Hartford Foundation FOR PUBLIC GIVING

FMA FISCAL STRENGTH FOR NONPROFITS

Financial Management Training Series

Session # 5

(Finance) Operations

Participant Manual

Initiative Overview

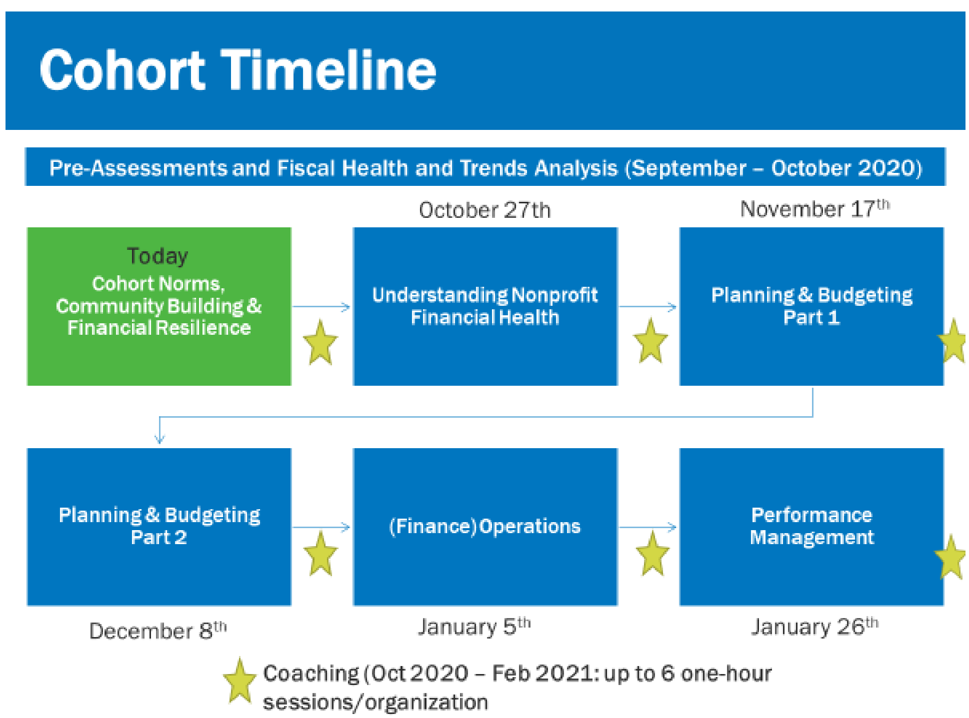
Hartford Foundation for Public Giving's team and Fiscal Management Associates (FMA) have partnered to deliver a Financial Management Training series (October 2020 – February 2021) to increase the **financial and operational stability and resiliency** of a cohort of organizations. Together, we believe that if organizations are rooted in a sound financial position and develop discipline around financial and operational practices, then they will be better positioned to deliver innovative programs in support of their mission. Through virtual convenings, and coaching, organizations in this cohort will work towards becoming more durable and resilient in the face of challenging times.

Key Program Activities

Each organization participates in the following:

- Organization **pre-assessment** for baseline capacity and financial practices
- Development of a **multi-year financial health trends analysis** for each participant
- Hands-on **learning activities** in a workshop setting, and as part of **a series of virtual convenings**
- **Coaching** geared toward creating space for each organization's specific context and helping leaders hold themselves accountable

Core Topics



Today's Session: (Financial) Operations

Agenda

(Finance) Operations

Staffing Choices

Workflow, Monthly End Close

Finance Office Automation

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Activity: Homework Review

Homework: Mission Matrix

Work as a team to:

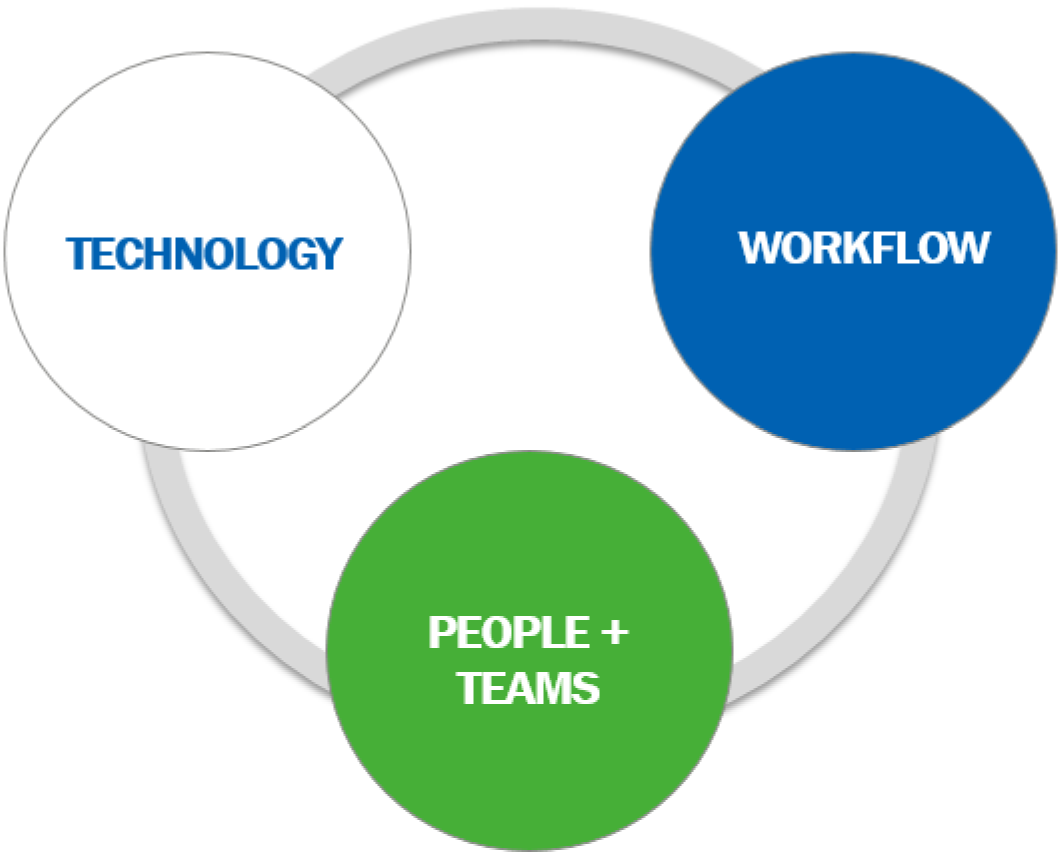
- List your programs with mission/financial impact and revenue size
- Plot them on the matrix
- Explore differences of opinion
- Come prepared to discuss

Operations

Operational Excellence

Operational excellence is an organizational culture that values learning, problem solving, and a strong commitment to continuous improvement.

