BKD DEVELOPS MODEL TO AID TRIBE’S DECISION MAKING

AT A GLANCE

CLIENT // A large Native American tribe

ISSUE // Uncertainty regarding future program needs and spending priorities relative to revenue and expense projections

THE CLIENT

The client is a federally recognized tribe with several casinos and other business enterprises.

THE PROBLEM

The tribe seeks to invest in its people, allocate capital for a new medical center, integrate a significant land purchase and create an immersion charter school, among other significant outlays. The tribe desired a strategic planning and budget modeling tool to assess project profitability for various programs in the years ahead.

THE SOLUTION

BKD reconciled trial balances to budgets for the previous four years and interviewed more than 30 program managers to identify trends and priorities. The baseline data was used to project expenses and revenues for the next three years.

BKD then focused on 12 to 15 programs with significant planned growth and investments. Considering historical trends as well as program-specific priorities, BKD developed a financial modeling tool that allows the tribe to perform sensitivity analyses, more accurately forecast budgets and make appropriate operational decisions.

THE RESULT

Using the tool to test various scenarios and quantifying the resulting effects has helped the tribe:

• Better plan for the future
• Manage relevant risk factors in a timely way
• Consider the effects of new programs and modify existing ones
• Become more agile in its ability to make decisions and respond to Tribal Congress inquiries or directives

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