

Impact
Knowledge
Connection

PATH Intl. Region 11 Conference April 11, 2026

Practical Tactics for Improving Your Business Systems and Reporting



1

Impact
Knowledge
Connection

Welcome

Introductions

Wallace Chan, CPA, CGMA, MBA – COO, The Shea Center

Melissa Strodbeck, MBA – Controller, The Shea Center



2

Question For You

- Why Are You Attending This Session?
 - Name
 - Organization
 - What are Your Expected Takeaways



3

Course Overview

- **What Drives Your Business**
 - Identify your top 3-4 critical drivers
- **Make the Numbers Work for You**
 - Select the type of analyses that are best for your organization
- **Develop Systems and Analyses**
 - Use current systems that are available to you, i.e., QB, Excel
 - The analysis should drive decision making
 - Implement new systems and analyses when possible



4

Impact
Knowledge
Connection

What Drives Your Business

Two Main Drivers of the Business

A. Mission > Improving the Lives of People with Disabilities Through Therapeutic Horse-Related Programs ==> Client Services

- Program Types
 - ✓ Hippotherapy
 - ✓ Adaptive Riding
 - ✓ EAP, EAL, Military, etc.
- Resources Needed
 - ✓ People – staff and volunteers
 - ✓ Herd
 - ✓ Facilities and equipment



5

Impact
Knowledge
Connection

What Drives Your Business

B. Financial Sustainability – Why you need to embrace and track the numbers

Four Key Management Areas - if important, measure it

1. Financial Management

- ❖ Planning, Financial Reporting and Analysis
- ❖ Integrity and Transparency for all Stakeholders
- ❖ Good Stewardship of Donor \$\$
- ❖ Reserves (rainy day funds)



6

What Drives Your Business

- ☐ Four Key Management Areas - if important, create metrics

2. Operational Management

- Cost Analysis – Understand Your Cost Structure
- Pricing Schedule – Margin Analysis
- Human Resources (PEO) – Payroll, Benefits, Labor Laws
- Information Technology (IT Service Provider) – Integration, Efficiencies



7

What Drives Your Business

- ☐ Four Key Management Areas - Need cash to stay solvent

3. Asset Management

- Cash Flow – “Cash Is King”
- Bank Accounts and Accounts Receivable
- Reserves, Working Capital Line of Credit
- Facilities and Herd
- Insurance (Risk Mgmt.), Policies and Procedures



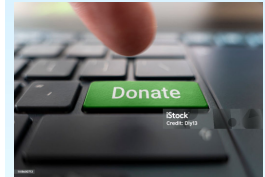
8

What Drives Your Business

- ❑ Four Key Management Areas - Timing of revenue is critical

4. Development Management - Revenue Generation

- ✓ Managing Donors - Donations, Grants, Gifts
- ✓ Fundraising Events (Gala, BBQ, DTR)
- ✓ Multi-Year Gifts, Pledges
- ✓ Endowment and Annual Distributions to Operations
- ✓ Predictive Modeling, Donor Search Analysis



9

Group Exercise






- **What Drives Your Business**
 - At Your Table, Take Two Minutes to Discuss and List Your Top 3-4 Business Drivers
 - Share with the Group



10

Systems Integration






- **100% Cloud-Based Systems**
 - ✓ MS Office365
 - ✓ QuickBooks Online
 - ✓ Salesforce
 - ✓ MS Teams Phone
- **Planning / Budgeting**
 - ✓ QuickBooks
 - ✓ Excel / Google Docs / Worksheets
- **Financial Statements /Reporting /Analysis**
 - ✓ QuickBooks
 - ✓ Excel / Google Docs/ Worksheets
 - ✓ Online Payments / Credit Card Processing

