

**"Must Have" Financial Info  
for  
CAA Boards and CEOs  
November 12, 2014**

Community Action Partnership Webinar

**Workshop Leader: Kay Sohl**



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**"Need to Know" Financial Info for:**

- Board of Directors
- Finance Committees
- CEO
- Program & Grants Managers
- Auditors and Monitors

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**Role Contrast**

**Management**

- Compliance
- Accuracy of accounting
- Cost control
- Cash management
- Development of financial strategies
- Identification & management of risk

**Board**

- Sustainability
- Accountability
- Select/retain competent CEO
- Strategic planning
- Authorize budget
- Determine risk tolerance

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**What's In a Financial Info System?**

- Budget
- General Ledger Accounting
- Financial Reporting
- Internal Controls

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**Systems Designed for Auditors & Compliance Monitors**

- Focus on grant/award tracking
- Expenses grant period
- Comparison to grant budget
- Tracking allowable expenses

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**What's Missing from Grant Focused Systems?**

- Overall financial health indicators
- Agency-wide fiscal year income & expenses
- Cash position
- Impact of cost allocation
- Impact of unallowable costs

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### Funders shifting from focus on individual awards

- Fiscal Year Budgets are now required for CAAs
- CSBG Organizational Standard 8.9 stipulates:  
 “The governing board annually approves an organization-wide budget:

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### Cost Center Budget Format

	Total	Management	Fund raising	Lobbying	Homeless Services	Energy Assistance
Personnel						
Prof. Services						
Occupancy						
XXXXX						
Total Expenses						

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### Financial Info Like an Onion

- Individual layers are interesting & valuable
- Need to see the whole thing before we buy it
- Use different slices and chunks for different purposes



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### Inside the Onion

- Individual grant award agreements
- Programs supported through multiple sources
- Program expenses which must be met with unrestricted funds
- Support functions – fiscal, IT, HR, Board

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### First Slice – Carve Out the Fiscal Year

- Budget for portion of each award that will occur during fiscal year
- Integrate the fiscal year plan for each award
- Demonstrate how each program and support function will be funded

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### Award Worksheet

Line item	Total Award/Contract	Prior FY portion	Current FY portion	Next FY portion
Personnel				
Fringe Benefits				
Travel				
Equipment				
Supplies				
Contractual				
Other				

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### Seeing Potential “bad spots” in the Fiscal Year Budget

- Cost allocation distortion
- How to pay for costs that funding awards won't cover fully
  - Excess but essential program costs
  - Admin costs
  - Other indirect costs
  - Unallowable costs

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### Accounting & Reporting: Slicing the Onion- Seeing the Whole

- Line item expenses and income tracked by:
  - Grant award
  - Program
  - Division
  - Whole agency



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### Management Review of Info on Grant by Grant Basis

- Essential control
- Detect & correct accounting error
- Monitor compliance
- Identify needs for budget revision
- Avoid over or under expenditure

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**Grants Manager Report:  
Grant to-Date Actual to Grant Budget**

	Grant-to-date	Grant Budget	Actual as % of grant budget	Projected grant end
Income				
Expense				
Net Income				

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**Grants Manager Report:  
Grant Year-to Date Actual to Budget**

	Yr-to-date	Annual Budget	Actual as % of budget	Projected year end
Income				
Expense				
Net Income				

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**What Readers Learn from  
Comparison of Actual to Budget in  
Individual Grant Reports**

- Over/under expenditure of line items in specific grants
- May or may not learn about problems with realizing grant income for awards in which income is tied to service volume

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## Info Needs Beyond Grants Management

- Organization-wide Revenue & Expense
- Projected year end outcomes
- Financial impact of each program
- Compliance with grant agreements
- Impact of funding mechanisms

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## Agency-wide Reporting: One Statement – Many Names

- Statement of Activities
- Income and Expense Statement
- Income Statement
- “Budget” Report - which displays actual revenues & expenses in comparison to budget

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Sample Community Action  
Statement of Activities  
For the Six Months Ending March 31, 2014

	Actual	YTD Budget	Variance
<b>REVENUE</b>			
Grants and contracts	\$ 6,620,353	\$ 6,611,462	\$ (8,891)
Donations	36,174	746,176	150,002
Payroll Charge Grants & Contributions	38,305	220,700	(182,395)
Program income	43,843	2,850	40,993
Fees	422,756	420,000	2,756
Rents and Other Income	70,558	58,651	11,907
<b>Total revenue</b>	<b>7,580,325</b>	<b>7,774,843</b>	<b>(214,528)</b>
<b>EXPENSES</b>			
<b>Program expenses:</b>			
Housing	72,003	68,643	(3,360)
Head Start and Related	1,372,774	1,323,720	49,054
Family and Community Support Services	1,224,727	1,420,711	(195,984)
Community Economic Development	801,842	1,413,024	611,182
Housing	1,974,142	1,954,471	19,671
Workforce Development	34,762	59,042	24,280
Educational Initiative	63,157	56,710	6,447
Community Services	41,224	41,020	204
Housing	58,721	31,177	27,544
<b>Total program expenses</b>	<b>6,236,115</b>	<b>6,346,199</b>	<b>911,079</b>
<b>Support services:</b>			
Facilities	11,443	21,064	9,621
General and Administrative	641,626	755,050	113,424
<b>TOTAL EXPENSES</b>	<b>7,489,819</b>	<b>7,632,369</b>	<b>142,550</b>
<b>CHANGE IN NET ASSETS</b>	<b>\$ 78,326</b>	<b>\$ 142,474</b>	<b>\$ (70,220)</b>

