



FINANCE • ACCOUNTING • HR

Demystifying Financial Statements

Charles River CFO





Who We Are

- **Leading** Boston-based Finance & Accounting Outsourcing Firm
- Team of **Fifty** Professionals
- Service Nonprofit Clients **Remote & Onsite**
- Finance, Accounting, Tax and HR

Public Nonprofit Data

Nonprofit data is publicly available through the filing of the IRS Form 990 and other required reporting

Public Nonprofit Data

Where you find it:

- State Attorney General's website
- Guidestar / Candid
- Charity Navigator
- Nonprofit's website

Public Nonprofit Data

State AG website

<https://masscharities.my.site.com/FilingSearch/s/>



Massachusetts Office of the Attorney General

[Home](#)

Public Charities Filing Search

To search for a public charity, use one of the search options below. The search will only return those charitable organizations that are registered with the Massachusetts Office of the Attorney General.

Please note that this is the new web address for Massachusetts Public Charities Filing Search. Please replace any bookmarks from the previous site with this new page.

Find Charity By

AG Account Number | Employer Identification Number | Charity Name Contains

Attorney General Website:

Public Nonprofit Data

IRS Form 990

EXTENDED TO FEBRUARY 16, 2021

04000-1426

Form **990** (Rev. January 2020) **Return of Organization Exempt From Income Tax** OMB No. 1545-0047
2019
Open to Public Inspection

Department of the Treasury
Internal Revenue Service

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)
▶ Do not enter social security numbers on this form as it may be made public.
▶ Go to www.irs.gov/Form990 for instructions and the latest information.

A For the 2019 calendar year, or tax year beginning **APR 1, 2019** and ending **MAR 31, 2020**

B Check if applicable:
 Address change
 Name change
 Initial return
 Final return/termination
 Amended return
 Application pending

C Name of organization: **CRADLES TO CRAYONS, INC.**
 Doing business as
 Number and street (or P.O. box if mail is not delivered to street address) Room/suite: **281 NEWTONVILLE AVE**
 City or town, state or province, country, and ZIP or foreign postal code: **NEWTON, MA 02460**

D Employer identification number: **04-3584367**

E Telephone number: **617-779-4700**

G Gross receipts: **26,967,596.**

H(a) Is this a group return for subordinates? Yes No
H(b) Are all subordinates included? Yes No
 If "No," attach a list. (see instructions)

I Tax-exempt status: 501(c)(3) 501(c) () (insert no.) 4947(a)(1) or 527

J Website: **WWW.CRADLESTOCRAYONS.ORG**

K Form of organization: Corporation Trust Association Other ▶

L Year of formation: **2002** **M** State of legal domicile: **MA**

Part I Summary

1 Briefly describe the organization's mission or most significant activities: **CRADLES TO CRAYONS PROVIDES CHILDREN FROM BIRTH THROUGH AGE 12, LIVING IN HOMELESS OR LOW-INCOME**

2 Check this box if the organization discontinued its operations or disposed of more than 25% of its net assets.

Activities & Governance		3	4	5	6	7a	7b
3	Number of voting members of the governing body (Part VI, line 1a)	3	11				
4	Number of independent voting members of the governing body (Part VI, line 1b)	4	10				
5	Total number of individuals employed in calendar year 2019 (Part V, line 2a)	5	116				
6	Total number of volunteers (estimate if necessary)	6	83045				
7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a	0.				
7b	Net unrelated business taxable income from Form 990-T, line 39	7b	0.				

Revenue		Prior Year	Current Year
8	Contributions and grants (Part VIII, line 1h)	26,011,704.	26,653,668.
9	Program service revenue (Part VIII, line 2g)	0.	0.
10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	243,187.	148,966.
11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11a)	77,078.	164,962.

Attorney General Website:

Public Nonprofit Data

MA Form PC

AC 0
4 / 1
4 / 2
0 2
2 1

040803
Office Use Only: Fiscal Year
2020

**THE COMMONWEALTH OF MASSACHUSETTS
OFFICE OF THE ATTORNEY GENERAL
NON-PROFIT ORGANIZATIONS/PUBLIC CHARITIES DIVISION
ONE ASHBURTON PLACE
BOSTON, MASSACHUSETTS 02108**

(617) 727-2200, ext. 2101
www.mass.gov/ago/charities

990
audit

Form PC

Report for the Fiscal Period: 04/01/19 to 03/31/20

Attorney General's Account #: 040803

Federal ID #: 04-3584367

Electronic Payment Confirmation #: 303015
Attach printout of electronic payment confirmation.

When did the organization first engage in charitable work in Massachusetts? 02/07/2002

Has the organization applied for or been granted IRS tax exempt status? Yes No

If yes, date of application OR date of determination letter: 06/27/2002

IRS Exemption under 501(c): 3

If exempt under 501(c), are contributions to the organization tax deductible as charitable contributions? Yes No

Check all items attached (if applicable)

- Filing Fee or Printout of Electronic Payment Confirmation
- Copy of IRS Return
- Audited Financial Statements/Review
- Amended Articles/By-Laws
- Schedule A-1
- Schedule A-2
- Schedule RO
- Schedule VCO
- Probate Account

Organization Data

Name: CRADLES TO CRAYONS, INC.

