining compliant.

In fact, nearly two-thirds of those who responded to our [Nonprofit Finance Study](#) believe compliance has become more burdensome and costly, even in just the past two or three years. Almost one-in-four nonprofit finance professionals is spending more than 10 hours a month – or 120 hours a year – on compliance. About half say their organization's growth would lead to an even more difficult time complying.

Here's an update on some key nonprofit compliance requirements:

Financial Accounting Standards Board

The Financial Accounting Standards Board (FASB) issued Accounting Standards Update (ASU) 2016-14, "[Presentation of Financial Statements of Not-for-Profit Entities](#)," in mid-August of last year that's meant to help you tell your story more transparently through your financials.

The new guidance will be the standard for fiscal years beginning after December 15, 2017. For calendar year organizations, that will be calendar 2018. For fiscal year organizations, which typically end on June 30, it will be the fiscal year beginning July 1, 2018.

It's intended to make immediate improvements that address five issues:

- Complexity in net asset classification
- Clarity of information regarding liquidity and availability of cash
- Transparency in reporting of financial performance measures
- Consistency in reporting expenses by function and nature
- Utility of the statement of cash flows

Though you may feel like keeping up with FASB standards is like treading water, a [Nonprofit Quarterly article](#) provides some overarching reasons why you should pay attention to the implications of the changes. The article quotes Founder and CEO of FMA, Hilda Polanco, who believes the sooner nonprofits get started implementing some of the changes, the better, so they can begin to cohere their story by the numbers. She says, "I think it should start internally because organizations are going to have to think about the disclosures more."

In addition, since issuing ASU 2016-14, [FASB issued a proposed update for nonprofit entities in August 2017](#), intended to accomplish just what its name implies: "Clarifying the Scope and the Accounting Guidance for Contributions Received and Contributions Made."

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PRODUCT SPOTLIGHT

A true fund accounting™ solution, like Abila MIP Fund Accounting™, is properly equipped to help you navigate FASB changes, including the consolidation of temporary and restricted net assets into a singular donor restricted classification, and switching to the direct method for reporting operating cash flows.

With Abila MIP™:

- Easily transition to creating statements of cash flows using the direct method
- Create flexible custom reports to meet a variety of needs
- Report by segment, as needed, and add segments into groups to create report groups

Our flexible, purpose-built reporting capabilities give you the confidence you need to report your organization's financial history and position it appropriately to your various key stakeholders and auditors. Find out more at abila.com/mip.

The Patient Protection and Affordable Care Act (ACA)

Though our current political administration has pledged to roll back the ACA, sometimes referred to as Obamacare, its efforts, to date, have not been successful.

In lieu of a complete overhaul, an executive order has been issued to carve away some patient benefits, and the federal government recently announced plans to cut off monthly payments to health insurers operating through HealthCare.gov. But, the impact of these moves to nonprofit organizations is not direct.

Due to the continuing uncertainty about the future of the ACA and what you'll need to do to remain compliant, our best advice is to simply stay aware of any changes made to the law and double-check that you're filing the right forms with the IRS.

As of the publication of this guide, the law still applies to "applicable large employers" (ALEs), defined as organizations – including nonprofits – that employed an average of at least 50 full-time employees during the preceding calendar year. If you are an ALE by this definition, you must file Form 1095-C and Form 1094-C.

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Form 990

Most charitable organizations are required to file the appropriate version of Form 990, due on the fifteenth day of the fifth month following the end of the organization's taxable year. So, for example, if you're on a calendar year, the Form 990 is due on May 15 of the following year. The form is meant to promote transparency by allowing both the IRS and members of the public – including your employees and donors, volunteers, and watchdog organizations – to learn more about your overall mission, specific programs, and finances.

Who Must File Form 990

Most nonprofits, including private foundations and 501(c), 527, and 4947(a)(1) organizations, must file. There are exemptions for churches and many related religious organizations, certain state institutions such as universities, government corporations, and others.