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**All Good Things  
Statement of Activities  
Quarter Ending 9-30-11** Exhibit 26.4

	1st Quarter	Annual Budget	% Budget Realized	Projected Year End
<b>Unrestricted Support &amp; Revenues</b>				
Foundation and corporate grants	\$5,000	\$30,000	\$0	\$20,000
Governmental grants & contracts	140,000	630,000	0.22	620,000
Contributions from individuals	15,000	60,000	0.25	50,000
Events net of expenses	5,000	50,000	0.10	30,000
Investment income	3,000	3,000	1.00	3,000
<b>Total</b>	<b>166,500</b>	<b>775,000</b>	<b>0.80</b>	<b>743,000</b>
Net assets released from restrictions	140,000	225,000	0.62	225,000
<b>Total support and revenue</b>	<b>306,500</b>	<b>1,000,000</b>	<b>0.31</b>	<b>968,000</b>
<b>Unrestricted Expenses</b>				
Personnel	200,000	720,000	0.28	700,000
Prof. Services	35,000	60,000	0.58	40,000
Occupancy	13,300	45,000	0.29	45,000
Other expenses	50,000	170,000	0.29	185,000
<b>Total unrestricted expenses</b>	<b>298,300</b>	<b>995,000</b>	<b>0.30</b>	<b>970,000</b>
<b>Increase in Unrestricted Net Assets</b>	<b>8,200</b>	<b>5,000</b>	<b>0.20</b>	<b>18,000</b>
<b>Temporarily Restricted Support</b>				
New TK Grants Received	200,000	360,000	0.56	325,000
Repayment from Temp. Restrict.	(140,000)	(225,000)	0.62	(225,000)
<b>Increase in TR Net Assets</b>	<b>60,000</b>	<b>135,000</b>	<b>0.44</b>	<b>100,000</b>
<b>Increase in Total Net Assets</b>	<b>148,000</b>	<b>140,000</b>	<b>1.05</b>	<b>118,000</b>

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### What Readers Learn from Agency-wide fiscal year income statements

- Agency net income
- Over-under expenditure by cost center
- Short falls in anticipated income
- Unrestricted net income or loss

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### Agency-wide Report

	Yr-to-date	Annual Budget	Actual as % of budget	Projected year end
Income				
Expense				
Net Income				

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### Why Agency-wide Fiscal Year Income & Expense Info Matters

- Integrates financial impact of all programs & funding agreements
- Allows comparison of actual results to required agency-wide budget

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### Agency-wide Fiscal Year Income & Expense Statement

- Demonstrates reasonableness & consistent implementation of cost allocation methodology
- Reports use of unrestricted & restricted funds

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### Rev & Expense by Function

April, 2014	Energy Assist	Housing	Nutrition	Manage & General	Total
Income					
Expense					
Net Income					

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**ABC Community Action Partnership**  
 Statement of Revenues and Expenses  
 From 4/1/2014 Through 4/30/2014

	100%	200%	300%	400%	500%	600%	700%	800%		
	Human Service	Energy Assistance	SNAC Food/Financial	Subsidies	Education & Job Training	Shelter / Transitional Services	CAR	Management and Admin	Total	
<b>OPERATING ACTIVITIES</b>										
1	0.00	0.00	0.00	562.00	0.00	0.00	499.26	0.00	1,061.26	
2	1,137.87	0.00	0.00	3,280.97	101.35	1,613.63	134,649.67	0.00	239,863.89	
3	7,717.13	0.00	0.00	50.00	0.00	0.00	1,600.00	0.00	9,467.13	
4	74,741.89	18,504.00	2,808.11	17,284.40	11,077.35	46,309.19	4,519.90	18,676.78	215,256.62	
5	0.00	0.00	37,283.51	0.00	0.00	442.00	1,374.00	0.00	39,100.51	
6	2,836.00	0.00	3,704.00	6,754.00	23,830.00	353.00	(30,135.11)	2,816.50	(23,523.61)	
7	6,693.87	18,514.00	38,098.43	25,322.28	34,501.61	36,690.11	28,203.96	22,477.61	251,698.87	
<b>OPERATING EXPENDITURES</b>										
8	Personnel	21,792.79	8,444.00	10,039.98	41,888.00	43,088.21	46,973.83	22,978.23	1,766.04	186,442.02
9	Supplies	8,989.57	6,949.00	1,560.00	6,339.60	7,562.20	13,028.91	6,891.12	4,694.47	49,363.87
10	Program Materials & Other Costs	8,826.65	22,433.23	22,266.45	20,232.28	11,618.28	24,826.36	15,899.72	15,389.25	238,599.22
11	TOTAL OPERATING EXPENDITURES	46,635.11	47,836.23	44,866.43	76,460.88	64,498.69	95,839.11	55,877.12	39,749.68	629,212.88
12	CHANGE IN ASSETS FROM OPERATING ACTIVITIES	1,203.14	(193,171)	902.02	(284,100)	3,241.60	(193,440)	(193,101)	412.38	(2,867.71)
13	Non-Operating Gain / (Loss) on Disposal of Asset	0.00	0.00	0.00	0.00	0.00	0.00	0.00	11,778.01	11,778.01
14	TOTAL CHANGE IN UNRESTRICTED ASSETS	1,203.14	(193,171)	902.02	(284,100)	3,241.60	(193,440)	(193,101)	12,196.39	(548,651.53)