11

Systems Integration

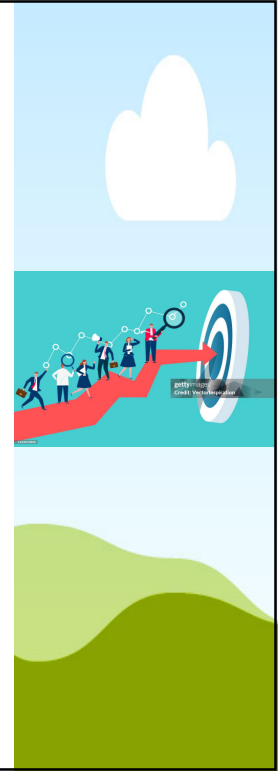
- **Operations**
 - Salesforce
 - ✓ Clients – Scheduling, Notes, Service Hours
 - ✓ Volunteers – Scheduling, Tracking, Training
 - ✓ Herd – Vet. Notes, Care, Feed, Shoeing, Tack, Hours Worked, Training, etc.
 - ✓ Staff – Training, Development, Emergency Contacts
 - ✓ Donor Management (CRM)
 - ✓ Facilities Maintenance
 - ✓ Risk Management – Incident Reports

12

Make the Numbers Work for You

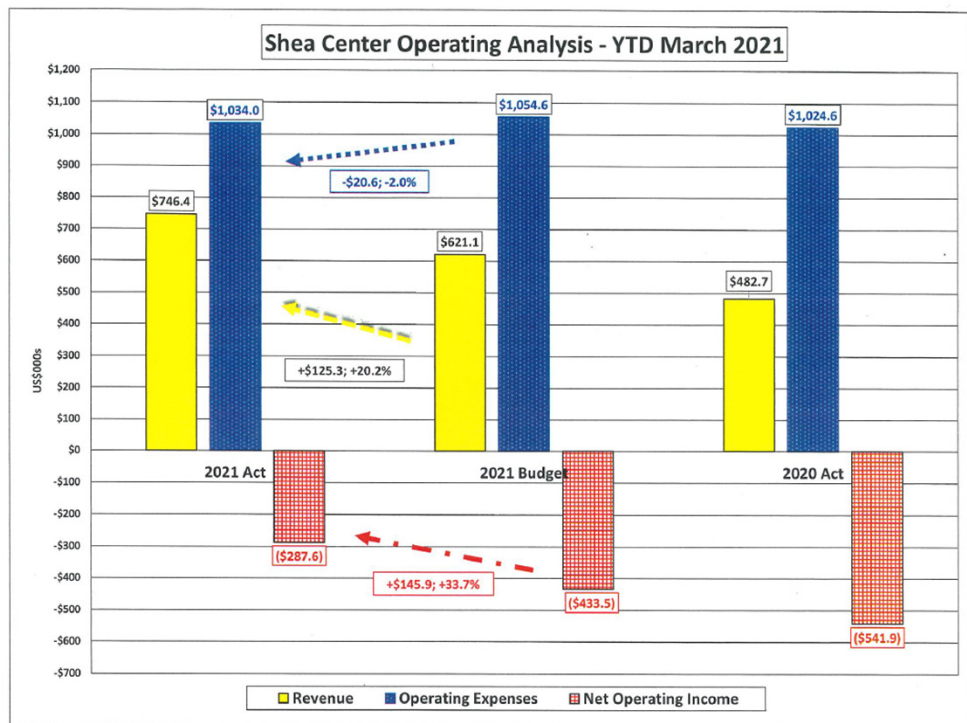
- **Planning/ Budgeting**
 - Plan Your Work
 - Work Your Plan
- **Profit & Loss Statement**
 - Revenue Sources
 - ✓ Client Fees
 - ✓ Donations/ Gifts/ Grants
 - ❖ Private / Public
 - ✓ Endowment



13

Analytical Graphs

Actual vs. Budget vs. Prior Year



14

Make the Numbers Work for You

Profit & Loss Statement

➤ Expense Types

- ✓ Payroll
 - Salary Ranges / Competitive Wage
 - Benefits
- ✓ Horse Care
 - Feed
 - Tack
 - Care – Vet, Farrier, Dentist, Vaccines
 - Shavings/Bedding, Waste Disposal
- ✓ Functional Expense Analysis
 - Program – 71%
 - Development/Fundraising – 23%
 - Admin. – 6%