Public Nonprofit Data

Attorney General Website:

Audited Financial Statements

CRADLES TO CRAYONS, INC.

Statements of Financial Position
March 31, 2020 and 2019

Assets	2020	2019
Current Assets:		
Cash and cash equivalents	\$ 4,248,116	\$ 5,028,741
Investments	5,568,452	5,658,932
Current portion of pledges receivable	3,198,003	2,350,420
Prepaid expenses	155,449	129,760
Total current assets	13,170,020	13,167,853
Pledges Receivable, net of current portion and allowance for doubtful accounts	651,963	1,112,796
Property and Equipment, net	11,991,547	471,720
Projects Under Development	21,802	7,410,726
Security Deposit	65,502	55,867
Total assets	\$ 25,900,834	\$ 22,218,962
Liabilities and Net Assets		
Current Liabilities:		
Current portion of bonds payable	\$ 50,584	\$ 16,043
Accounts payable	107,109	137,661
Accrued expenses	633,654	689,735
Project under development accounts payable	-	780,896
Total current liabilities	791,347	1,624,335

IRS Form 990

Officers, Directors, and Highest Compensated Employees

Form 990 (2013) DECORDOVA AND DANA MUSEUM & PARK 04-2067315 Page 8

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)										
(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(18) SCARLETT CAREY TRUSTEE	10.00	X						0.	0.	0.
(19) DON STANTON TRUSTEE	10.00	X						0.	0.	0.
(20) DENNIS KOIS EXECUTIVE DIRECTOR	40.00			X				180,338.	0.	14,953.
(21) KATHARINE LEAHY DIRECTOR OF FINANCE	40.00			X				88,092.	0.	10,356.
(22) NORA MAROULIS DIRECTOR OF EXTERNAL AFFAI	40.00					X		129,455.	0.	7,851.

How much
\$
does YOUR
boss make?

Financial Statements

Financial Statements:

1. Balance Sheet
2. Income Statement
3. Cash Flow Statement
4. Functional Expenses
5. Notes

Balance Sheet

Balance Sheet

“Statement of Financial Position”



12/31/2022	Abe	Betty
Assets [Own]:		
Cash	\$ 1,000,000	\$ 300,000
House		\$ 700,000
Total Assets	\$ 1,000,000	\$ 1,000,000

Asset:

- What you own
- Cash and anything that can be converted to cash
(for the most part)



12/31/2022	Abe	Betty
Liabilities [Owe]:		
College Debt	\$ 300,000	
Mortgage		\$ 400,000
Total Liabilities	\$ 300,000	\$ 400,000

Liability:

- What you **owe**

12/31/2022	Abe	Betty
Assets [Own]:		
Cash	\$ 1,000,000	\$ 300,000
House		\$ 700,000
Total Assets	\$ 1,000,000	\$ 1,000,000
Liabilities [Owe]:		
College Debt	\$ 300,000	
Mortgage		\$ 400,000
Total Liabilities	\$ 300,000	\$ 400,000

12/31/2022	Betty	
Assets [Own]:		
Cash	\$	300,000
House	\$	700,000
Total Assets	\$	1,000,000
Liabilities [Owe]:		
Mortgage	\$	400,000
Total Liabilities	\$	400,000



12/31/2022

Betty

Assets [Own]:

House

\$

700,000

Liabilities [Owe]:

Mortgage

\$

400,000



What is Homeowner's Equity?



- How much you pocket when you sell your house.
- What's left over after you pay your mortgage

How do you calculate Homeowner's Equity?



Value of House
- Mortgage Payable

Homeowner's Equity

\$700,000
- \$400,000

\$300,000

12/31/2022		Betty	
Assets [Own]:			
House	\$		700,000
Liabilities [Owe]:			
Mortgage	\$	(400,000)
Equity [Left Over]:			
Equity	\$		300,000



Equity:

- What's left over
- Assets minus Liabilities

12/31/2022	Abe	Betty
Assets [Own]:		
Cash	\$ 1,000,000	\$ 300,000
House		\$ 700,000
Total Assets	\$ 1,000,000	\$ 1,000,000
Liabilities [Owe]:		
College Debt	\$ 300,000	
Mortgage		\$ 400,000
Total Liabilities	\$ 300,000	\$ 400,000
Equity [Left Over]:		
Total Equity	\$ 700,000	\$ 600,000

12/31/2022	Abe	Betty
Equity		
Total	\$ 700,000	\$ 600,000

Equity

- What's left over
- Assets minus Liabilities

12/31/2022	Abe.org	Betty.org
Equity		
Total	\$ 700,000	\$ 600,000

**Nonprofit
Entities**

Equity

- What's left over
- Assets minus Liabilities

12/31/2022	Abe.org	Betty.org
Equity Net Assets		
Total Net Assets	\$ 700,000	\$ 600,000