Keep in mind you should, and more than likely must, file every year. Organizations that go three years without filing Form 990 can lose their tax-exempt status – with no appeal process.

Which Form to File

There are five types of relevant forms ranging from a short, postcard-like 990-N version that doesn't contain much information, to the long Form 990 that goes into extensive detail on a range of topics that delve into your finances, operations,

program activities, potential conflicts of interest, and the compensation of officers, board members, and key employees.

- **Form 990-N:** A “postcard” form for the smallest nonprofits – those with annual gross receipts of \$50,000 or less
- **Form 990-EZ:** For nonprofits with gross receipts under \$200,000 and total assets under \$500,000
- **Form 990:** For nonprofits with gross receipts greater than \$200,000 and total assets above \$500,000
- **Form 990-PF:** For private foundations
- **Form 990-T:** For reporting taxable activities of nonprofits

Be sure to send in the correct one for your organization. Note that all of them are public-facing documents, which are meant to promote transparency and give you the opportunity to clearly and concisely communicate your overall mission, specific programs, and finances.

Find the right version of [Form 990](#) for your organization at the IRS website for charities and nonprofits.

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3 WAYS TO USE THE FORM 990 TO YOUR ADVANTAGE

1

Consider the Form 990 as your opportunity to create a thoughtful first impression to potential new donors, volunteers, stakeholders, and the general public. Ensure the content within the form is consistent with your brand image and website content.

2

Describe your mission and most significant activities in descriptive detail, while also being simple and brief. This allows the community and future donors clear access to your organization's complete story.

3

Provide clear financial metrics to increase transparency within your nonprofit's operations. This leads to increased donor trust, and encourages stewardship.

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COMPLIANCE AWARENESS (CONTINUED)

COMPLIANCE IS COSTLY, BUT NON-COMPLIANCE CAN BE MUCH COSTLIER

When you don't comply, you face steep penalties, and could even lose your nonprofit status. Avoid this by taking steps to cope with compliance complexities as they arise and grow.

Here are five tips that will help you and your organization survive compliance requirements as you wrap up this year and move on to the next.

■ Train your people.

Considering the complex nature of nonprofit finance and accounting, basic training and fundamentals in finance and accounting can pay big dividends in both the short term and long term.

■ Have a Plan B.

Nearly half of all organizations say they would be unprepared if a key finance person were to leave, according to our [Nonprofit Finance Study](#). This lack of preparedness leaves organizations potentially vulnerable to fraud, noncompliance, and failed audits. Identify an external resource or train an internal staff member who can quickly step in and fill the gap until a suitable replacement can be found.

■ Spend time understanding changes in regulations.

Experienced nonprofit finance professionals indicate they have a firm grasp on changes in rules and regulations. However, an equal number say they don't fully understand rules and regulation changes. Read industry news sources daily to stay on top of compliance trends and policy shifts at the local, state, and federal levels.

■ Invest in technology to help with compliance.

Nonprofit accountants say managing compliance is getting more complex, costing more money, and demanding more time. Technology designed to specifically help nonprofit organizations with compliance can help reduce overall costs and allow finance professionals to focus on other endeavors.

■ Continue to minimize risk.

While working hard to minimize the risk of fraud, nearly 35 percent of nonprofit execs say their organizations do things that put them at risk for fraud. Enlist your board leadership and other executives in the organization to address these activities and processes and train all staff on the vulnerabilities and risks.

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CHAPTER FIVE:

PRE-AUDIT PREP

You've closed the books on 2017, but don't stop swimming yet! Audit season is just around the corner, and now you must prepare for one or more audits in the coming months. Don't be afraid of being audited, though. Instead, look at it as an opportunity to confirm your financial records, accounts, business transactions, accounting practices, and internal controls are all in good shape, and to identify areas for improvement and growth.

If you've been maintaining adequate documentation for all accounting transactions throughout the year, your audit prep shouldn't be a problem. Just gather it all up and let the auditor get to work. If not, plan to start your pre-audit preparation much earlier, so you have enough time to put it all together.