Effective financial operations ensure that people, processes (workflow), and technology are all working together efficiently so that plans are being executed properly and that decisions are based on reliable information.

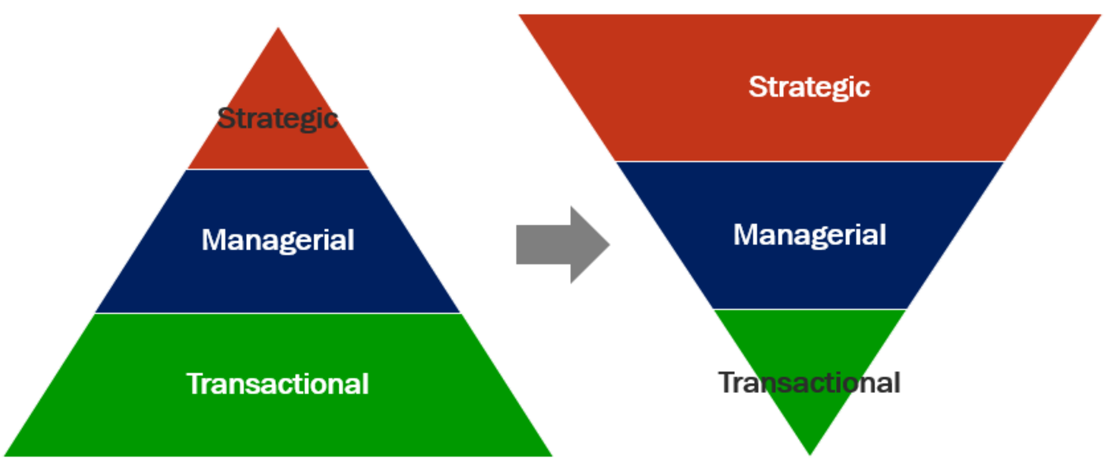


Finance Roles and Responsibilities

Levels of Financial Management

Strategic	Lead and support organizational financial planning and monitoring
Managerial	Ensure finance is effectively carrying out its operational responsibilities
Transactional	Perform day-to-day accounting functions, data entry, and finance administrative tasks

Adapted from Jeanne Bell Peters and Elizabeth Schaffer, *Financial Leadership for Nonprofit Executives: Guiding Your Organization to Long-term Success* © 2005



Adapted from Jeanne Bell Peters and Elizabeth Schaffer,
Financial Leadership for Nonprofit Executives: Guiding Your Organization to Long-term Success © 2005

Levels of Financial Management

STRATEGIC	MANAGERIAL	TRANSACTIONAL
Conducts strategic financial planning, budgeting and forecasts	Maintains fiscal policies & procedures, oversees internal controls and ensures compliance	Processes accounts payable, cash disbursements
Reviews financial reports for strategic decision-making and course corrections	Performs monthly close & reconciliations, ensures general ledger quality	Creates invoices, processes accounts receivable and cash receipts, makes deposits
Provides oversight and vision for the finance team and fiscal operations	Generates financial reports, monitors cash flow	Maintains accounting files, processes 1099 forms and prepares journal entries
	Manages audit process	

Adapted from Jeanne Bell Peters and Elizabeth Schaffer, *Financial Leadership for Nonprofit Executives: Guiding Your Organization to Long-term Success* © 2005

Strategic
Perform planning and oversight role of the organization, guide accounting activities as needed.

Managerial
Guide financial management through organizing resources, providing oversight, and completing critical functions.

Transactional
Support the day-to-day functions by performing accounting duties and fiscal administrative tasks.

Reflection:
- Are the right team members performing duties that match their skillset and organization responsibility?
- What would you want to change?

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Finance & Operations Roles and Responsibilities

Critical Functions

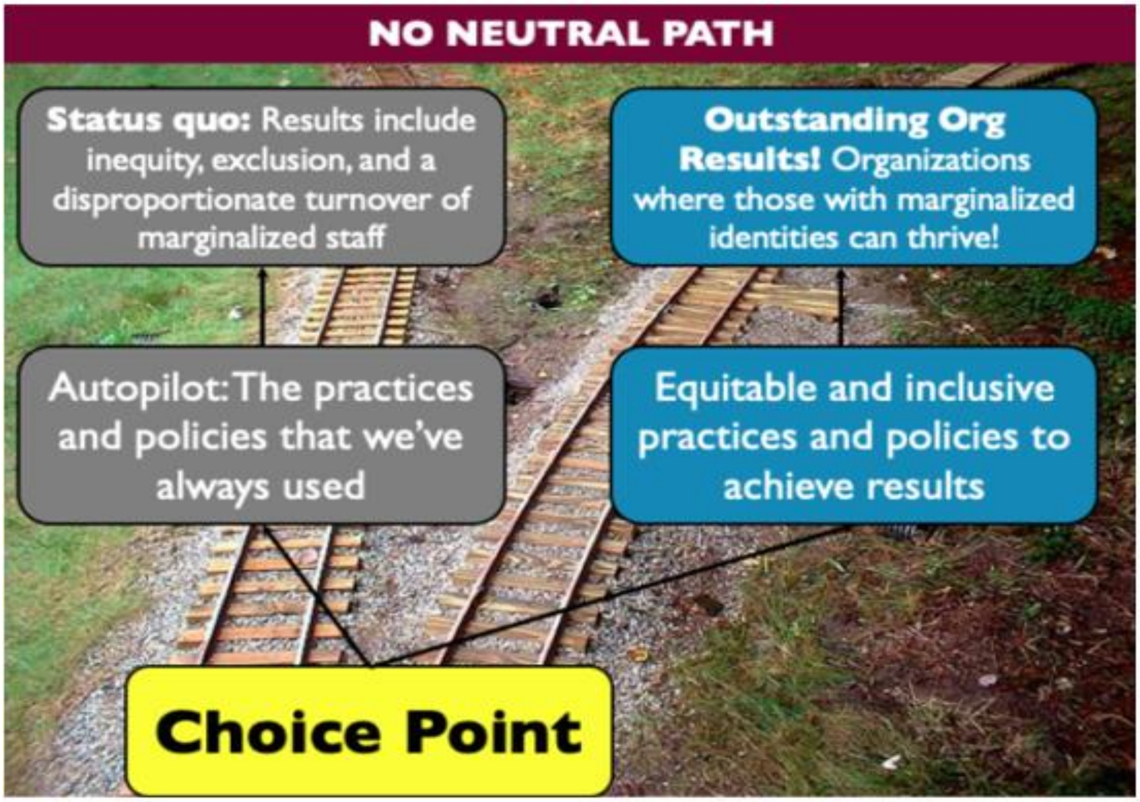
Controllership	Planning & Performance Management	Grants Management & Compliance
• General Ledger quality • Transactions (AP, AR, Billing, Payroll) • Production of financial reports • Reconciliations • External audit	• Budgeting process • Scenario planning • Forecasting and budget-to-actuals monitoring	• Grant and contract monitoring • Fiscal policies and procedures • Funder invoices