~~Equity~~ Net Assets

- What's left over
- Assets minus Liabilities

12/31/2022	Abe.org	Betty.org
Assets [Own]:		
aa	\$ 1,000,000	\$ 300,000
bb		\$ 700,000
Total Assets	\$ 1,000,000	\$ 1,000,000
Liabilities [Owe]:		
cc	\$ 300,000	
dd		\$ 400,000
Total Liabilities	\$ 300,000	\$ 400,000
Net Assets [aka Equity, Left Over]:		
Total Equity	\$ 700,000	\$ 600,000

12/31/2022	Abe.org	Betty.org
Assets [Own]:		
aa	Balance Sheet reflects financial data at one moment in time.	300,000
bb		700,000
Total Assets		1,000,000
Liabilities [Owe]		
cc	Comparing period-over-period data is informative.	
dd		400,000
Total Liabilities		400,000
Net Assets [aka Equity, Left Over]:		
Total Equity	\$ 700,000	\$ 600,000

Comparing year-over-year	12/31/2023	12/31/2022	Increase (Decrease)
Assets [Own]:			
Cash and cash equivalents	\$ 400,000	\$ 300,000	\$ 100,000
Accounts receivable	\$ 50,000	\$ 55,000	\$ (5,000)
Property and equipment	\$ 50,000	\$ 50,000	\$ 0
Total Assets	\$ 500,000	\$ 405,000	\$ 95,000
Liabilities [Owe]:			
Accounts payable	\$ 45,000	\$ 50,000	\$ (5,000)
Loan payable	\$ 5,000	\$ 0	\$ 5,000
Total Liabilities	\$ 50,000	\$ 50,000	\$ 0
Net Assets [aka Equity, Left Over]	\$ 450,000	\$ 355,000	\$ 95,000

	12/31/2023	12/31/2022	Increase (Decrease)
Assets [Own]:			
Cash and cash equivalents	\$ 400,000	\$ 300,000	\$ 100,000
Accounts receivable			(5,000)
Property and equipment			0
Total Assets			<u>95,000</u>
Liabilities [Owe]:			
Accounts payable			(5,000)
Loan payable			5,000
Total Liabilities	\$ 50,000	\$ 50,000	\$ 0
Net Assets [aka Equity, Left Over]	\$ <u>450,000</u>	\$ <u>355,000</u>	\$ <u>95,000</u>



Cash Equivalents:
Includes investments that can be converted to cash in a short period of time:

- Money Markets
- CD's 30 days

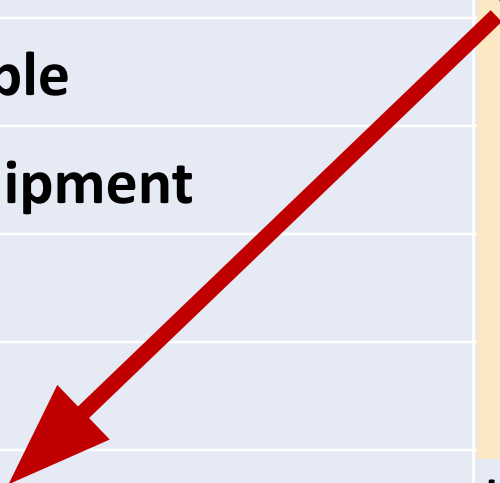
	12/31/2023	12/31/2022	Increase (Decrease)
Assets [Own]:			
Cash and cash equivalents	\$ 400,000	\$ 300,000	\$ 100,000
Accounts receivable	\$ 50,000	\$ 55,000	\$ (5,000)
Property and equipment			0
Total Assets			<u>95,000</u>
Liabilities [Owe]:			
Accounts payable			(5,000)
Loan payable			5,000
Total Liabilities	\$ 50,000	\$ 50,000	\$ 0
Net Assets [aka Equity, Left Over]	\$ <u>450,000</u>	\$ <u>355,000</u>	\$ <u>95,000</u>



Accounts receivable:
Cash to be collected for products and/or services delivered by the organization.

	12/31/2023	12/31/2022	Increase (Decrease)
Assets [Own]:			
Cash and cash equivalents	\$ 400,000	\$ 300,000	\$ 100,000
Accounts receivable	\$ 50,000	\$ 55,000	\$ (5,000)
Property and equipment	\$ 50,000	\$ 50,000	\$ 0
<ul style="list-style-type: none"> • Land and buildings • Equipment • Furniture and fixtures 	aka Fixed Assets: Pricy stuff that will be used for more than 1 year in the operations of the entity		95,000
Loan payable			(5,000)
Total Liabilities			5,000
Net Assets [aka Equity, Left Over]			\$ <u>450,000</u>