What You Should Gather

According to the [National Council of Nonprofits](#), these are the most common items reviewed by auditors. Pull these items together in one place to make the auditor's task smoother and easier.

- Year-end reconciliation and bank statements
- Year-end investment summary showing year-to-date transactions and balance of investments at fair market value (FMV) and original cost (FMV at date of donation)
- Documentation of marketable securities that were donated during the year, and of their sale, if applicable
- Written pledges made by donors for a charitable contribution and documentation of any verbal pledges
- List of grant funds received already and those that are not yet received but expected, with documentation
- List of any physical items you currently have in inventory that you're intending to sell
- Fixed asset and depreciation schedule (include copies of any documentation relating to donated fixed assets)
- Reconciliations to support any other asset accounts
- Listing of year-end accounts payable and accrued expenses, such as payroll taxes and documentation of the liability created by unused but accrued paid leave, including paid leave that carries over to the next fiscal year
- If applicable, a schedule of notes payable changes to the schedule year-to-year, and copies of the notes themselves
- Reconciliation of deferred grant revenue and refundable advances from funders
- Reconciliation of net assets classifications

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CHAPTER FIVE: PRE-AUDIT PREP

Why Conduct a Financial Audit or Review?

You may not be required by law to conduct an audit or review. So, why go through the entire process and related expense?

Having your financials audited or reviewed by an unbiased, third-party professional is all about fiduciary capacity. When a nonprofit acts in a fiduciary capacity to safeguard the funds entrusted to it by donors and other funding sources it feels obligated (or perhaps should) to assure funders that it is, in fact, protecting their funds.

Conducting a financial audit or review:

- Assures supporters – and particularly your high-wealth donors – that you’re being a good steward of their donations, which can positively impact future fundraising efforts
- Assures government funders that you’re conducting your accounting correctly
- Gives board members and executive leadership the confidence to make important data-driven decisions that impact the future sustainability and growth of your organization and mission

Learn More

If you don’t have true fund accounting™ software, audit preparation can be much more difficult. Learn what key capabilities and functionalities you could gain during the audit process with [Audit Preparation with Help from True Fund Accounting™](#).

For more on the nonprofit audit and how to prepare, download the following assets:

[Nonprofit Audit 101: Guide to the Fundamentals and More](#)
[Nonprofit Financial Audit Pocket Guide](#)
[Fraud, Internal Controls, and Audits, Exposed!](#)



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YEAR-END STRATEGIC PLANNING

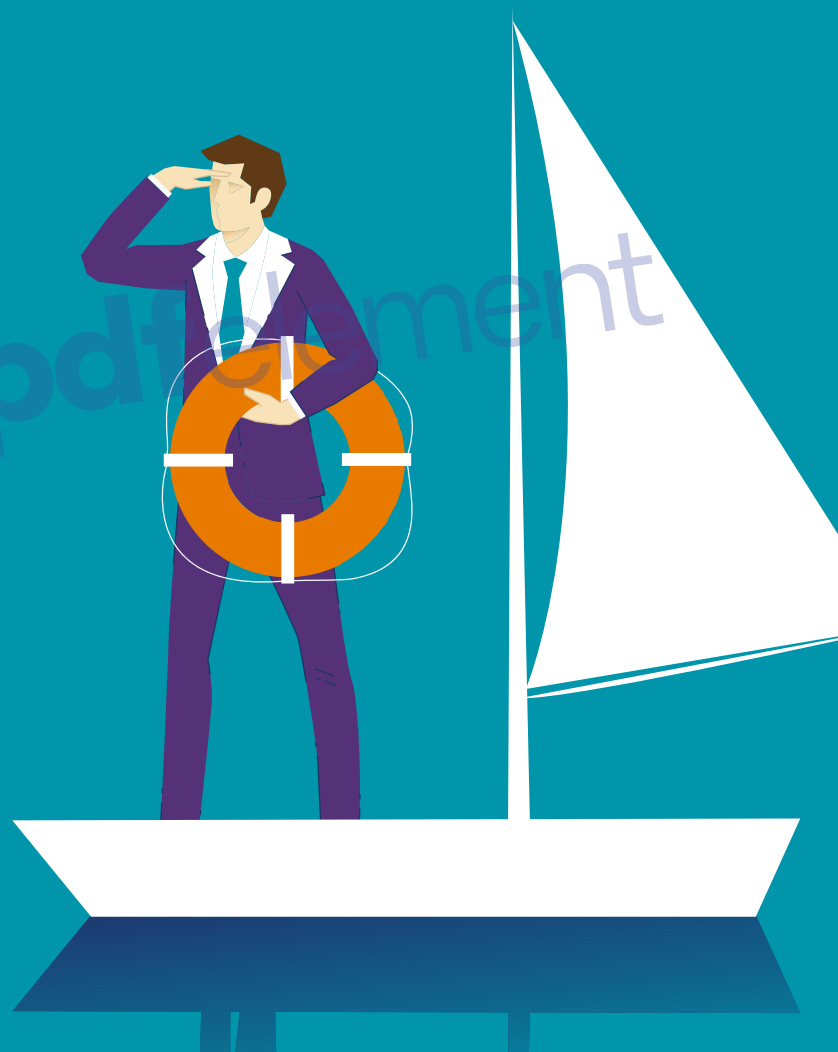
Are you in respiratory distress over all the details required to close out the year? It's hard to breathe easy, particularly when your nonprofit leadership is setting aggressive growth goals, going forward.