15

Horse Care Cost Analysis

Horse Care Cost Analysis - 2026 Budget and 2025 Actual

Expense Category*	16,883 Cost/Hr.	Total 2026 Budget	Cost Per Horse/Year	Total 2025 Actual
Equine Staff Costs: 90% Barn Crew + Equine Ops.	\$ 36.96	\$ 623,985	\$ 21,517	\$ 588,123
<u>Direct Horse Care Expenses</u>				
Feed (prorated to Shea horses)		\$ 92,425	\$ 3,187	\$ 71,965
Shaving (prorated to Shea horses)		63,356	2,185	61,570
Farrier		50,016	1,725	43,768
Waste Disposal (prorated to Shea horses)		34,186	1,179	35,747
Tack/ Grooming Equip.		16,800	579	19,169
Professional Horse Care (less boarding/transport)		8,700	300	4,457
Maint. & Small Tools		1,800	62	379
Sub-Total Direct Horse Care Expenses	\$ 15.83	\$ 267,283	\$ 9,217	\$ 237,055
<u>Other Expenses</u>				
Utilities (Excl. Telephone) - 30%		\$ 29,613	\$ 1,021	\$ 33,984
Facilities Repair & Maint./ Custodial Svcs. - 20%		21,340	736	23,093
Pest Control - 75%		2,025	70	1,655
Sub-Total Other Expenses	\$ 3.14	\$ 52,978	\$ 1,827	\$ 58,731
Sub-Total Horse Care Expenses w/o Staff	\$ 18.97	\$ 320,261	\$ 11,043	\$ 295,787
Total Horse Care Expense	\$ 55.93	\$ 944,246	\$ 32,560	\$ 883,909
Average No. of Shea Horses		29.0	29.0	29.0
Cost Per Year Per Horse		\$ 32,560		\$ 30,480

* Excludes tractor maint. & repair expenses, arena costs & insurance, etc.
Also excludes any capital improvements such as mat walls, fans, stall flooring, arenas, round pens.



16

Make the Numbers Work for You

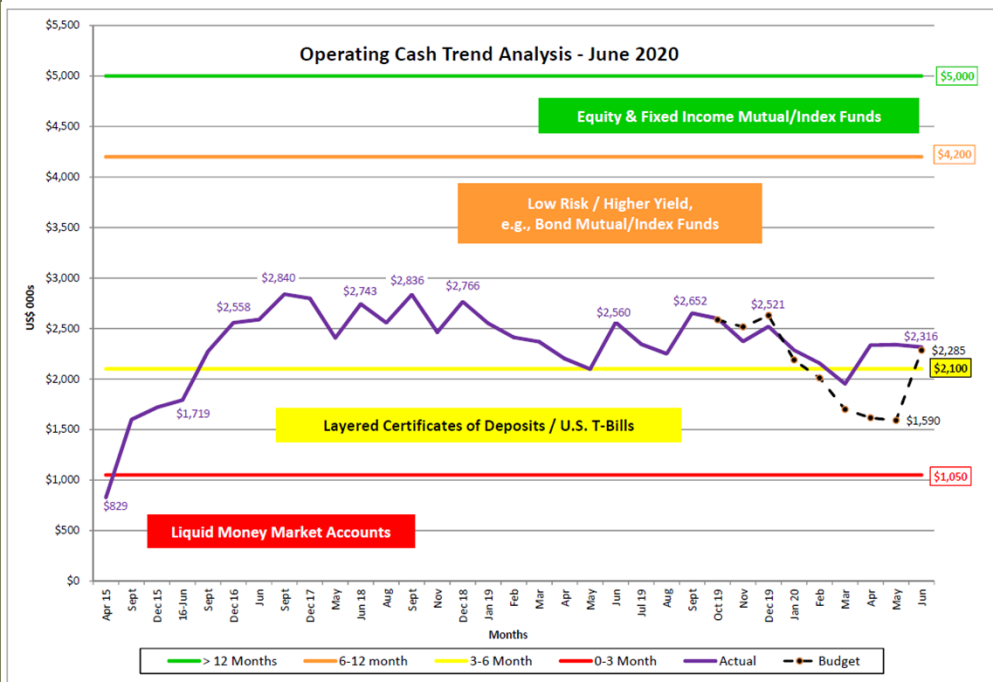
■ Cash Analysis and Forecasts

- Amount in Bank
- Usage / Burn Rate
 - ✓ Payroll – Bi-Weekly, Bi-Monthly
 - ✓ Horse Care – Monthly Costs
 - ✓ Maintenance/ Capital Improvements
- Sources - Incoming
 - ✓ Donations/ Grants/ Gifts
 - ✓ Fundraising Events
 - ✓ Non-Cash Gifts
- Reserves
 - ✓ Rainy Day Fund
 - ✓ Working Capital Line of Credit
 - ✓ 'HOA' Fund