Staffing: Using Choice Points Framework

Choice Points

Choice points are opportunities for leaders and managers to reflect, generate options, and act on decisions that can impact racial equity and inclusion. They're like forks in the road, where one path is the status quo or the default option. This path saves you time when you're swamped with deadlines and deliverables. You can walk it blindfolded. It's also the path most likely to lead you to where you've always been, which for many organizations means replicating bias and inequity. The alternative paths (there are usually more than two!), might be harder to see, more complicated to navigate, or not as well-trodden, but may lead you to more equitable outcomes.[1]

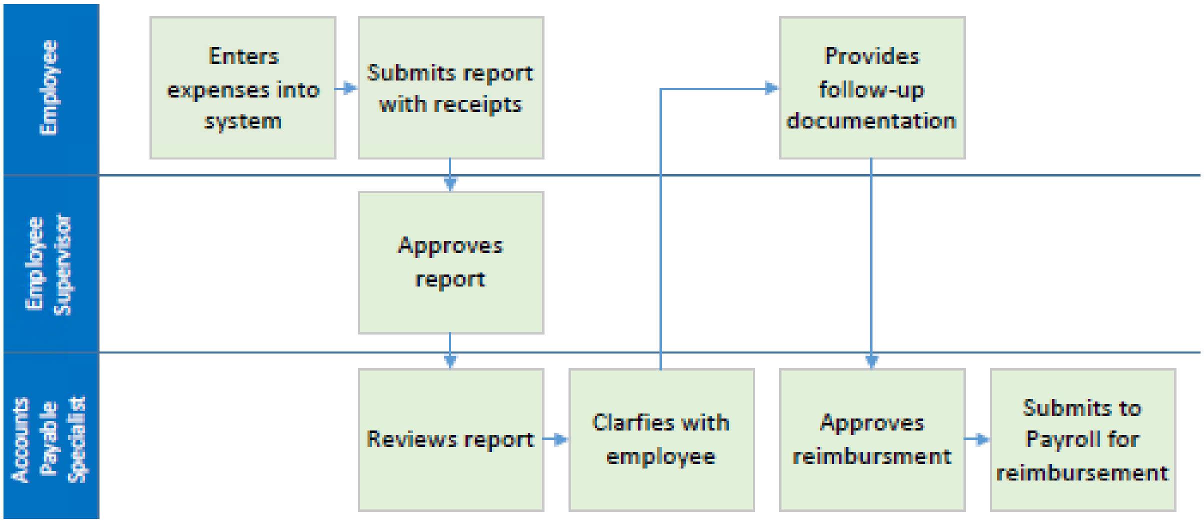
- **Know your desired outcome.** What's the end result you want?
- **Pause and Identify decision making opportunities that might have equity and inclusion impacts.** What decisions do I regularly make? What is my default path or auto-pilot choice?
- **Examine the choices and their potential impact on equity and inclusion.** In what ways could my default path lead to unintended impacts on those on the margins?
- **Brainstorm alternatives to the default approach.** What are my other options?
- **Act and Evaluate.** Did my choice lead to the desired results? What was the impact on equity and inclusion?



Framework from The Management Center, "Using Choice Points to Advance Equity and Inclusion" Written in Partnership with Terry Keleher of Race Forward.

[1] See Appendix for additional resources on Choice Points

Mapping Workflows



Best Practices in Workflow Mapping

- Determine the purpose for drawing the workflow map.
- Break large processes into smaller processes. Try to keep the workflow to one page.
- Include the who, what, when, and where in the workflow map.
- Involve the right people in developing the workflow map, including those who can share why the process is structured as it is.
- Identify areas for improvement such as reducing steps, incorporating technology solutions or adding internal controls.