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### Program Performance

	Actual Yr-to-date	Yr-to-date Budget	Fav/ (Unfav) Variance
<b>Income</b>			
<b>Expense</b>			
Prog A			
Prog B			
Prog C			
Admin			
<b>Total Expenses</b>			
<b>Net Income</b>			

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### Expense by Line Item

	Actual Yr-to-date	Yr-to-date Budget	Fav/ (Unfav) Variance
<b>Income</b>			
<b>Expense</b>			
Personnel			
Prof Services			
Occupancy			
Other			
<b>Total Expenses</b>			
<b>Net Income</b>			

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**What Readers Don't Learn from Income Statements**

- Do we have enough **cash** to pay our bills?
- Are we paying our bills **on time**
- Are we having **delays** in collecting what is **owed** to us

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**More Things Not Learned from Income Statements**

- Are we using **restricted funds** **inappropriately**?
- Do we have unrestricted **reserves** to fall back on

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**Another Essential Statement – With Many Names**

- Balance Sheet
- Statement of Financial Position
- Assets, Liabilities and Net Assets

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Exhibit 26.4  
**All Good Things**  
**Statement of Financial Position**  
**September 30, 2011**  
with comparative totals as of June 30, 2011

	9-30-11	6-30-11
<b>Assets</b>		
Cash	\$140,000	\$80,000
Receivables	401,100	81,100
Land, buildings, equipment, net	1,500,000	1,510,000
<b>Total assets</b>	<b>2,041,100</b>	<b>1,491,100</b>
<b>Liabilities and Net Assets</b>		
<b>Liabilities</b>		
Accounts payable	180,000	170,000
Mortgage payable	500,000	500,000
<b>Total liabilities</b>	<b>680,000</b>	<b>670,000</b>
<b>Unrestricted Net Assets</b>		
Available for operations	31,100	11,100
Invested in fixed assets	1,000,000	1,010,000
Board designated reserves	100,000	100,000
<b>Sub-total - Unrestricted net assets</b>	<b>1,131,100</b>	<b>1,121,100</b>
<b>Temporarily restricted net assets</b>	<b>250,000</b>	<b>100,000</b>
<b>Total Net Assets</b>	<b>1,381,100</b>	<b>1,221,100</b>
<b>Total liabilities &amp; net assets</b>	<b>\$2,061,100</b>	<b>\$1,491,100</b>

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**Unrestricted Net Assets include:**

Available for Operations
Invested in Fixed Assets
Board Designated Reserves
Total Unrestricted Net Assets

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**What Readers Learn from**  
**Balance Sheets**

- Net Assets – restricted or unrestricted
- Net Assets – growing or shrinking
- Cash
- Liabilities
- Accounts Receivable and Payable
- Investment in fixed assets

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### Balance Sheet & Income Statement: Pathway & Destination

- Balance Sheet – one point in time
- Income Statement – activity over a period of time
- Income Statement – the path we took
- Balance Sheet – where the path took us

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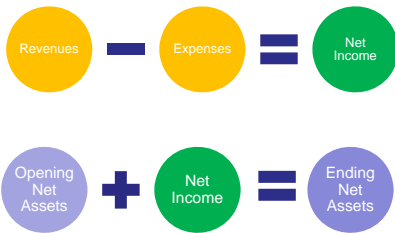
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### ⓘ Growing Net Assets ⓘ



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### Compared to What?

- Balance Sheet info has little meaning without comparisons:
  - Prior periods
  - Ratios
  - Targets

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### Prior Period Comparisons

- Previous Month
- Previous Quarter
- Previous Fiscal Year-end
- Same Month Previous Year

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### Balance Sheet with Prior Month Comparison

	Current Month End	Prior Month End
<b>Assets</b>		
<b>Liabilities</b>		
<b>Net Assets</b>		
<b>Liabilities &amp; Net Assets</b>		

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### Balance Sheet with Prior Year Comparison

	Current Year	Prior Year	Current Year % Change
<b>Assets</b>			
<b>Liabilities</b>			
<b>Net Assets</b>			
<b>Liabilities &amp; Net Assets</b>			

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### Balance Sheet Ratios

- Cash to Current Liabilities
- Cash & Accounts Receivable to Current Liabilities
- Grants/contracts Receivable to Grant/contract billing for the month
- Reserves to annual expenses

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### Targets

- Days of Cash
- Unrestricted Net Assets Available for Operations
- Total Net Assets Available for Operations

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### Spotting Trouble before your cooked



- Unplanned use of unrestricted funds
- Cash flow problems
- Uncollectible receivables
- Negative unrestricted net assets
- Cost overruns & income shortfalls