17

Cash Trend Analysis



18

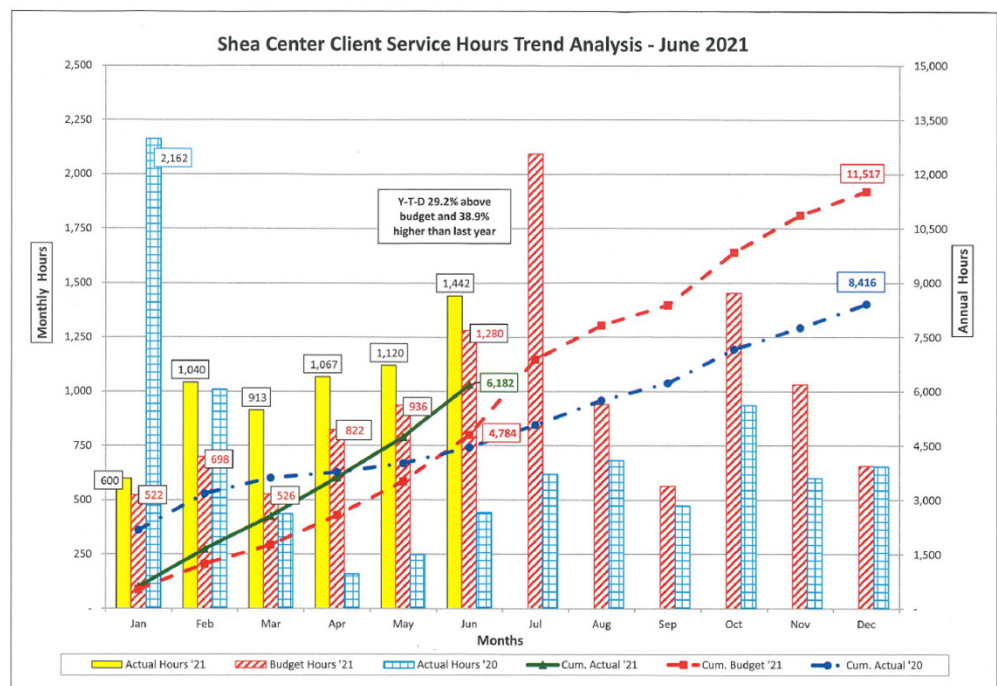
Make the Numbers Work for You

- **Program**
 - Client Service Hours
 - Volunteer Hours
 - ✓ Clients
 - ✓ Training
 - ✓ Retention
 - ✓ Fundraising
 - ✓ Committees
 - Herd
 - ✓ Hours
 - ❖ Clients
 - ❖ Training
 - ✓ Care