Sample Operation Workflows

Revenue

- Cash Receipts
- Accounts Receivable
- In-Kind Donations

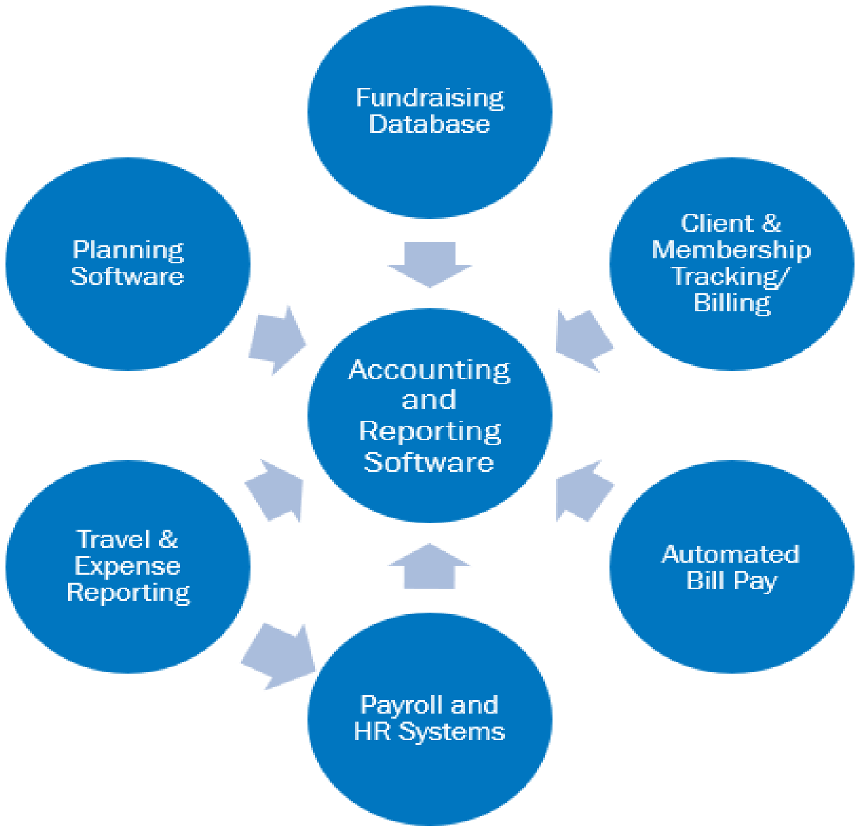
Expense

- Purchasing
- Payroll
- Expense Reimbursements
- Accounts Payable
- Cash Disbursement

Other

- Accounting Period Close
- Grants Management
- Record Retention
- Inventory Tracking

Finance Office Automation



Best Practices for Maximizing Technology

The following are best practices for maximizing technology:

1. **Connectivity:** Determine how data connects with other technology solutions. While one system can act as the detailed ledger for another, other times duplicate information should be maintained in multiple systems and effort to do so should be minimized.
2. **Ease of use:** A solution that is user friendly and/or includes vendor support sets you up to explore additional capabilities and more easily orient new team members.
3. **Must-have features without customization:** A solution that requires a lot of customization runs the risk of being out-of-date or not used as team members change. Teams should prioritize features that are necessary.
4. **Security:** Security within a technology solution should match policies and procedures. Additionally, levels of security should be setup such as read-only vs edit capabilities.
5. **Structure:** Structure (e.g. Chart of Accounts) is a critical component of implementation and maintenance. It determines how data is entered and how data can be sliced in reports.

Technology: Accounting Software

Accounting & Financial Management Systems

Basic Functionality

- Flexible Chart of Accounts
- Modules for
  - Accounts Payable
  - Accounts Receivable
- Reporting against budgets
- Customizable reports
- Ability to import/export data
- View-only access for end-users

Differentiators

- Fund accounting
- Automated allocations
- Cloud capability / Web-hosting
- Paperless document management
- Dashboards
- Electronic workflow routing
- Purchase requisitions

Accounting Software Suitability

1. Basic Functionality:
   a. Are you aware of all the functionality of your accounting system and are you maximizing those functions?
   b. If not, what would it take to better utilize the system?
2. Chart of Accounts:
   a. Do you have a flexible chart of accounts that differentiates between line items, programs, grants, locations, etc.?
   b. Are you utilizing all the cost centers available to you through your system or do you need more than are available to you?
   c. Is the chart of accounts set up so you can generate the financial reports you need?
3. Differentiators:
   a. Is there functionality missing from your system that would improve your financial management systems? Which ones?
   b. If so, is it worth considering a new system?

Other Financial Management Software Systems

System	Key Features & Functionality
Expense Management	• Electronic receipt capture, approval workflow & audit trail • User-friendly coding by purchaser • Automatic upload to accounting system • Automatic credit card reconciliation
Electronic Accounts Payable (Automated Bill Pay)	• Electronic AP approval workflow & audit trail • Coding matching General Ledger • Automatic upload to accounting system • Direct connection to bank account • Outsourced check mailing & payment (no check stock or signatures needed)
Automated Accounts Receivable & Payments	• Send electronic invoices • Automatically upload AR to accounting systems • Accept electronic payments
Payroll and Time & Attendance	• Electronic time entry and time off tracking • Electronic workflow from time sheet, through HRIS and accounting software to direct deposit • Can connect to expense management for reimbursement
Fundraising	• Accessible mobile options for donations • Paperless auction management – can reach more donors more frequently
Banking	• Positive pay/ACH block & filter allows for more control • Check scanning improves control and efficiency for deposits
Budgeting & Planning	• Allows for more flexible and multi-scenario budgeting • Can connect directly to accounting software for reporting and analysis
Dashboard Software	• Allows for more dynamic reporting • Can pull data from multiple systems • Can be easier to use than excel
Monthly Close Workflow	• Project management tool for the monthly close • Allows team members to electronically communicate and track monthly close tasks

Internal Controls

Internal Controls

Systematic measures (such as reviews, checks and balances, methods and procedures) instituted by an organization in order to:

- Conduct work in an orderly and consistent manner
- Safeguard assets and resources
- Deter and detect errors, fraud, and theft
- Ensure accuracy and completeness of accounting data
- Produce reliable financial and management information
- Ensure adherence to policies and plans

Control policy by which an organization sets checks and balances that:

- Perform all functions within an accounting cycle
- Have the ability to cover up an intentional or unintentional accounting error
- Mitigate the potential for fraud and ensures that financial reports are accurate

Internal Controls: Three Key Areas

1. Influencing Culture

What steps can leadership take?

Goal	What this looks like: Organizational Culture	What this looks like: Processes/Transactions
Setting the Right Tone at the Top	• Leadership leads by example	• Leadership is not exempt from internal controls activities (e.g. leadership submits receipts for approval)
Creating a Culture of Financial Discipline	• Fiscal policies and procedures manuals are “living” documents • Leadership regularly monitors financial results	• Staff are regularly trained on new policies • Budgets are approved by the Board and regularly monitored by leadership and Board
Promoting Transparency	• Leadership promotes and encourages an open and transparent environment	• Establish policies that promote transparency: (e.g. whistleblower, conflict of interest)

2. Policies & Procedures

Control activities are achieved through:

Policies

- Resolutions adopted by the Board

Procedures

- Specific tasks and measures developed and implemented by management

Five Policies that Reduce Risk

Policy	What this looks like: Organizational Risk Reduction	What this looks like: Processes/Transactions
1. Revenue / Donor Acknowledgement	• Provides a check and balance for funds flowing into the organization	• Regular reconciliation between finance and development
2. Approval Processes / Credit Cards Agreements	• Ensures staff are aware of organization-wide purchasing policy and allows management to review expenses	• Purchasing approval thresholds • Clarity on appropriate use of credit cards
3. Segregating Payroll Responsibilities	• Ensures no one person has control over payroll (often a nonprofit's largest expense)	• Staff additions/changes and payroll processing are performed by different people
4. Conflict of Interest / Whistleblower	• Promotes transparency	• Conflict of Interest disclosure form for both board and staff • Whistleblower hotline
5. Technology	• Creates awareness of how to protect against threats to privacy/systems • Evaluates tradeoffs between security and efficiency	• Staff training on what to do when encountering suspicious emails/phishing attempts

6. Leveraging Technology

Examples of technology controls:

- Software Integration
- Business Rules
- Restricted Access
- Audit Trails

Partnering with your Bank

- Positive Pay / Reverse Positive Pay
- ACH Block and Filters
- Electronic Funds Transfer
- Purchase Cards

Incorporating Automated Bill Pay

- Pre-established online approvals
- Paperless documentation
- No blank checks

Activity: Internal Controls Case Studies

We will place you into breakout rooms. Your room name will display your case study assignment.

As a group, discuss the following questions. Assign a notetaker and be prepared to share out following.

Case Study	What was lacking in these organizations' structures that allowed for this to occur?	What can be done in the future to prevent such activity from occurring again?
1. Accounts Payable[2] A former head of counter-fraud of an international NGO fighting poverty was able to steal nearly $100K by filing fake invoices from bogus companies. Investigators unearthed 17 fraudulent invoices submitted over a 9-month period from two fake companies under his control. Payment of the false invoices were paid into the bank account of his friend or father, then transferred into his own account.		

[2] https://www.telegraph.co.uk/news/uknews/crime/10858267/Oxfam-anti-fraud-boss-jailed-for-stealing-65000-from-the-charity.html

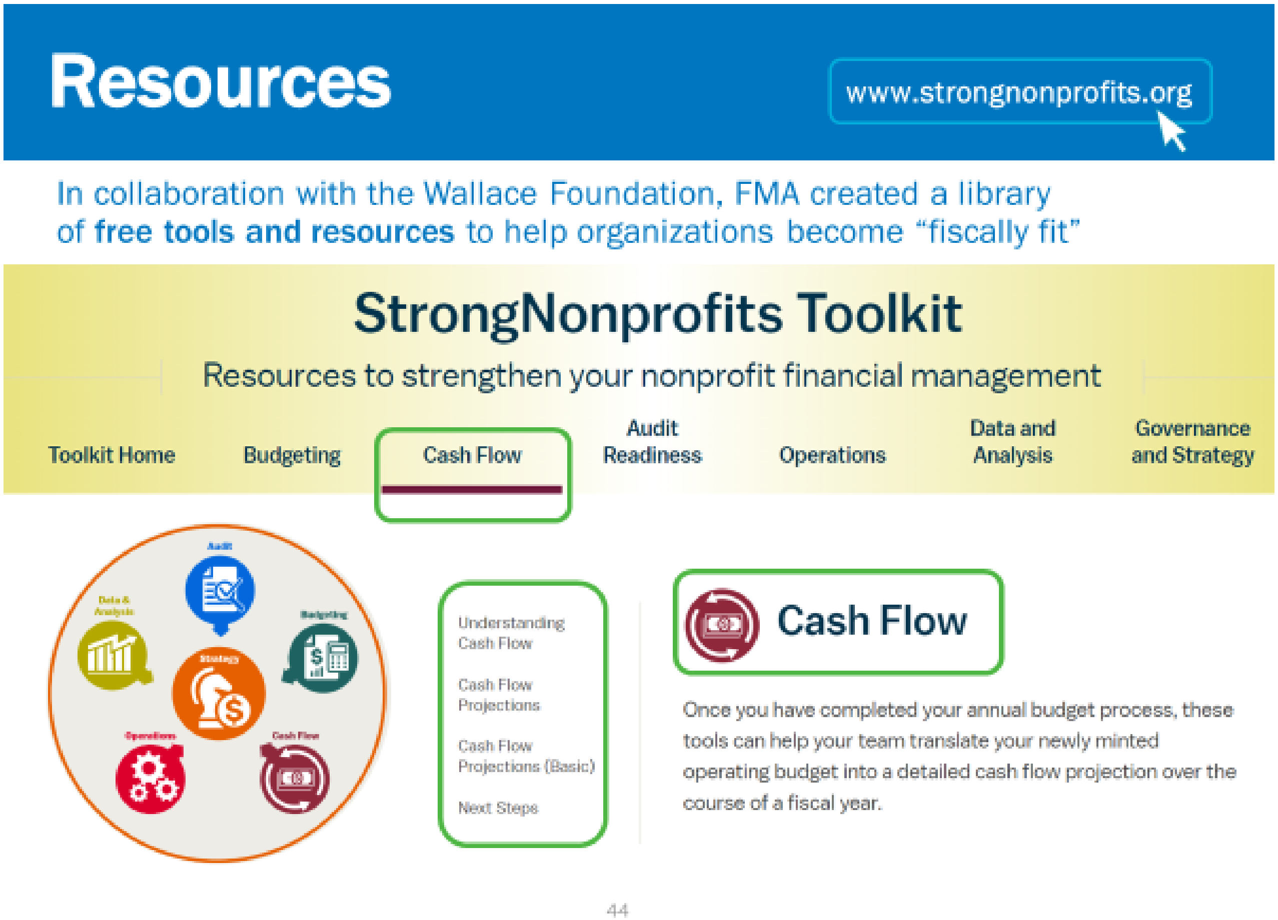
Case Study	What was lacking in these organizations' structures that allowed for this to occur?	What can be done in the future to prevent such activity from occurring again?
2. Payroll[3] At a nonprofit organization, the Assistant Controller was able to commit payroll fraud that was not initially detected by the auditors. Instead of communicating to the payroll processing company that various employees had been terminated, the Assistant Controller took their bi-weekly checks and deposited them into a new bank account.		

