Case Study: From Shared Services to Financial Independence

CONSONANCE GROUP
People. Numbers. Mission.

The Challenge: Outgrowing a Shared Services Model

For years, the client relied on the parent organization for core administrative functions, including payroll and bookkeeping. As the organization grew in scope and complexity, this shared-services model became a bottleneck. The transition to full independence revealed critical infrastructure needs:

- **Legacy System Limitations:** The previous QuickBooks setup, designed for simpler times, lacked the granular detail needed for modern grant accounting and impact tracking.
- **Manual Workarounds:** To bridge the gap between their legacy setup and reporting requirements, management was forced to use labor-intensive external spreadsheets.
- **Infrastructure Gaps:** Moving away from parent-led administration created a vacuum in formalized HR policies and standardized governance rhythms.

The Solution: Building Operational Infrastructure

TCG stepped in as the strategic architect of the client's independent future, focusing on expertise and long-term structure:

- **The "Independence Roadmap":** TCG developed a multi-year transition plan to migrate the organization into a fully independent, grant-tracking-capable QuickBooks system by next fiscal year.
- **Reimagining the Chart of Accounts:** Our team implemented a new system to categorize every expense by liability, asset, revenue, and—most importantly—specific program impact.
- **Governance Rhythms:** To replace informal processes, we established a rigorous monthly financial reporting cycle (delivered between the 15th and 20th) and a pre-board review structure with the Treasurer and Executive Director.
- **Proactive HR Capacity:** TCG formalized the organization's independent HR function, developed executive hiring/offboarding checklists and risk mitigation policies.

The Result: Clarity and Confidence

The organization has successfully moved from "managing within a shared system" to "owning their financial narrative."

- **Operational Efficiency:** TCG now filters complex communications, preventing double-work and allowing the leadership team to focus on their mission rather than data entry.
- **Trust in Data:** With a system designed for their specific needs, the client has gained a deep understanding of their financial health, independent of outside municipal systems.
- **Measurable Quality:** Financial reports now accurately reflect program-specific costs, eliminating legacy errors.
- **Strategic Maturity:** The client has a clear, written roadmap for fiscal growth through the current and upcoming fiscal year.
- **Institutional Resilience:** By building internal HR and governance standards, the organization is now protected against operational risks that were previously unaddressed.