19

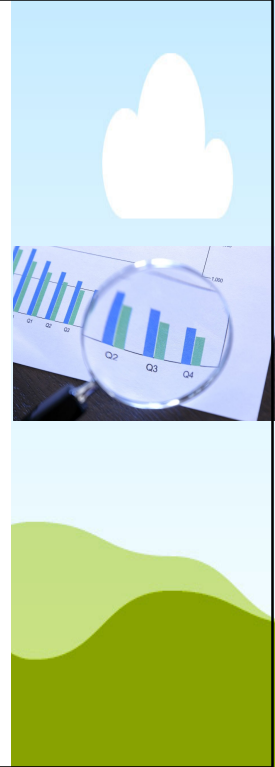
Client Service Hours Analysis



20

In Closing

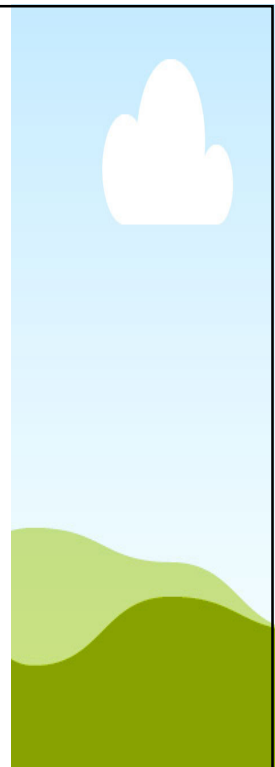
- **Identify Your Top 3-4 Critical Business Drivers – what will help you be successful**
 - Prepare a one year plan for them
 - Create a metrics
 - Select the system to support the metrics
 - ✓ QuickBooks
 - ✓ Excel / Google Docs/ Salesforce, etc.
 - Begin tracking and reporting the metrics
 - ✓ Make operational decisions based on metric analytics
 - Move to create another business metric
 - Be careful of paralysis by analysis
 - Nonprofit is a tax distinction, not a business model.



21

Questions

- **Thank You for Attending**
 - Further questions, please reach out
 - Wallace Chan
 - ✓ Email: wchan@sheacenter.org
 - ✓ Direct No. 949-628-1154
 - Melissa Strodbeck
 - ✓ Email: mstrodbeck@sheacenter.org
 - ✓ Direct No. 949-384-9083



22

Exhibits

Additional Examples of Graphs and Analyses



23

QuickBooks Reports

Actual vs. Budget

J.F. Shea Therapeutic Riding Center, Inc.

Budget vs. Actuals: FY_2021 - FY21 P&L
June 2021

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
▼ Income				
▼ 40001 Program Fees				
▼ 4015 Adaptive Riding Fees				
▼ 4033 Able Body Riding Lessons	2,866	3,236	-370	89.00 %
4033-1 Able Body - Emerald Cove F...	7,500	5,400	2,100	139.00 %
Total 4033 Able Body Riding Lessons	10,366	8,636	1,730	120.00 %
▼ 4115 Adaptive Riding				
4115-03 Spring Fees	125	0	125	
4115-09 Summer Camp Fees	10,801	10,800	1	100.00 %
4115-10 Summer Camp Financial Aid	-923	-200	-723	461.00 %
4115-21 Military Service Financial Aid	-2,355	-2,670	315	88.00 %
Total 4115 Adaptive Riding	7,649	7,930	-282	96.00 %
Total 4015 Adaptive Riding Fees	18,015	16,566	1,449	109.00 %
▼ 4100 Therapy Fees				
▼ 4105 Physical Therapy Fees				
4105-00 Eval & Enrollment Screenings	700	750	-50	93.00 %
4105-01 Physical Therapy Riding Fe...	14,916	16,980	-2,064	88.00 %
4105-02 Physical Therapy Financial ...	-3,760	-4,221	461	89.00 %
4105-03 Physical Therapy Fin'l Aid ...	-1,056	-313	-743	337.00 %
Total 4105 Physical Therapy Fees	10,800	13,196	-2,396	82.00 %



24

QuickBooks Reports

Actual vs. Prior Year



J.F. Shea Therapeutic Riding Center, Inc.

YTD Profit and Loss - Current Year / Prior Year
January - December 2020

	TOTAL			
	JAN - DEC 2020	JAN - DEC 2019 (PY)	CHANGE	% CHANGE
Income				
40001 Program Fees				
4015 Adaptive Riding Fees				
4033 Able Body Riding Lessons	29,339	34,358	(5,019)	(15.00 %)
4033-1 Able Body - Emerald Cove F...		29,655	(29,655)	(100.00 %)
Total 4033 Able Body Riding Lessons	29,339	64,013	(34,674)	(54.00 %)
4115 Adaptive Riding				
4115-01 Winter Fees	61,539	70,418	(8,878)	(13.00 %)
4115-02 Winter Financial Aid	(8,061)	(12,829)	4,768	37.00 %
4115-03 Spring Fees	3,487	75,550	(72,062)	(95.00 %)
4115-04 Spring Financial Aid	(114)	(9,670)	9,556	99.00 %
4115-05 Summer Fees	21,756	37,597	(15,842)	(42.00 %)
4115-06 Summer Financial Aid	(1,751)	(5,280)	3,529	67.00 %
4115-07 Fall Fees	29,395	85,968	(56,573)	(66.00 %)
4115-08 Fall Financial Aid	(2,496)	(14,690)	12,194	83.00 %
4115-09 Summer Camp Fees	0	48,530	(48,530)	(100.00 %)
4115-10 Summer Camp Financial Aid	0	(900)	900	100.00 %
4115-21 Military Service Financial Aid	(30,020)	(39,403)	9,383	24.00 %
Total 4115 Adaptive Riding	73,735	235,292	(161,557)	(69.00 %)
Total 4015 Adaptive Riding Fees	103,074	299,305	(196,231)	(66.00 %)