3 Case excerpted from Fraud and Abuse in Nonprofit Organizations, Gerard M. Zack. Published by Wiley, 2003

Case Study	What was lacking in these organizations' structures that allowed for this to occur?	What can be done in the future to prevent such activity from occurring again?
3. <u>Credit Card Fraud</u>[4] The president, her assistant, and another staff member at the Washington DC Teachers' Union piled up over $5 million in fraudulent transactions. The president racked up $1.8 million in unauthorized credit card charges on the union's corporate American Express cards. The assistant managed to collect $492,000 in funds via unauthorized credit card charges and checks written to herself. The staff members used these funds to purchase furs, art, jewelry, tickets to sports/entertainment, and custom-made clothing.		

4 Case excerpted from Fraud and Abuse in Nonprofit Organizations, Gerard M. Zack. Published by Wiley, 2003

Resource: StrongNonprofits.org



Operations tools available on www.strongnonprofits.org:

1. Fiscal Management Activities Calendar

This excel-based document provides a calendar of activities related to the annual audit process, internal reporting, budget process, and regulatory reporting deadlines. It is customizable by fiscal year.

2. Monthly Close Checklist

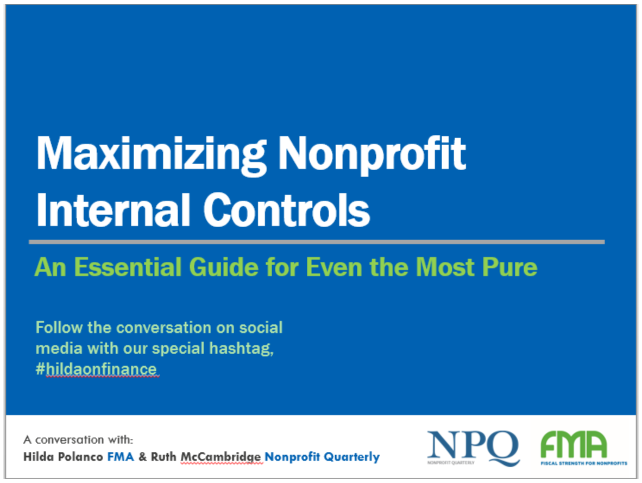
This excel-based document outlines a sample financial closing process for a nonprofit organization.

Resources:

Webinar: Maximizing Nonprofit Internal Controls

The Maximizing Nonprofit Internal Controls webinar was presented by Nonprofit Quarterly in March 2017, and features FMA Founder & CEO, Hilda Polanco. Topics addressed in the webinar include:

- What is the board's role?
- What should you consider regarding financial staff?
- What technological resources and human resources policies help?
- What policies and procedures are must do's? (Fast forward to minute 28 if you want to hear about the 5 policies that help reduce risk).



Link to webinar: http://fmaonline.net/2017/03/14/nonprofit-controls-and-how-to-make-them-work-for-you/

Choice Points Framework

- https://www.managementcenter.org/article/using-choice-points-to-advance-racial-equity-and-inclusion/
- https://www.managementcenter.org/resources/using-choice-points-to-advance-racial-equity-and-inclusion-case-studies/
- https://www.managementcenter.org/resources/tools-for-identifying-choice-points-common-choice-points/

Preparing for the Inevitable: A Succession Readiness Checklist:

- https://www.compasspoint.org/sites/default/files/documents/724_successionreadinesscheckl.pdf

Homework: Internal Controls Checklist

Internal Controls	Automation	Current Practice?
Purchasing		
Purchases are properly authorized prior to purchase		☐
Competitive Bids are obtained for large purchases		☐
All goods and services paid for have been received <u>prior</u> to payment		☐
Disallowable expenses considered when purchasing for contracts		☐
"Encumbrances" monitored against approved budgets		☐
<u>Efficiency Goal</u>: Consider implementing a paperless document routing and approval process		☐
Cash Disbursements/Banking		
Cash Disbursements		
Expenditures are properly approved prior to disbursement		☐
All unused checks, signature stamps or electronic security/authentication tokens are stored securely		☐
Checks are never pre-signed		☐
<u>Efficiency Goal</u>: Consider using "Positive Pay" services and ACH blocking filters to prevent unauthorized cash disbursements		☐
Banking Safeguards		
Monthly reconciliations are performed for all accounts and reviewed by someone outside the receipts/disbursement process		☐
Unopened bank statements are routed to someone not involved in processing of transactions (i.e. ED or board member)		☐
Authorized signature levels are established for checks including 2 signatures over certain $ amounts		☐
<u>Efficiency Goal</u>: Perform bank reconciliations using functionality provided by the accounting software or consider automated reconciliation services provided by bank		☐

Internal Controls	Automation	Current Practice?
Credit Cards		
Employees submit all receipts for credit card purchases in a timely manner		☐
Expenditure levels monitored by employee		☐
Purchase cards issued when possible		☐
Petty Cash		
Disbursed only with properly approved documentation (i.e. receipts, petty cash vouchers)		☐
Maintained in a locked location by the designated custodian		☐
Established at a reasonable level		☐
Audited periodically by an individual other than the custodian		☐
Travel & Employee Reimbursements		
Reimbursements are based on: - Actual expenses as allowed by agency policy, or - Federal, IRS or agency per diem and reimbursement rates		☐
Expenses are documented on a reimbursement form accompanied by receipts and a purpose description		☐
Efficiency Goal: Consider implementation of an electronic expense reimbursement system		☐
Payroll		
All additions to and deletions from payroll are properly authorized to avoid payments to fictitious employees		☐
Timesheets are approved prior to payment		☐
All payroll transactions are properly coded in the accounting system		☐
Payroll tax liabilities are reported and paid on time		☐
Efficiency Goal: Implement payroll cards for employees without direct deposit and maximize connectivity between the time & attendance, HRIS, and payroll systems		☐

Internal Controls	Automation	Current Practice?
Cash Receipts		
Cash & Check Receipts		
All cash intended for use by the organization is received and safeguarded		☐
Cash received is deposited in the organization's bank accounts immediately upon receipt		☐
Efficiency Goal: Consider implementing remote deposit (i.e. check scanning) if available from bank		☐
Credit Card Receipts		
Credit card numbers are destroyed		☐
Credit card machines are kept securely, and all transactions are reviewed to ensure appropriateness		☐
Efficiency Goal: Ensure data on credit card transactions can be accessed electronically and uploaded to the fundraising and accounting databases		☐
Other Control Measures to Consider		
Conduct background checks on new employees and volunteers		☐
Establish tone at the top by implementing clear policies such as: • Whistleblower Protection • Conflict of Interest • Executive Compensation • Record retention		 ☐ ☐ ☐ ☐
Conduct periodic fixed asset inventories		☐
Educate employees on fraud risk and Internal controls		☐
Engage Information Technology team to ensure proper controls over access to accounting and banking systems.		☐

Appendix:

Additional Resources:

If any of the following topic really resonated with you during the training, you can explore these optional activities with your team and/or during coaching.