Nonprofit growth can be incredibly complex. You can't just set a new, higher fundraising goal and figure out what you're going to do with the money if and when you get it. Nor can you plan to expand your programming, not knowing where the funding will come from.

Instead, you need to develop a long-term strategic plan, and then manage it on an ongoing basis.

How to Build Your Year-End Strategic Growth Plan

- Align your budget with goals and milestones and use it as a roadmap for planned growth. Be sure to include key activities that support your planned growth, including new personnel, technology investments, and other associated costs.
- Diversify your growth strategy. With the increased uncertainty and competition for federal grants, it's a good idea to expand fundraising efforts, create new service-based revenue, or acquire private grants through foundations and corporations.
- Evaluate strategies through a risk management framework. Each growth strategy has different types of risk associated with it. It is important to evaluate each potential strategy through a risk management framework outlining things that might go wrong, contingency plans, dependencies, and any new laws or compliance considerations.



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YEAR-END STRATEGIC PLANNING

- Prepare your staff for growth. Identify areas where you may need to add headcount or build out new skills for existing employees. Make a point to include staff training and succession planning as a part of your growth plan.
- Strive for more transparency. Create a plan around communicating major changes and milestones. Your organization may also have new additional reporting needs to provide transparency to grantors and stakeholders.
- Leverage technology to help scale and manage growth. Look for solutions that can scale with you over time as you diversify and add new revenue sources. This includes looking for solutions that provide integrations and complementary tools you might grow into, such as more robust payroll/human resource functionality to fulfill new compliance requirements.
- Get your board's full buy-in on the goals, milestones, budgets, and tactics you plan to implement. By aligning your actions and reporting with this board-approved strategic plan throughout the coming year, you'll help keep the organization accountable and on track.

And, of course, you'll want to plan for contingencies. What if you end up with a fundraising shortfall for whatever reason? Alternatively, what if one or more of your expected government grants doesn't come through? Come up with backup plans and options that address the risk of a major discrepancy between incoming and outgoing funds.

Be sure you keep up with monthly and quarterly budget reviews to ensure you are adjusting to those discrepancies. Your [fund accounting software](#) should allow you to do real-time budget checking and should also be able to create customized reports to find variances and make accurate forecasts for any segment of the organization (for example, a specific grant or department) over any time period.

This tool should also allow you to alter settings so budget changes can be seen within your organization based on role, keeping you and other program managers notified.

Learn More

Looking to expand your funding sources or wondering how your peers are growing and what their plans are when it comes to securing funding?