25

P&L Analysis



Shea Center

Financial Summary - For YTD March 2021 vs. Budget (in \$000s)

<u>Revenue</u>	<u>2021 Act</u>	<u>2021 Budget</u>	<u>Diff</u>	<u>% Diff</u>
Program Fees (c)	\$150.1	\$113.4	\$36.7	32.4%
Development/ Non-Event Fundraising (a), (b), (d)	584.7	495.0	89.7	18.1%
Event Fundraising	0.0	0.0	0.0	0.0%
Social Enterprise/ Other (Int./Div. Income)	11.6	12.7	(1.1)	-9.0%
Total Revenue	\$746.4	\$621.1	\$125.3	20.2%
<u>Operating Expenses</u>				
Program (e), (f), (j)	\$409.0	\$434.7	(\$25.6)	-5.9%
Equine and Facilities (e), (g)	176.9	192.6	(15.6)	-8.1%
Development/ Non-Event Fundraising (i), (j), (l)	322.5	311.3	11.2	3.6%
Event Fundraising	(0.1)	2.0	(2.0)	-104.6%
Administration (h), (i), (k)	125.6	114.1	11.5	10.1%
Total Operating Expenses	\$1,034.0	\$1,054.6	(\$20.6)	-2.0%
Net Operating Income	(\$287.6)	(\$433.5)	\$146.0	-33.7%
Net Endowment (Gifts, Div., Unreal. Gain/Loss)	\$128.6	(\$2.5)	131.1	-5295.6%
Other Net Capital Income	0.0	0.0	0.0	0.0%
Net Income before Deprec. Expense and In-Kind	(\$159.0)	(\$436.0)	\$277.0	-63.5%

26

P&L Analysis “Walks”



Actual vs. Budget Analysis		\$000's
Revenue - Higher than Budget (\$766 vs. \$621; +\$125; +20.2%)		\$125.3
a)	Higher D-T-R (\$266k vs. \$175k)	91.1
b)	Higher Stand with Shea Gifts (\$121k vs. \$75k)	45.9
c)	Higher Total Program Fees (AR +\$18k; HPOT +\$11k)	36.7
d)	Lower Grants/ Gifts, Net of Higher Horse Sponsorships	(47.3)
Expenses - Lower than Budget (\$1,043 vs. \$1,055; -\$21; -2.0%)		(\$20.6)
e)	Lower Net Postponed P/R Expenses (Program / Equine)	(31.2)
f)	Lower Prog. P/R, Net of Higher Contract Labor (SLP)	(16.7)
g)	Lower Horse Care Expense, Net of Higher Facility Maint. Exp.	(4.2)
h)	Lower Legal Expense	(3.3)
i)	2020 EPS Paid in 2021	13.2
j)	Higher Net IT / Software/ Website Support Expense	10.3
k)	Higher Admin. P/R Expense Related to Controller Training	8.5
l)	Higher D-T-R Expenses	4.6
Net Operating Income - Better than Budget (-\$288 vs. -\$434; +\$146k; +33.7%)		\$146.0
1)	Higher Revenue	125.3
2)	Lower Expenses	20.6
Net Operating Cash		\$2,635
Above Budget (Lower Net Oper. Loss +\$146k; PPP2 Loan +\$550k; 2020 Y/E Giving +\$322k, Net Working Capital Chg. & CapEx -\$8k).		1,010