Resource #1: If your team is interested in learning more about fiscal staffing, the Critical Fiscal Roles Worksheet will help you understand staff duties at the strategic, managerial, and transactional activity levels and identify gaps in support.

Resource #2: If your team is interested in identifying efficiencies in processes, the Workflow Mapping will help you to identify the key processes and persons responsible for key functions of the fiscal office.

Resource #3 & #4: If your team is interested in identifying how to leverage technology to increase efficiency, you could look at either of the following two resources:

> The Financial Management Systems Needs Assessment will take your team through a series of indicators to identify your organization's needs and readiness for financial management systems.
>
> The Technology Solution Implementation Plan will take your team through a series of "things to think about" when implemented a new technology solution.

Resource #1: Critical Fiscal Roles Worksheet

Strategic

Perform planning and oversight role of the organization, guide accounting activities as needed.

Sample Activities	Who performs this?	Who is their backup?
• Conducts strategic financial planning, budgeting, and forecasts		
• Reviews financial reports for strategic decision-making and course corrections		
• Provides oversight and vision for the finance team and fiscal operations		

Managerial

Guide financial management through organizing resources, providing oversight, and completing critical functions.

Sample Activities	Who performs this?	Who is their backup?
• Maintains fiscal policies & procedures, oversees internal controls, and ensures compliance		
• Performs monthly close and reconciliations, ensures general ledger quality		
• Generates financial reports and monitors cash flow		
• Manages audit process and serves as the main point of contact with the auditor		

Transactional

Support the day-to-day functions by performing accounting duties and fiscal administrative tasks.

Sample Activities	Who performs this?	Who is their backup?
• Processes accounts payable, cash disbursements		
• Creates invoices, processes accounts receivable and cash receipts, makes deposits		
• Maintains accounting files, processes 1099 forms and prepares journal entries		

Reflection:

- Are the right team members performing duties that match their skillset and organization responsibility?
- What would you want to change?

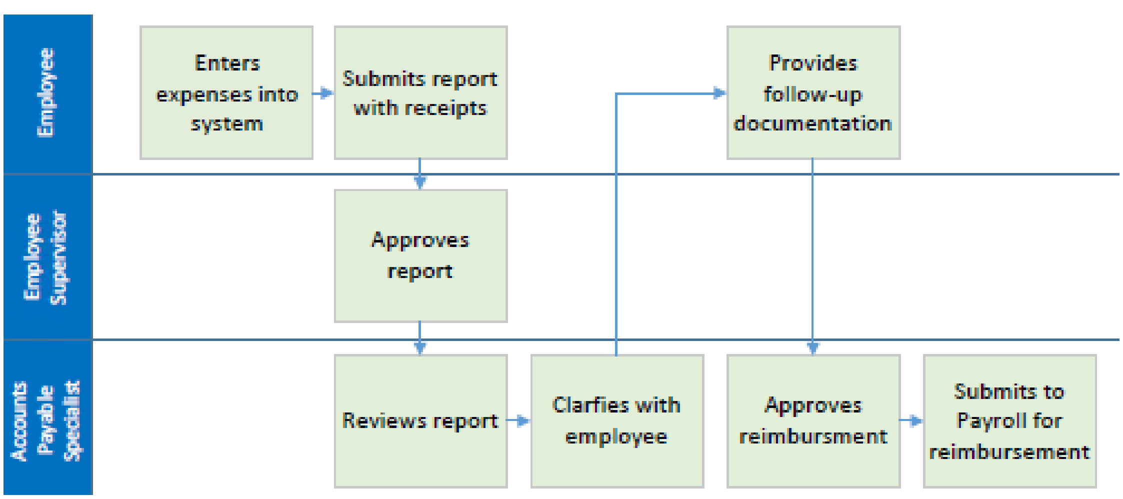
Resource #2: Workflow Mapping

How to Begin Workflow Mapping

1. Reference the Workflow Mapping Template below or create a table with rows and columns
2. Identify roles in the leftmost column
3. Define key steps of the workflow
4. Write down the first step of the workflow in the row of the person who performs this task
5. Write down the second step of the workflow in the row of the person who performs the next task
6. Continue writing steps until the workflow is complete

Role	Key Steps in the Workflow

Sample:



Resource #3: Financial Management Software System Needs Assessment

Instructions:

1. For each of the indicators below, answer “yes” or “no” for your organization.
2. Count the number of “yes” answer and enter it into the score box.
3. Turn to the scoring sheet and use your score to determine if this might be a high, medium or low priority for your organization.

System	Indicators of Need/Readiness	Yes	No	Score
ERP/Accounting System	• Are you on Quickbooks and have a high percentage of restricted revenue that carries from year to year?	☐	☐	
	• Are you utilizing all the dimensions/cost centers of your software but still feel you need further flexibility to properly track your data?	☐	☐	
	• Are there “differentiators” unavailable in your system that would be beneficial to your financial management?	☐	☐	
	• If you are on Quickbooks and feel you need new software, are you ready to spend thousands of dollars more per year to improve your accounting system?	☐	☐	
Expense Management	• Are you chasing after receipts from purchasers?	☐	☐	
	• Is it difficult to get correct coding from purchasers?	☐	☐	
	• Does it take a lot of time to enter credit card/reimbursement expenses into the accounting system and/or is the time required delaying your monthly close?	☐	☐	
	• Does it take a lot of time to reconcile credit card receipts with the statement?	☐	☐	
Automated Check Writing	• Does it take a lot of time to enter invoices into the accounting system?	☐	☐	
	• Does it take a lot of time to approve checks being cut?	☐	☐	
	• Are you chasing signatures in order to get checks out the door?	☐	☐	
	• Are you spending a lot of time and money on mailing checks?	☐	☐	