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ICA STATEMENT OF FINANCIAL POSITION		
	2009	2010
<b>Assets</b>		
<b>Current Assets</b>		
Cash	\$253,007	\$258,300
Investments	725,000	725,000
Revenue Receivable	3,958,475	4,406,070
Inventories	240,209	584,234
Prepaid Expenses	475,890	634,342
<b>Total Current Assets</b>	<b>5,652,581</b>	<b>6,618,036</b>
<b>Long-Term Assets</b>		
Furniture	24,345	534,468
Land	102,345	510,345
Building	1,450,000	1,850,000
Grant Funded Assets	3,245,400	3,245,400
Less Accumulated Depreciation	(1,899,270)	(2,307,866)
<b>Total Long-Term Assets</b>	<b>3,922,820</b>	<b>3,925,215</b>
<b>Total Assets</b>	<b>9,575,401</b>	<b>10,543,251</b>
<b>Liabilities and Net Assets</b>		
<b>Current Liabilities</b>		
Cash Overdraft	\$124,567	\$1,107,068
Accounts Payable - Vendors	2,200,000	2,800,000
Accounts Payable - Others	42,300	102,034
Current Portion of LT Debt	25,000	25,000
Line of Credit	1,300,343	3,000,343
Unemployment Compensation Reserve	240,890	135,000
<b>Total Current Liabilities</b>	<b>5,878,796</b>	<b>5,110,447</b>
<b>Long-Term Liabilities</b>		
Notes Payable	356,709	356,900
Mortgage Payable (Less Current Portion)	1,318,495	1,876,796
<b>Total Long-Term Liabilities</b>	<b>2,195,204</b>	<b>2,233,696</b>
<b>Total Liabilities</b>	<b>8,074,000</b>	<b>7,344,143</b>
<b>Unrestricted Net Assets</b>	<b>1,501,401</b>	<b>3,199,108</b>
<b>Total Liabilities &amp; Net Assets</b>	<b>9,575,401</b>	<b>10,543,251</b>

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**Did You See the Red Flags?**

- Cash overdraft
- Increase in receivables
- Increase in liabilities
- Drop in Net Assets

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**Core Board Concerns**

- Financial health & sustainability
- Progress toward strategic goals
- Risk management

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### Board Info Focuses on Financial Impact

	Yr-to-date	Annual Budget	Actual as % of budget	Projected year end
Income				
Expense				
Net Income				

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### Balance Sheet with Year End Projection

	Prior Year End	Current Period	Projected Year End
Assets			
Liabilities			
Net Assets			
Liabilities & Net Assets			

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### Helping Boards Understand CAA Financial Health

- Complete, concise monthly financial statements
- Financial oversight training
- Identify risks & propose solutions
- Bullet point narrative
- Consider dashboard approach

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## Dashboards

- Concise graphic presentations of key indicators
- Provide useful comparisons to visualize progress over time
- Users identify most significant indicators

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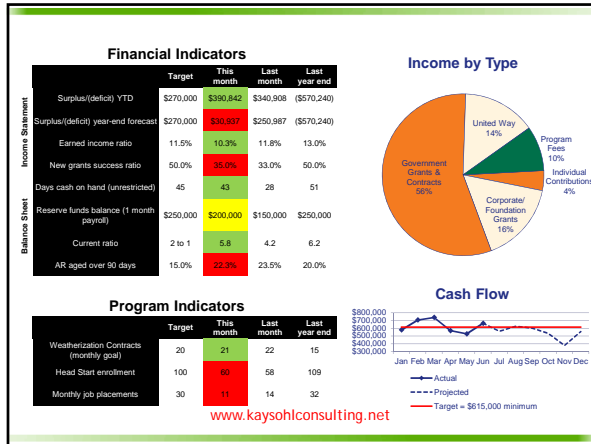
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## Your Next Steps

- Comprehensive, integrated fiscal year budget
- Accounting system structured to match budget format
- Organization-wide Revenue & Expense Statement
- Comparative Balance Sheet
- Dashboard

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**Sample Community Action  
Statement of Financial Position**

<b>ASSETS</b>	<b>3/31/2014</b>	<b>9/30/2013</b>	<b>Change</b>	<b>% Change</b>
<b>CURRENT ASSETS</b>				
Cash	\$ 1,676,014	\$ 1,257,919	\$ 418,095	33.24
Restricted cash	56,705	48,167	8,538	17.73
Investments	105,439	100	105,339	105,243.89
Current portion of receivables	1,053,011	1,618,927	(565,916)	(34.96)
Capital campaign receivable	121,377	135,649	(14,272)	(10.52)
Inventory	169,623	122,213	47,410	38.79
Prepaid expenses	72,118	130,204	(58,086)	(44.61)
Other	2,145	4,070	(1,925)	(47.30)
<b>TOTAL CURRENT ASSETS</b>	<b>3,256,432</b>	<b>3,317,249</b>	<b>(60,817)</b>	<b>(1.83)</b>
<b>NONCURRENT ASSETS</b>				
Restricted cash	15,786	9,484	6,302	66.45
Restricted cash - tangible asset programs	321,809	377,413	(55,604)	(14.73)
Long term portion of receivables	19,654	19,654	-	-
Long term portion of advances to tangible asset programs	179,871	162,803	17,068	10.48
Property & equipment	6,128,491	6,240,480	(111,989)	(1.79)
Loan origination fees	4,137	4,312	(175)	(4.06)
<b>TOTAL NONCURRENT ASSETS</b>	<b>6,669,748</b>	<b>6,814,146</b>	<b>(144,398)</b>	<b>(2.12)</b>
<b>TOTAL ASSETS</b>	<b>9,926,180</b>	<b>10,131,395</b>	<b>(205,215)</b>	<b>(2.03)</b>
<b>LIABILITIES AND NET ASSETS</b>				
<b>CURRENT LIABILITIES</b>				
Accounts payable	228,727	372,563	(143,836)	(38.61)
Accrued expenses	1,120,903	1,169,925	(49,022)	(4.19)
Security deposit	3,503	3,772	(269)	(7.13)
Refundable advances	1,025,520	1,080,765	(55,246)	(5.11)
Current portion of notes payable	87,346	87,346	-	-
<b>TOTAL CURRENT LIABILITIES</b>	<b>2,465,999</b>	<b>2,714,371</b>	<b>(248,373)</b>	<b>(9.15)</b>
<b>NONCURRENT LIABILITIES</b>				
Notes payable, less current portion shown above	2,472,884	2,501,973	(29,089)	(1.16)
<b>TOTAL NONCURRENT LIABILITIES</b>	<b>2,472,884</b>	<b>2,501,973</b>	<b>(29,089)</b>	<b>(1.16)</b>
<b>TOTAL LIABILITIES</b>	<b>4,938,883</b>	<b>5,216,344</b>	<b>(277,461)</b>	<b>(5.32)</b>
<b>NET ASSETS</b>	<b>4,987,297</b>	<b>4,915,051</b>	<b>72,246</b>	<b>1.47</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$ 9,926,180</b>	<b>\$ 10,131,395</b>	<b>\$ (205,215)</b>	<b>(2.03)</b>
Current Ratio	1.32	1.22	0.10	8.05