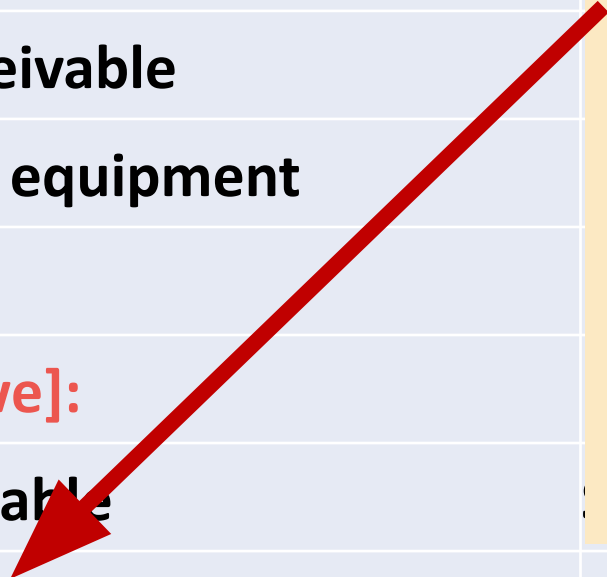
	12/31/2023	12/31/2022	Increase Decrease)	
Assets [Own]:	Cash owed to people and entities outside the organization: <ul style="list-style-type: none"> • Stuff purchased from vendors • Payroll tax withholdings not yet sent to IRS 			
Cash and cash equivalents				100,000
Accounts receivable				5,000)
Property and equipment				0
Total Assets				95,000
Liabilities [Owe]:				
Accounts payable	\$ 45,000	\$ 50,000	\$ (5,000)	
Loan payable	\$ 5,000	\$ 0	\$ 5,000	
Total Liabilities	\$ 50,000	\$ 50,000	\$ 0	
Net Assets [aka Equity, Left Over]	\$ 450,000	\$ 355,000	\$ 95,000	



	12/31/2023	12/31/2022	Increase (Decrease)
Assets [Own]:			
Cash and cash equivalents			100,000
Accounts receivable			5,000)
Property and equipment			0
Total Assets			95,000
Liabilities [Owe]:			
Accounts payable			5,000)
Loan payable	\$ 5,000	\$ 0	\$ 5,000
Total Liabilities	\$ 50,000	\$ 50,000	\$ 0
Net Assets [aka Equity, Left Over]	\$ 450,000	\$ 355,000	\$ 95,000

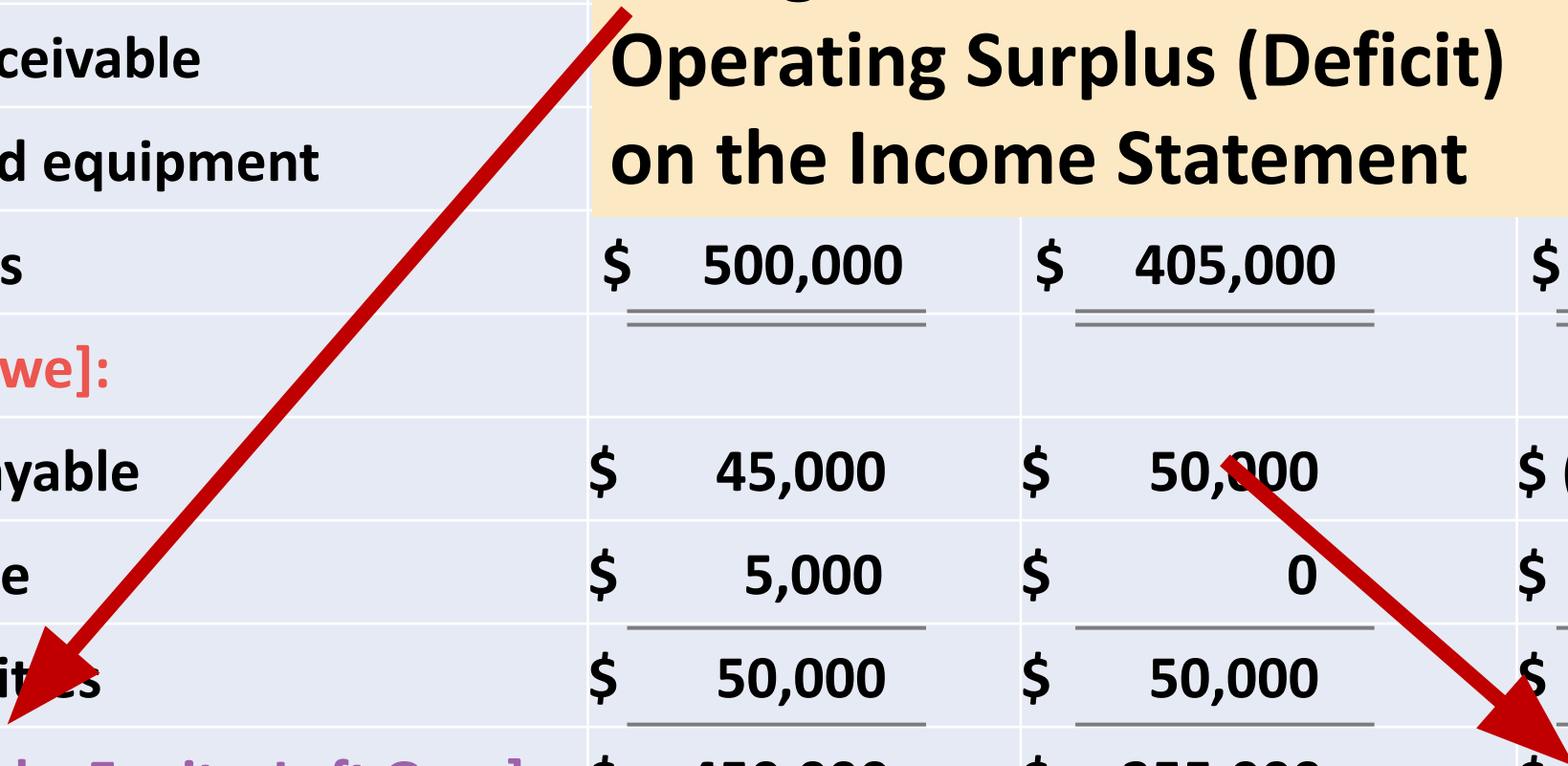
Examples:

- Line of credit
- Mortgage on building
- Vehicle or equipment loan
- PPP was a loan payable before “forgiveness”



	12/31/2023	12/31/2022	Increase (Decrease)
Assets [Own]:			
Cash and cash equivalents			100,000
Accounts receivable			5,000)
Property and equipment			0
Total Assets	<u>\$ 500,000</u>	<u>\$ 405,000</u>	<u>\$ 95,000</u>
Liabilities [Owe]:			
Accounts payable	\$ 45,000	\$ 50,000	\$ (5,000)
Loan payable	\$ 5,000	\$ 0	\$ 5,000
Total Liabilities	<u>\$ 50,000</u>	<u>\$ 50,000</u>	<u>\$ 0</u>
Net Assets [aka Equity, Left Over]	<u>\$ 450,000</u>	<u>\$ 355,000</u>	<u>\$ 95,000</u>

**Change is due to
Operating Surplus (Deficit)
on the Income Statement**



Income Statement

**Income Statement
aka Profit & Loss
aka P&L**

**“Statement of
Activities”**

Income Statement

Income Statement “Money In / Money Out”

For the 12 months ended 12/31/2023

Income or Revenue [Money In]:

Donations and grants \$ 800,000

Program income \$ 195,000

Total Income \$ **995,000**

Expenses [Money Out]:

Payroll, benefits, and taxes \$ 500,000

Rent and utilities \$ 50,000

Program expenses \$ 350,000

Total Expenses \$ **900,000**

Net Income / Profit [Left Over] \$ **95,000**

**Income Statement
reflects operating
activities over a
period of time.**

For the 12 months ended 12/31/2023

Income or Revenue [Money In]:	
Donations and grants	\$ 800,000
Program income	\$ 195,000
Total Income	\$ 995,000
Expenses [Money Out]:	
Payroll, benefits, and taxes	\$ 500,000
Rent and utilities	\$ 50,000
Program expenses	\$ 350,000
Total Expenses	\$ 900,000
Net Income / Profit [Left Over]	\$ 95,000

Nonprofit does NOT mean No Profit

An organization needs to create equity (balance sheet) to be able to sustain itself through challenging times.

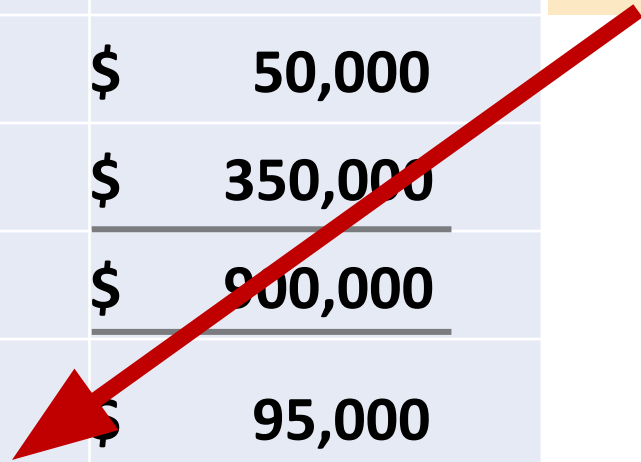
This is accomplished through annual net profits.

For the 12 months ended 12/31/2023

Income or Revenue [Money In]:	
Donations and grants	\$ 800,000
Program income	\$ 195,000
Total Income	\$ 995,000
Expenses [Money Out]:	
Payroll, benefits, and taxes	\$ 500,000
Rent and utilities	\$ 50,000
Program expenses	\$ 350,000
Total Expenses	\$ 900,000
Net Income / Profit [Left Over]	\$ 95,000
Net Surplus (Deficit) [Left Over]	\$ 95,000

Let's rename this...

