

During this time of increased IRS scrutiny and calls for more transparency, how can your foundation demonstrate financial accountability? You need ideas. **BKD can help.** Our objective, independent advisors have extensive experience in providing financial, managerial, operational and technological solutions to hundreds of public and private foundations and other tax-exempt organizations. We can help your organization achieve its mission and meet the expectations and demands of your stakeholders with the following services.

Financial Accountability

Sound financial management requires strategic planning and financial statements that **demonstrate accountability.** We can help:

- Perform an internal audit
- Provide external audit services
- Develop policies and procedures that promote corporate responsibility
- Produce meaningful financial management reports
- Implement best practices resulting from industry standards
- Strengthen internal controls
- Improve use and tracking of restricted resources
- Create strategies for improving profitability of various programs and cost allocation plans to measure profitability
- Analyze and forecast cash flow
- Perform feasibility studies, financial projections and operational reviews
- Develop budgets and business plans aligned with strategic priorities
- Provide benchmarking comparisons
- Explore financing alternatives

Tax Risks & Opportunities

BKD provides a wide variety of tax compliance and advisory services that help your organization manage risks. We can help:

- Perform diagnostic reviews, including intermediate sanctions, unrelated business

income tax, retirement plans, executive compensation, payroll and fringe benefits and self-dealing

- Assist with tax exemption applications, private letter ruling requests and IRS/state examinations
- Monitor public support requirements and recommend status changes for public charities
- Prepare and/or review tax returns for public charities, including training and other assistance
- Calculate excise taxes and monitor minimum required payout and available carryforwards (for private foundations)

Asset Valuation, Reporting & Preservation

Assets are the lifeblood of any foundation. Income generated from the foundation's assets is often the largest, and many times only, revenue source supporting programs and grants. That's why **valuing, preserving and reporting these assets is critical.** We can help:

- Develop and implement investment strategies, including asset allocation and spending rates, and monitor investment manager results through BKD Wealth Advisors, LLC
- Develop policies and procedures for valuing alternative investments
- Value closely held investments with accredited business valuation experts
- Develop investment policies and best practices

Experience ideas with a firm that works with approximately 300 foundations and has professionals trained in the industry.

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“When I began my search for a service provider for this project, I was seeking a firm that works specifically with universities and other large nonprofits, had a good reputation, was relationship-oriented and had partners and managers actually working on the project. I found that firm in BKD.”

—Kevin Hoolehan, Vice President, Finance & Controls
Indiana State University Foundation

Managing Payout & Grant Making

Are your grant-making and payout policies appropriate? Do internal systems capture the information necessary to run and evaluate your program? Do grantees report program or grant results? We can help:

- Design and implement grant programs, internal controls and policies and procedures
- Provide training to program staff on not-for-profit financial reporting models
- Assist in developing policies and procedures for monitoring grantees, including specific testing of grantee program expenses
- Analyze cash flows for program-related expenditures
- Evaluate the need for an operating foundation to provide particular program activities



Planned Giving

The transfer of wealth may involve split-interest agreements that may pose recordkeeping and tax challenges for your organization. BKD can help:

- Implement policies and procedures to protect you and your donors
- Evaluate the tax implications of the various types of agreements, including specific payment and reporting requirements

- Determine impact of annual grants on excise tax
- Prepare tax returns for charitable trusts

For More Information

For a complete list of our offices and subsidiaries, visit **bkd.com** or contact:

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HOW DOES OUR EXPERIENCE RELATE TO YOU?

- Provide tax compliance & consulting services
- Manage risks
- Manage payout & grant making
- Improve financial accountability
- Strengthen internal controls
- Provide planned giving assistance

BKD is involved with the Council on Foundations (COF).

With a top 10 U.S. CPA and advisory firm, you'll gain from our broad perspective on the issues you face and **experience practical direction.**

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