**Sample Community Action  
Statement of Activities  
For the Six Months Ending March 31, 2014**

<b>REVENUE</b>	<b>Actual</b>	<b>YTD Budget</b>	<b>Fav/(Unfav) Variance</b>
Grants and contracts	\$ 6,620,803	\$ 6,814,462	\$ (193,659)
Donations	383,316	215,125	168,191
Capital Campaign Grants & Contributions	36,355	225,000	(188,645)
Program Income	43,840	2,500	41,340
Fees	405,454	459,084	(53,630)
Rents and Other Income	70,556	58,681	11,875
<b>Total revenue</b>	<b>7,560,325</b>	<b>7,774,853</b>	<b>(214,528)</b>
<b>EXPENSES</b>			
<b>Program expenses:</b>			
Housing	72,002	68,643	(3,359)
Head Start and Related	1,873,774	1,823,788	(49,985)
Family and Community Support Services	1,804,797	1,499,711	(305,086)
Community Economic Development	801,843	1,413,024	611,181
Weatherization	1,879,140	1,814,450	(64,689)
Workforce Development	34,793	59,632	24,838
Transportation Initiative	59,157	54,740	(4,417)
Community Services	41,234	41,026	(209)
Plant Fund	68,371	71,177	2,806
<b>Total program expenses</b>	<b>6,635,110</b>	<b>6,846,189</b>	<b>211,079</b>
<b>Support services:</b>			
Fundraising	11,143	21,069	9,927
General and Administrative	841,826	765,098	(76,728)
<b>TOTAL EXPENSES</b>	<b>7,488,079</b>	<b>7,632,356</b>	<b>144,278</b>
<b>CHANGE IN NET ASSETS</b>	<b>\$ 72,246</b>	<b>\$ 142,496</b>	<b>\$ (70,250)</b>

**Sample Community Action  
Statement of Revenue and Expenditures  
For the Six Months Ending March 31, 2014**

<b>REVENUE</b>	<b>Actual</b>	<b>YTD Budget</b>	<b>Fav/(Unfav) Variance</b>
Grants and contracts	\$ 6,620,803	\$ 6,814,462	\$ (193,659)
Donations	383,316	215,125	168,191
Capital Campaign Grants & Contributions	36,355	225,000	(188,645)
Program Income	43,840	2,500	41,340
Fees	405,454	459,084	(53,630)
Rents and Other Income	70,556	58,681	11,875
<b>Total revenue</b>	<b>7,560,325</b>	<b>7,774,853</b>	<b>(214,528)</b>
 <b>EXPENSES</b>			
Personnel	3,153,526	2,921,405	(232,121)
Fringe Benefits	1,095,809	1,058,302	(37,507)
Travel	180,371	167,018	(13,353)
Equipment	-	41,165	41,165
Supplies	113,189	101,624	(11,565)
Contractual	385,021	645,323	260,302
Occupancy costs	380,105	377,856	(2,249)
Copier Printing	20,200	6,851	(13,350)
Insurance	39,144	26,402	(12,742)
Telephone	48,181	39,281	(8,901)
Postage & Shipping	11,938	14,676	2,737
Dues & Subscriptions	16,091	14,314	(1,777)
Conferences, Conventions, & Meetings	10,891	48,792	37,901
Other Program Expenses	1,845,707	1,994,096	148,389
Professional Fees	66,879	55,500	(11,379)
Interest	46,271	47,314	1,043
Depreciation	74,756	72,440	(2,316)
<b>Total expenses</b>	<b>7,488,079</b>	<b>7,632,356</b>	<b>144,278</b>
<b>Excess (deficiency) of revenue over expenses</b>	<b>\$ 72,246</b>	<b>\$ 142,496</b>	<b>\$ (70,250)</b>