27

Cost Per Service Hour Analysis



Expense Categories (Excl. Events)	\$\$	\$ Per Hour
Programs		
Salaries	1,556,365	\$ 110.98
Contract OT/Speech/Instructor	72,328	\$ 5.16
Credit Card Fees/ Restricted Donations	34,581	\$ 2.47
Soft. Maint./Office Equip. Lease /Supplies & Svcs.	55,987	\$ 3.99
Hardware/Software/ Prof. Comp./ Tele. Svcs.	43,702	\$ 3.12
Insurance	17,376	\$ 1.24
Volunteer Expenses	19,523	\$ 1.39
ConEd/ Training/ Dues/Subscrip./ Empl. Recog.	33,402	\$ 2.38
Other (Mileage, Admin. Forum, etc.)	3,656	\$ 0.26
Total Programs Expense	1,836,920	\$ 130.98
% of Total	44.9%	
Barn / Facilities		
Salaries/ Labor - Equine	223,299	\$ 15.92
Salaries/ Labor - Facilities	177,133	\$ 12.63
Horse Care	184,803	\$ 13.18
Repairs / Custodial/Fire/ Security Services	94,745	\$ 6.76
Utilities / Telephone	64,761	\$ 4.62
Insurance/ License/ Fees/Taxes	26,623	\$ 1.90
Truck/ Tractor Repair. & Maint.	6,673	\$ 0.48
Elev. Service Contracts/ HVAC	7,004	\$ 0.50
Other (Con-Ed, Empl. Recog.)	3,190	\$ 0.23
Facilities Reserve	54,000	\$ 3.85
Total Barn/ Facilities Expense	842,231	\$ 60.06
% of Total	20.6%	\$ 191.04

28

Incremental Cost Per Program Analysis



Equine Assisted Psychotherapy (EAP) Group - Fairmont

Overview

1. 6-8 student participants for nine (9) weeks
2. 1.25 hour program, unmounted, once per week

<u>EAP Group Program - Fairmont</u>	<u>Rate</u>	<u>Basic</u>
Program Time in hours		1.25
Number of horses needed		2
Total Horse hours (2 horses, 45 min. each)		1.5
Program "Direct" Costs		
1. Staff - 1 (LR), 2-3 volunteers	\$ 65	\$ 81
2. Horses	\$ 75	\$ 113
3. Staff planning, set-up time, charting, etc. (LR)	\$ 65	\$ 33
Sub-Total Direct Costs		\$ 226
Additional Costs:		
Supplies, Gifts, Rental, Other		\$ -
Facility Usage	\$ 100	\$ 125
Total Additional Costs		\$ 125
Total Cost per Week		\$ 351

Cost for 9 Week Program	9	\$ 3,161
--------------------------------	----------	-----------------