System	Indicators of Need/Readiness	Yes	No	Score
Automated Accounts Receivable & Payments	• Does your business model (revenue model) require a significant amount of sending invoices and accepting payments? • Are you unable to produce and send invoices from your current accounting system, or is it not flexible enough for you? • Does it take a lot of time to enter accounts receivable and payments into your accounting system?	☐ ☐ ☐	☐ ☐ ☐	
Payroll and Time & Attendance	• Is it difficult to get time sheets from employees? • Do you spend a lot of time hand-entering time into a time system or the payroll system? • Do you have a large number of employees working offsite or in remote offices, away from HR & Finance? • Do you need to track employee hours by program for grant reporting? • Are you manually tracking and recording time off accruals and use?	☐ ☐ ☐ ☐ ☐	☐ ☐ ☐ ☐ ☐	
Fundraising: Paperless Auction	• Do you have stakeholders who don't attend events but might be interested in bidding on auction items? • Do you spend a lot of time at the end of events checking people out?	☐ ☐	☐ ☐	
Banking: Cash Disbursements	• Have you had an issue with or are you concerned about check fraud?	☐	☐	
Banking: Remote Deposit	• Are you concerned you are not able to deposit donor checks quickly enough? • Does it take significant staff time to travel to the bank for deposits?	☐ ☐	☐ ☐	
Budgeting & Planning	• Are you concerned that, even with a complex template, excel does not allow you the flexibly you need in budgeting? • Are you looking for the ability to incorporate intricate scenario planning into your budget process? • Are you seeking more robust budget vs actual analysis? • Are you seeking to add or improve multi-year budgeting in your planning process?	☐ ☐ ☐ ☐	☐ ☐ ☐ ☐	

System	Indicators of Need/Readiness	Yes	No	Score
Dashboard Software	• Are you seeking a visual way to report data to your board and other stakeholders? • Do you have multiple data systems you would like to pull data from for reporting? • Do you have an excel-based dashboard that you are not able to maintain or is not giving you what you need?	☐ ☐ ☐	☐ ☐ ☐	

Financial Management Systems Needs Assessment Scoring Sheet

Instructions:

1. Copy your score from the assessment sheet where it says “your score.”
2. Based on the score, enter that system under the appropriate priority on the last page of this handout.

System	Your Score	Scoring Analysis	Explanation
ERP/Accounting System		0: Low Priority	Your system is working well.
		1-3: Medium Priority	It looks like your system is not doing everything it needs to do and it might be worth looking at other systems. Don’t forget to first ensure you’re maximizing everything your system does, as it’s a lot of work to change ERP systems.
		4: High Priority	It looks like your system has a number of deficiencies as it relates to your needs and it is worth looking at other systems. Don’t forget to first ensure you’re maximizing everything your system does, as it’s a lot of work to change ERP systems.
Expense Management		0-1: Low Priority	Your systems are working well and the cost may outweigh the benefits.
		2-3: Medium Priority	You have a number of inefficiencies which could be improved with a relatively low cost implementation of expense management.
		4: High Priority	Your purchasing processes could be significantly improved through the implementation of expense management.
Automated Check Writing		0-1: Low Priority	Your systems are working well and the cost may outweigh the benefits.
		2-3: Medium Priority	You have a number of inefficiencies which could be improved with a relatively low cost implementation of automated check writing.
		4: High Priority	Your purchasing processes could be significantly improved through the implementation of automated check writing.
Automated Accounts Receivable & Payments		0: Low Priority	Your AR system is working well or billing is not a big part of your revenue model.
		1-2: Medium Priority	You have a number of inefficiencies which could be improved with a relatively low cost implementation of automated invoicing and payments.
		3: High Priority	Your billing processes could be significantly improved through the implementation of automated billing and payments.
Payroll and Time & Attendance		0-1: Low Priority	Your systems are working well and the cost may outweigh the benefits.

System	Your Score	Scoring Analysis	Explanation
		2-4: Medium Priority	The time it takes to manage time sheets and payroll could be improved with the implementation of new technology in your HR and payroll processes.
		5: High Priority	Like many organizations, inefficiencies in time & attendance and payroll are likely one of the largest uses of Finance & HR staff time and could be significantly improved through the implementation of new technology in your HR and payroll processes.
Fundraising: Paperless Auction		0: Low Priority	Either you don't have an auction or yours is working well.
		1: Medium Priority	You could see gains in both efficiency and revenue from implementing auction software, although there may be other priorities that are more pressing.
		2: High Priority	You could see gains in both efficiency and revenue from implementing auction software which will likely outweigh the costs.
Banking: Cash Disbursements		0: Medium Priority	Even if you are not concerned about check fraud, positive pay is a low cost solution with significant gains and is worth investigating.
		1: High Priority	Positive pay is a low cost solution with significant gains which you should pursue.
Banking: Remote Deposit		0: Low Priority	Your deposit procedures are working well.
		1: Medium Priority	Remote deposit is a low cost solution with significant gains and is worth investigating.
		2: High Priority	Remote deposit is a low cost solution with significant gains which you should pursue.
Budgeting & Planning		0-1: Low Priority	The significant cost of planning software likely outweighs the benefits.
		2-3: Medium Priority	Planning software would likely improve your ability to plan but, due to costliness, should be weighed with other technology solutions.
		4: High Priority	Despite its cost, it seems planning software could benefit you in your planning and analysis function.
Dashboard Software		0: Low Priority	You already have a dashboard or are happy with your reporting.
		1-2: Medium Priority	Dashboard reporting could improve your reporting and is worth investigating, if you cannot do what you need with excel.
		3: High Priority	It seems likely the cost of dashboard software would be worthwhile for your organization.

Resource #4: Technology Solution Implementation Plan

Implementing a New Technology Solution- Things to Think About	
What technology solution do you want to implement?	
Why this solution and why now? Think about: • How will this improve your financial management practices? • How can you reallocate staff time?	
Who needs to be involved in the implementation process? Think about: • Who is the end user? • Who will be the power user? • Who will manage the process?	
What barriers might you face in implementing? Think about: • Will people embrace the new technology? • What will it cost? • Other barriers?	
What training and communication will be needed to ensure buy-in and success?	
When is the right time to implement this new solution?	