**Profit
Surplus**



For the 12 months ended 12/31/2023

Income Statement

Income or Revenue [Money In]:	
Donations and grants	\$ 800,000
Program income	\$ 195,000
Total Income	\$ 995,000
Expenses [Money Out]:	
Payroll, benefits, and taxes	\$ 500,000
Rent and utilities	\$ 50,000
Program expenses	\$ 350,000
Total Expenses	\$ 900,000
Net Surplus (Deficit) [Left Over]	\$ 95,000

Does this number
look familiar?

Income Statement

Income or Revenue [Money In]:	12 months
Donations and grants	\$ 800,000
Program income	\$ 195,000
Total Income	\$ 995,000
Expenses [Money Out]:	
Payroll, benefits, and taxes	\$ 500,000
Rent and utilities	\$ 50,000
Program expenses	\$ 350,000
Total Expenses	\$ 900,000
Net Surplus (Deficit) [Left Over]	\$ 95,000

Balance Sheet Change for Period

Net Assets [aka Equity, Left Over]	
12/31/2022	\$ 355,000
12/31/2023	\$ 450,000
Increase	\$ 95,000



Income Statement

An organization needs to create equity (balance sheet) to be able to sustain itself through challenging times.

This is accomplished through annual net profits.

Net Surplus (Deficit) [Left Over]

12 months

\$ 800,000

\$ 195,000

\$ 995,000

\$ 500,000

\$ 50,000

\$ 350,000

\$ 900,000

\$ 95,000

Balance Sheet Change for Period

Net Assets

[aka Equity, Left Over]

12/31/2022 \$ 355,000

12/31/2023 \$ 450,000

Increase \$ 95,000



Income Statement

Income or Revenue [Money In]:	12 months
Donations and grants	\$ 800,000
Program income	\$ 195,000
Total Income	\$ 995,000
Expenses [Money Out]:	
Payroll, benefits, and taxes	\$ 500,000
Rent and utilities	\$ 50,000
Program expenses	\$ 350,000
Total Expenses	\$ 900,000
Net Surplus (Deficit) [Left Over]	\$ 95,000

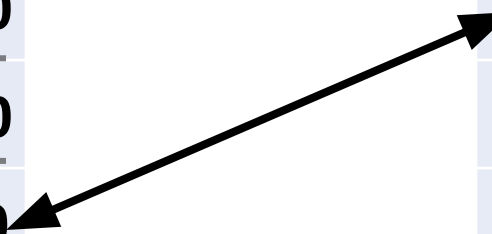
Balance Sheet Change for Period

Net Assets

[aka Equity, Left Over]

Balance at:

12/31/2022	\$ 355,000
Net Surplus	\$ 95,000
12/31/2023	\$ 450,000



Income Statement		Covid
Income or Revenue [Money In]:	12 months	12 months
Donations and grants	\$ 800,000	\$ 800,000
Program income	\$ 195,000	\$ 0
Total Income	\$ 995,000	\$ 800,000
Expenses [Money Out]:		
Payroll, benefits, and taxes	\$ 500,000	\$ 500,000
Rent and utilities	\$ 50,000	\$ 50,000
Program expenses	\$ 350,000	\$ 300,000
Total Expenses	\$ 900,000	\$ 850,000
Net Surplus (Deficit) [Left Over]	\$ 95,000	\$ (50,000)

Balance Sheet Change for Period	
Net Assets	
[aka Equity, Left Over]	
Balance at:	
12/31/2022	\$ 355,000
Net (Deficit)	\$ (50,000)
12/31/2023	\$ 305,000



Income Statement		2008
Income or Revenue [Money In]:	12 months	12 months
Donations and grants	\$ 800,000	\$ 700,000
Program income	\$ 195,000	\$ 195,000
Total Income	\$ 995,000	\$ 895,000
Expenses [Money Out]:		
Payroll, benefits, and taxes	\$ 500,000	\$ 500,000
Rent and utilities	\$ 50,000	\$ 50,000
Program expenses	\$ 350,000	\$ 350,000
Total Expenses	\$ 900,000	\$ 900,000
Net Surplus (Deficit) [Left Over]	\$ 95,000	\$ (5,000)

Balance Sheet Change for Period	
Net Assets	
[aka Equity, Left Over]	
Balance at:	
12/31/2022	\$ 355,000
Net (Deficit)	\$ (5,000)
12/31/2023	\$ 350,000



Income Statement

Inflation

Balance Sheet Change for Period

Income or Revenue [Money In]:	12 months	12 months
Donations and grants	\$ 800,000	\$ 800,000
Program income	\$ 195,000	\$ 195,000
Total Income	\$ 995,000	\$ 995,000
Expenses [Money Out]:		
Payroll, benefits, and taxes	\$ 500,000	\$ 500,000
Rent and utilities	\$ 50,000	\$ 50,000
Program expenses	\$ 350,000	\$ 500,000
Total Expenses	\$ 900,000	\$ 1,050,000
Net Surplus (Deficit) [Left Over]	\$ 95,000	\$ (55,000)

Net Assets

[aka Equity, Left Over]

Balance at:

12/31/2022	\$ 355,000
Net (Deficit)	\$ (55,000)
12/31/2023	\$ 300,000



**Budget
vs
Actual**

What's a budget?