**Sample Community Action**  
**Statement of Revenue & Expenditures by Program**  
**For the Six Months Ending March 31, 2014**

Programs:	Revenue	Expenses		Admin Alloc	Excess/(Deficiency) of Rev Over Exp Before Transfers	Transfers -		Fiscal YTD Change in Net Assets
		Before Admin Alloc	Admin Alloc			CSBG & Other		
Housing	\$ 65,967	\$ 72,002	\$ -	\$ -	\$ (6,035)	\$ -	\$ -	\$ (6,035)
Early Childhood and Family Development	2,158,476	1,873,774	313,424		(28,722)	-		(28,722)
Family and Community Support Services	1,894,029	1,804,797	170,528		(81,296)	175,315		94,019
Community Economic Development	760,390	801,843	63,148		(104,601)	75,322		(29,279)
Weatherization	2,196,233	1,879,140	202,143		114,951	(85,000)		29,951
Workforce Development	33,369	34,793	6,700		(8,125)	-		(8,125)
Car Transportation Initiative	70,118	59,157	10,792		170	-		170
Community Services Block Grant	262,400	36,908			225,492	(225,492)		-
Flood Relief <sup>1</sup>	(19,905)				(19,905)			(19,905)
Agency Discretionary	96,935	4,466			92,470	95,753		188,222
NJ Contract	(0)	(140)			174			174
Plant Fund	5,957	68,371			(62,413)	-		(62,413)
<b>Support services:</b>								
Fundraising	36,355	11,143	2,010		23,203	(35,897)		(12,694)
General and Administrative	-	841,826	(768,709)		(73,117)	-		(73,117)
<b>Total</b>	<b>\$ 7,560,325</b>	<b>\$ 7,488,079</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 72,246</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 72,246</b>

This report does not include gain/loss on insurance proceeds or disposal of property  
General & Administrative % of Total Expenses 11%  
<sup>1</sup> Flood Relief - primarily for businesses

BCA STATEMENT OF FINANCIAL POSITION

	2009	2010
<b>Assets</b>		
<u><b>Current Assets</b></u>		
Cash	\$253,007	\$258,390
Investments	725,000	725,000
Revenue Receivable	3,958,475	4,406,070
Inventories	245,709	594,234
Prepaid Expenses	475,890	634,342
<b>Total Current Assets</b>	<b>5,658,081</b>	<b>6,618,036</b>
<u><b>Long-Term Assets</b></u>		
Furniture	24,345	\$34,468
Land	102,345	\$102,345
Building	1,450,000	1,850,000
Grant-Funded Assets	3,245,469	3,245,469
Less Accumulated Depreciation	(1,899,270)	(2,307,066)
<b>Total Long-Term Assets</b>	<b>2,922,889</b>	<b>2,925,216</b>
<b>Total Assets</b>	<b><u>\$8,580,970</u></b>	<b><u>\$9,543,252</u></b>
<b>Liabilities and Net Assets</b>		
<i><b>Current Liabilities</b></i>		
Cash Overdraft	\$124,567	\$1,107,068
Accounts Payable--Vendors	2,200,897	2,800,000
Accounts Payable-Others	42,100	102,034
Current Portion of LT Debt	25,000	25,000
Line of Credit	1,240,342	1,000,345
Unemployment Compensation Reserve	245,890	135,000
<i><b>Total Current Liabilities</b></i>	<b>3,878,796</b>	<b>5,169,447</b>
<i><b>Long-Term Liabilities</b></i>		
Notes Payable	256,789	356,900
Mortgage Payable (Less Current Portion)	1,938,495	1,876,796
<i><b>Total Long-Term Liabilities</b></i>	<b>2,195,284</b>	<b>2,233,696</b>
<b>Total Liabilities</b>	<b>6,074,080</b>	<b>7,403,143</b>
<b>Unrestricted Net Assets</b>	<b>2,506,890</b>	<b>2,140,109</b>
<b>Total Liabilities &amp; Net Assets</b>	<b><u>\$8,580,970</u></b>	<b><u>\$9,543,252</u></b>



**All Good Things**  
**Statement of Financial Position**  
**September 30, 2011**

with comparative totals as of June 30, 2011

	<u>9-30-11</u>	<u>6-30-11</u>
<b>Assets</b>		
Cash	\$160,000	\$300,000
Receivables	401,100	81,100
Land, buildings, equipment, net	1,500,000	1,510,000
<b>Total assets</b>	<u><u>2,061,100</u></u>	<u><u>1,891,100</u></u>
 <b>Liabilities and Net Assets</b>		
<i>Liabilities</i>		
Accounts payable	180,000	170,000
Mortgage payable	500,000	500,000
<b>Total liabilities</b>	<u><u>680,000</u></u>	<u><u>670,000</u></u>
 <i>Unrestricted Net Assets</i>		
Available for oper.	31,100	11,100
Invested in fixed assets	1,000,000	1,010,000
Board designated reserves	100,000	100,000
<b>Sub-total - Unrestricted net assets</b>	<u><u>1,131,100</u></u>	<u><u>1,121,100</u></u>
 <i>Temporarily restricted net assets</i>	<u><u>250,000</u></u>	<u><u>100,000</u></u>
 <i>Total Net Assets</i>	<u><u>1,381,100</u></u>	<u><u>1,221,100</u></u>
<b>Total liabilities &amp; net assets</b>	<u><u>\$2,061,100</u></u>	<u><u>\$1,891,100</u></u>