29

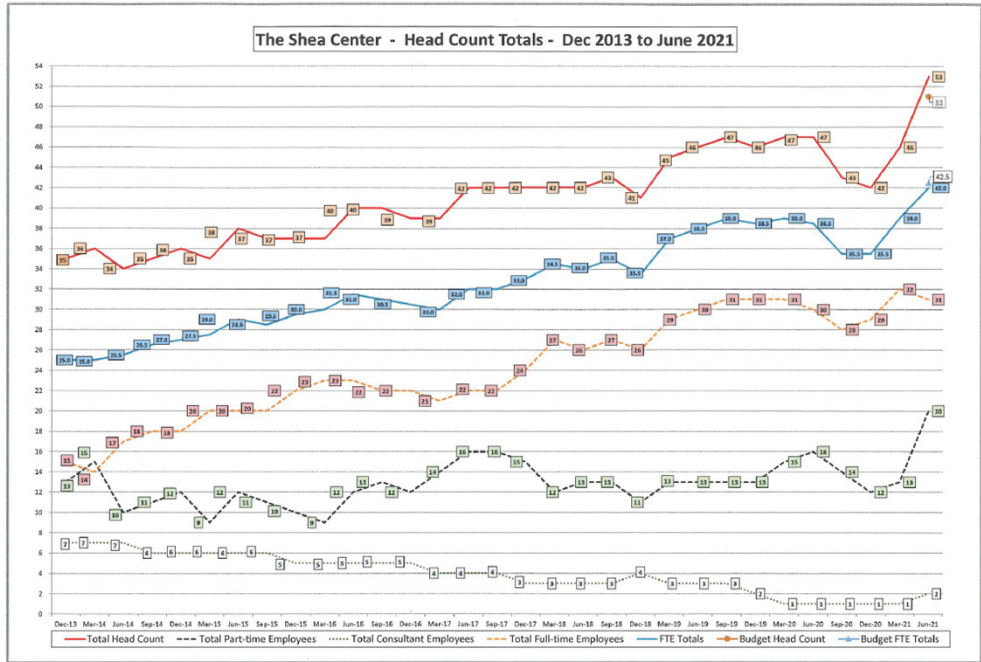
Horse Hours By Program Type



Horse V2	RPT Metric Type	Sum of # Accts	Sum of # Hrs	Sum of # Hrs (Horse)
Alik	Adaptive Riding	3	2.25	3
	Occupational Therapy	7	5.25	7
	Physical Therapy	25	18.75	25
	School Program	1	1	1
	Screening	3	2.25	3
Subtotal	Alik	39	29.5	39
Annie II	Adaptive Riding	24	18	24
	Occupational Therapy	7	5.25	7
	School Program	1	1	1
	Speech Therapy	4	3	4
Subtotal	Annie II	36	27.25	36
Apple Jax	Adaptive Riding	26	19.5	26
	Military - Adaptive Riding	1	0.5	0.5
	Occupational Therapy	3	2.25	3
	Physical Therapy	5	3.75	5
	School Program	1	1	1
	Screening	1	0.75	1
Subtotal	Apple Jax	37	27.75	36.5
Artex	Adaptive Riding	24	18	24
	Military - Adaptive Riding	1	0.75	1
	Occupational Therapy	3	2.25	3
	Physical Therapy	17	12.75	17
	School Program	1	1	1
Subtotal	Artex	46	34.75	46

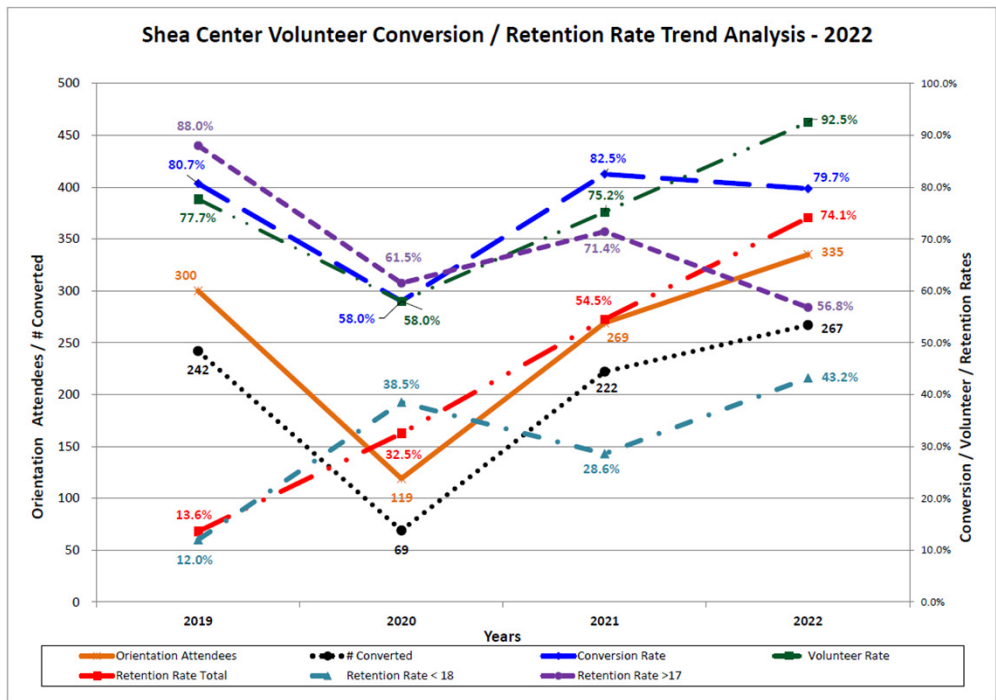
30

Headcount Trend Analysis



31

Volunteer Training and Retention Analysis



32