**A Plan
for a Period of Time
expressing expected
Income and Expense**

**Budget
vs
Actual**

What's a budget?

Plan

Allows management to establish targeted outcomes for Board approval and Management activities

Budget vs Actual

What's a budget?

Period of Time

Typically a 12-month period reflecting the organization's fiscal year

Budget vs Actual

What's a budget?

expressing expected
Income and Expense

Budget is usually
presented in an Income
Statement format

(should consider Cash Flow as well)

Budget vs Actual	Actual	Budget	Variance	
Income or Revenue [Money In]:	12 months	12 months	Over (Under)	
Donations and grants	\$ 800,000	\$ 750,000	\$ 50,000	
Program income	\$ 195,000	\$ 205,000	\$ (10,000)	
Total Income	<u>\$ 995,000</u>	<u>\$ 995,000</u>	<u>\$ 40,000</u>	
Expenses [Money Out]:				
Payroll, benefits, and taxes	\$ 500,000	\$ 520,000	\$ (20,000)	
Rent and utilities	\$ 50,000	\$ 45,000	\$ 5,000	
Program expenses	\$ 350,000	\$ 355,000	\$ (5,000)	
Total Expenses	<u>\$ 900,000</u>	<u>\$ 920,000</u>	<u>\$ (20,000)</u>	
Net Surplus (Deficit) [Left Over]	<u>\$ 95,000</u>	<u>\$ 35,000</u>	<u>\$ 60,000</u>	

Budget vs Actual	Actual	Budget	Variance	Variance
Income or Revenue [Money In]:	12 months	12 months	Over (Under)	Favorable (Unfavorable)
Donations and grants	\$ 800,000	\$ 750,000	\$ 50,000	
Program income	\$ 195,000	\$ 205,000	\$ (10,000)	
Total Income	\$ 995,000	\$ 995,000	\$ 40,000	
Expenses [Money Out]:				
Payroll, benefits, and taxes	\$ 500,000	\$ 520,000	\$ (20,000)	
Rent and utilities	\$ 50,000	\$ 45,000	\$ 5,000	
Program expenses	\$ 350,000	\$ 355,000	\$ (5,000)	
Total Expenses	\$ 900,000	\$ 920,000	\$ (20,000)	\$ 20,000
Net Surplus (Deficit) [Left Over]	\$ 95,000	\$ 35,000	\$ 60,000	

Budget vs Actual	Actual	Budget		Variance
Income or Revenue [Money In]:	12 months	12 months		Favorable (Unfavorable)
Donations and grants	\$ 800,000	\$ 750,000		\$ 50,000
Program income	\$ 195,000	\$ 205,000		\$ (10,000)
Total Income	\$ 995,000	\$ 995,000		\$ 40,000
Expenses [Money Out]:				
Payroll, benefits, and taxes	\$ 500,000	\$ 520,000		\$ 20,000
Rent and utilities	\$ 50,000	\$ 45,000		\$ (5,000)
Program expenses	\$ 350,000	\$ 355,000		\$ 5,000
Total Expenses	\$ 900,000	\$ 920,000		\$ 20,000
Net Surplus (Deficit) [Left Over]	\$ 95,000	\$ 35,000		\$ 60,000

Budget vs Actual	Actual		Budget	Variance
Income or Revenue [Money In]:	3 months	25%	12 months	Favorable (Unfavorable)
Donations and grants	\$ 110,000		\$ 750,000	\$ (640,000)
Program income	\$ 60,000		\$ 205,000	\$ (145,000)
Total Income	<u>\$ 170,000</u>		<u>\$ 995,000</u>	<u>\$ (785,000)</u>
Expenses [Money Out]:				
Payroll, benefits, and taxes	\$ 110,000		\$ 520,000	\$ 410,000
Rent and utilities	\$ 12,500		\$ 45,000	\$ 32,500
Program expenses	\$ 90,500		\$ 355,000	\$ 264,500
Total Expenses	<u>\$ 213,000</u>		<u>\$ 920,000</u>	<u>\$ 707,000</u>
Net Surplus (Deficit) [Left Over]	<u>\$ (43,000)</u>		<u>\$ 35,000</u>	<u>\$ (78,000)</u>

Budget vs Actual	Actual		Budget	Variance
Income or Revenue [Money In]:	3 months	25%	12 months	Favorable (Unfavorable)
Donations and grants	\$ 110,000	15%	\$ 750,000	\$ (640,000)
Program income	\$ 60,000	29%	\$ 205,000	\$ (145,000)
Total Income	\$ 170,000	18%	\$ 995,000	\$ (785,000)
Expenses [Money Out]:				
Payroll, benefits, and taxes	\$ 110,000	21%	\$ 520,000	\$ 410,000
Rent and utilities	\$ 12,500	28%	\$ 45,000	\$ 32,500
Program expenses	\$ 90,500	25%	\$ 355,000	\$ 264,500
Total Expenses	\$ 213,000	23%	\$ 920,000	\$ 707,000
Net Surplus (Deficit) [Left Over]	\$ (43,000)	(123%)	\$ 35,000	\$ (78,000)