# All Good Things

Exhibit 26-6

## Statement of Activities Quarter Ending 9-30-11

	1rst Quarter	Annual Budget	% Budget Realized	Projected Year End
<b>Unrestricted Support &amp; Revenues</b>				
Foundation and corporate grants	\$5,000	\$30,000	\$0	\$20,000
Governmental grants & contracts	140,000	630,000	0.22	620,000
Contributions from individuals	15,000	60,000	0.25	50,000
Events net of expenses	5,000	50,000	0.10	50,000
Investment income	1,300	5,000	0.26	3,000
	<u>166,300</u>	<u>775,000</u>	<u>1.00</u>	<u>743,000</u>
Net assets released from restrictions	140,000	225,000	0.62	225,000
<b>Total support and revenue</b>	<b>306,300</b>	<b>1,000,000</b>	<b>0.31</b>	<b>968,000</b>
<b>Unrestricted Expenses</b>				
Personnel	200,000	720,000	0.28	700,000
Prof Services	35,000	40,000	0.88	40,000
Occupancy	11,300	45,000	0.25	45,000
Other expenses	50,000	170,000	0.29	165,000
<b>Total unrestricted expenses</b>	<b>296,300</b>	<b>975,000</b>	<b>0.30</b>	<b>950,000</b>
<b>Increase in Unrestricted Net Assets</b>	<b>10,000</b>	<b>25,000</b>	<b>0.40</b>	<b>18,000</b>
<b>Temporarily Restricted Support</b>				
New TR Grants Received	290,000	360,000	0.81	325,000
Released from Temp Restrict	(140,000)	(225,000)	0.62	(225,000)
<b>Increase in TR Net Assets</b>	<b>150,000</b>	<b>135,000</b>	<b>1.11</b>	<b>100,000</b>
<b>Increase in Total Net Assets</b>	<b>\$160,000</b>	<b>\$160,000</b>	<b>1.0</b>	<b>\$118,000</b>

# ABC Community Action Partnership

## Financial Report Dashboard

4/30/2014

1 **Unrestricted Cash & Cash Equivalents as of 4/30/2014**

2	Total Cash Available	955,721.92	
3	LESS: Restricted Reserve Funds	935,048.91	
4	<b>Unrestricted Cash Available</b>	<b>20,673.01</b>	
5	PLUS: Accounts Receivable (<60 days, no HUD)	429,810.20	
6	<b>Total Operating Cash &amp; Equivalents Available</b>	<b>450,483.21</b>	
7	Average Daily Operating Cost	10,000.00	
8	Days of Operations Funded	45	

9 **Accounts Receivable Balances >90 days Past Due as of 4/30/2014**

10	134,191.66	Total Accounts Receivable 90 days or more past due
11	134,191.66	XXX XXXXXXXX Accounts Receivable 90 days or more past due
12	0.00	Other vendors Accounts Receivable 90 days or more past due

13 **Administration Information for April 2014**

	<b>This Month</b>	<b>11-Month Average</b>	
14			
15	Total Cost of Administration	35,374.51	41,040.79
16	% of Admin Costs to Programs charged Admin	11.41%	12.30%
17	CSBG Dollars used for Admin Support	3,476.48	7,748.86

## ABC Community Action Partnership

### Balance Sheet

4/30/2014

			Current Year %	
	Current Year	Prior Year	Change	
1	Assets			
2	Cash	786,864.31	423,216.59	85.92%
3	Cash - Restricted	168,857.61	124,306.59	35.84%
4	Accounts Receivable	601,280.34	547,132.14	9.90%
5	Prepaid Expenses	100,086.89	70,449.38	42.07%
6	Property and Equipment, Net	4,508,203.50	4,812,876.59	-6.33%
7	Long-Term Notes Receivable	<u>105,000.00</u>	<u>210,000.00</u>	<u>-50.00%</u>
8	Total Assets	6,270,292.65	6,187,981.29	1.33%
9	Total Assets	<u>6,270,292.65</u>	<u>6,187,981.29</u>	<u>1.33%</u>
10	Liabilities			
11	Accounts Payable	58,448.03	42,953.03	36.07%
12	Accrued Vacation	103,965.11	102,576.63	1.35%
13	Accrued Payroll Payable	63,401.89	55,067.79	15.13%
14	Payroll Taxes Payable	23,758.53	27,169.27	-12.55%
15	Payroll Deductions Payable	26,463.44	18,387.76	43.92%
16	Notes Payable	952,618.85	0.00	0.00%
17	Loans Payable	<u>0.00</u>	<u>1,233,565.55</u>	<u>-100.00%</u>
18	Total Liabilities	<u>1,228,655.85</u>	<u>1,479,720.03</u>	<u>-16.97%</u>
19	Total Liabilities	<u>1,228,655.85</u>	<u>1,479,720.03</u>	<u>-16.97%</u>
20	Net Assets			
21	Unrestricted	3,742,326.61	3,816,878.67	-1.95%
22	XXXX Designated Reserves	267,874.19	200,167.43	
23	Building Replacement Reserve	42,584.07	37,682.02	13.01%
24	Equipment Replacement Reserve	53,803.02	53,803.02	0.00%
25	Temporarily Restricted			
26	Tenant Deposits	13,671.00	14,192.00	-3.67%
27	Deferred Revenue	<u>921,377.91</u>	<u>585,538.12</u>	<u>57.36%</u>
28	Total Temporarily Restricted	<u>935,048.91</u>	<u>599,730.12</u>	<u>55.91%</u>
29	Total Net Assets	5,041,636.80	4,708,261.26	7.08%
30	Total Net Assets	<u>5,041,636.80</u>	<u>4,708,261.26</u>	<u>7.08%</u>
31	Total Liabilities and Net Assets	<u>6,270,292.65</u>	<u>6,187,981.29</u>	<u>1.33%</u>