Discover more about strategic growth with our [2017 Finance Research Study: Managing Growth](#).

More Resources

To better understand the trends of nonprofit growth, view our infographics: [Managing Growth](#) and [Nonprofits' Growing Dependence on Grant Funding](#). Looking to further explore the challenges associated with growth and risk management, [watch these videos](#).

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In lifeguard lingo, your aquatic safety team is your network of people that plans for and responds to emergencies. You, too, need a strong network of competent people at the ready to achieve your mission. Competition for this talent is becoming increasingly fierce.

Compounding this is the fact that the nonprofit sector is continuing to see a trend of increasing staff size, according to the latest [Nonprofit Employment Practices Survey](#). It reports, moving into 2016, over half of nonprofits (57 percent) expect to create new positions. The report, published by Nonprofit HR, also contends that to meet the demands of job growth, nonprofits need to increase investment in and improve approaches to recruitment and retention.

It goes on to point out there are a number of low-cost solutions that can be put in place, such as employee recognition efforts, flexible working options, and professional development opportunities, that can help nonprofits recruit and retain talent.

If you're one of the many under-resourced organizations that consider these "luxuries," you should, at the very least, have a total rewards package – including offerings like competitive compensation, benefits, and paid time off – in place. And, year-end is the ideal time to review and assess these offerings:

- Conduct performance reviews: Formal reviews enable employees to increase their skills, competence, and confidence.
- Conduct benefits re-enrollment: Use open enrollment time to promote the benefits you offer.



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- Conduct an analysis of your entire benefits package to ensure you're competitive with other nonprofits in your geographic and service area.
- Manage leave pay-out or carryover: Many states leave this to the employer's discretion; paying out and carrying over allotted PTO is largely perceived by employees as a valuable benefit.
- Establish professional development opportunities for the new year.
- Update your job descriptions: This provides employees with a clear promotion/growth path.

Other HR tasks that should be undertaken at year-end include:

- Assess your staffing needs for the coming year
- Develop a formal recruitment strategy to help you meet your growth projections
- Prepare for ACA compliance
- Review your HR budget

- Update your organization's policies and procedures
- Update/maintain your organization's OSHA (Occupational Safety and Health Administration) logs

On the payroll side of the house, use year-end to:

- Set up your payroll schedule for the new year
- Order any necessary forms for 1099 and W2 processes
- Conduct salary reviews
- Update names and Social Security numbers in your system(s)
- Update employees' withholdings

Learn More

Abila MIP Fund Accounting™ offers Payroll and Employee Management modules that make [managing human resources](#) easier and more efficient. Download the [Module Overview](#) to learn more.

And, check out the [Top 10 HR Processes to Automate at Your Nonprofit](#), as well as [HR Automation with Abila MIP Fund Accounting™](#).

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About Abila

Abila, a member of the Community Brands family, is the leading provider of software and services to associations, nonprofit organizations, and government agencies that help them improve decision making, execute with greater precision, increase engagement, and generate more revenue. Abila combines decades of industry insight with technology know-how to serve nearly 8,000 customers across North America. For more information, please visit www.abila.com.

About Community Brands

Community Brands is a technology-driven company that delivers purpose-built solutions for more than 13,000 of the world's leading associations, nonprofits and government entities to thrive and succeed in today's fast-paced, evolving world. Our focus on accelerating innovation and bringing to market modern technology solutions helps power social impact, effect positive change and create opportunity. With Community Brands software and services, organizations better engage their members, donors and volunteers; raise more money; effectively manage revenue; and provide professional development and insights to power their missions.

About 1st Choice Advisors

As a Select Business Partner with Abila, 1st Choice Advisors can give your organization the advantage by using our years of experience to help you with your fund accounting needs. Our consultants have 25+ years of experience with Abila MIP. We can also offer you more personal service including discounts and training opportunities. Your success is our priority!

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Phone #888-441-5830

Email info@1stchoiceadvisors.com

Website www.1stchoiceadvisors.com



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