Budget by Quarter	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	Total
	Jan to Mar	Apr to Jun	Jul to Sep	Oct to Dec	12 months
Income or Revenue [Money In]:					
Donations and grants	\$ 75,000	\$ 150,000	\$ 300,000	\$ 225,000	\$ 750,000
Program income	\$ 51,250	\$ 61,500	\$ 61,500	\$ 30,750	\$ 205,000
Total Income	\$ 126,250	\$ 211,500	\$ 361,500	\$ 255,750	\$ 995,000
Expenses [Money Out]:					
Payroll, benefits, and taxes	\$ 130,000	\$ 130,000	\$ 130,000	\$ 130,000	\$ 520,000
Rent and utilities	\$ 11,250	\$ 11,250	\$ 11,250	\$ 11,250	\$ 45,000
Program expenses	\$ 88,750	\$ 106,500	\$ 106,500	\$ 53,250	\$ 355,000
Total Expenses	\$ 230,000	\$ 247,750	\$ 247,750	\$ 194,500	\$ 920,000
Net Surplus (Deficit) [Left Over]	\$(103,750)	\$(36,250)	\$ 113,750	\$ 61,250	\$ 35,000

Budget by Quarter	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	Total
	Jan to Mar	Apr to Jun	Jul to Sep	Oct to Dec	12 months
Income or Revenue [Money In]:					
Donations and grants	\$ 75,000	\$ 150,000	\$ 300,000	\$ 225,000	\$ 750,000
Program income	\$ 51,250	\$ 61,500	\$ 61,500	\$ 30,750	\$ 205,000
Total Income	\$ 126,250	\$ 211,500	\$ 361,500	\$ 255,750	\$ 995,000
Expenses [Money Out]:					
Payroll, benefits, and taxes	\$ 130,000	\$ 130,000	\$ 130,000	\$ 130,000	\$ 520,000
Rent and utilities	\$ 11,250	\$ 11,250	\$ 11,250	\$ 11,250	\$ 45,000
Program expenses	\$ 88,750	\$ 106,500	\$ 106,500	\$ 53,250	\$ 355,000
Total Expenses	\$ 230,000	\$ 247,750	\$ 247,750	\$ 194,500	\$ 920,000
Net Surplus (Deficit) [Left Over]	\$(103,750)	\$(36,250)	\$ 113,750	\$ 61,250	\$ 35,000

Budget vs Actual	Actual	Budget	Variance	Variance
Income or Revenue [Money In]:	3 months	3 months	Favorable (Unfavorable)	% of Budget
Donations and grants	\$ 110,000	\$ 75,000	\$ 35,000	47%
Program income	\$ 60,000	\$ 51,250	\$ 8,750	17%
Total Income	\$ 170,000	\$ 126,250	\$ 43,750	35%
Expenses [Money Out]:				
Payroll, benefits, and taxes	\$ 110,000	\$ 130,000	\$ 20,000	15%
Rent and utilities	\$ 12,500	\$ 11,250	\$ (1,250)	(11%)
Program expenses	\$ 90,500	\$ 88,750	\$ (1,750)	(2%)
Total Expenses	\$ 213,000	\$ 230,000	\$ 17,000	7%
Net Surplus (Deficit) [Left Over]	\$ (43,000)	\$ (103,750)	\$ 60,750	59%

Restricted Revenue

Revenue: Donor Restrictions

Every Revenue item falls within 1 of 2 “buckets”: *Without* Donor Restriction or *With* Donor Restriction

<i>Without</i> Donor Restriction	<i>With</i> Donor Restriction	
<i>aka Unrestricted</i>	<i>aka Restricted</i>	
Time	Both Time & Purpose	Example: Donation in FY 2023 for Program A's Expenditures in FY 2024
Example: Donation in FY 2023 for use in FY 2024		
Purpose		
Example: Donation for Program A		

Income Statement 12 Months Ended 12/31/2023	Total	Unrestricted for FY 2023	Restricted for FY 2024
Income or Revenue [Money In]:			
Donations and grants	\$ 800,000	\$ 600,000	\$ 200,000
Program income	\$ 195,000	\$ 195,000	
Total Income	\$ 995,000	\$ 895,000	\$ 200,000
Expenses [Money Out]:			
Payroll, benefits, and taxes	\$ 500,000	\$ 500,000	
Rent and utilities	\$ 50,000	\$ 50,000	
Program expenses	\$ 350,000	\$ 350,000	
Total Expenses	\$ 900,000	\$ 900,000	
Net Surplus (Deficit) [Left Over]	\$ 95,000	\$ (105,000)	\$ 200,000



QUESTIONS



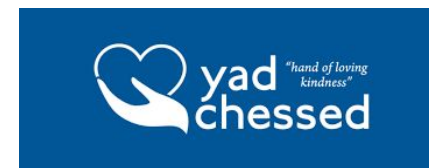
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