ABC Community Action Partnership  
Combining Statement of Activities  
From 4/1/2014 Through 4/30/2014

	<b>Current Month Actual</b>	<b>Year to Date Actual</b>	<b>Prior Year to Date Actual</b>	<b>Current Year to Date Change from Prior Year to Date</b>	
<b>OPERATING REVENUES</b>					
1	Individuals	1,056.36	1,056.36	2,796.20	(1,739.84)
2	Foundations	235,052.09	235,052.09	70,985.28	164,066.81
3	Corporations	9,427.13	9,427.13	8,696.00	731.13
4	Government	303,524.82	303,524.82	247,613.04	55,911.78
5	Fee & Service Income	39,671.57	39,671.57	41,591.77	(1,920.20)
6	Other Income	<u>(173,331.35)</u>	<u>(173,331.35)</u>	<u>(30,463.43)</u>	<u>(142,867.92)</u>
7	<b>TOTAL OPERATING REVENUES</b>	415,400.62	415,400.62	341,218.86	74,181.76
<b>OPERATING EXPENDITURES</b>					
9	Personnel	166,444.22	166,444.22	163,719.87	2,724.35
10	Occupancy	49,494.43	49,494.43	39,132.22	10,362.21
11	Program Materials & Other Costs	<u>196,594.22</u>	<u>196,594.22</u>	<u>147,940.67</u>	<u>48,653.55</u>
12	<b>TOTAL OPERATING EXPENDITURES</b>	<u>412,532.87</u>	<u>412,532.87</u>	<u>350,792.76</u>	<u>61,740.11</u>
13	<b>CHANGE IN ASSETS FROM OPERATING ACTIVITIES</b>	2,867.75	2,867.75	(9,573.90)	12,441.65
14	Non-Operating Gain / (Loss) on Disposal of Assets.	<u>12,776.01</u>	<u>12,776.01</u>	0.00	<u>12,776.01</u>
15	<b>TOTAL CHANGE IN UNRESTRICTED ASSETS</b>	<u>15,643.76</u>	<u>15,643.76</u>	<u>(9,573.90)</u>	<u>25,217.66</u>

**ABC Community Action Partnership**  
Statement of Revenues and Expenditures  
From 4/1/2014 Through 4/30/2014

	100s	200s	300s	400s	500s	600s	700s	800s	Total
	Home Repair	Energy Assistance	BMAC Properties	Nutrition	Education & Job Training	Shelter / Transitional Housing	Other	Management and General	
OPERATING ACTIVITIES									
1 Individuals	0.00	0.00	0.00	560.00	0.00	0.00	496.36	0.00	1,056.36
2 Foundations	117.67	53.62	0.00	3,266.77	333.33	2,631.03	228,649.67	0.00	235,052.09
3 Corporations	7,717.13	0.00	0.00	60.00	0.00	0.00	1,650.00	0.00	9,427.13
4 Government	31,211.99	86,064.80	2,068.13	27,296.45	51,037.32	81,369.39	4,539.98	19,936.76	303,524.82
5 Fee & Service Income	0.00	0.00	37,293.51	0.00	0.00	442.00	1,936.06	0.00	39,671.57
6 Other Income	2,562.46	94.68	5,704.55	4,542.06	12,130.96	163.89	(201,071.11)	2,541.16	(173,331.35)
7 TOTAL OPERATING ACTIVITIES	41,609.25	86,213.10	45,066.19	35,725.28	63,501.61	84,606.31	36,200.96	22,477.92	415,400.62
OPERATING EXPENDITURES									
9 Personnel	21,792.79	8,944.08	18,539.88	10,169.05	42,088.33	40,573.82	22,570.23	1,766.04	166,444.22
10 Occupancy	9,589.87	6,099.36	3,693.89	4,164.65	7,042.24	10,036.83	4,008.12	4,859.47	49,494.43
11 Program Materials & Other Costs	9,026.45	72,123.33	22,250.41	21,772.76	11,019.39	34,426.06	10,595.77	15,380.05	196,594.22
12 TOTAL OPERATING EXPENDITURES	40,409.11	87,166.77	44,484.18	36,106.46	60,149.96	85,036.71	37,174.12	22,005.56	412,532.87
13 CHANGE IN ASSETS FROM OPERATING ACTIVITIES	1,200.14	(953.67)	582.01	(381.18)	3,351.65	(430.40)	(973.16)	472.36	2,867.75
14 Non-Operating Gain / (Loss) on Disposal of Asset	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12,776.01	12,776.01
15 TOTAL CHANGE IN UNRESTRICTED ASSETS	1,200.14	(953.67)	582.01	(381.18)	3,351.65	(430.40)	(973.16)	13,248.37	15,643.76