# 1nsero&co



**Accounting Office Hours** 

**Budgeting During Uncertain Times** 

### **Upcoming Webinars and Events**

September 17, 2020 Webinar: Financial Visualization and Grant Reporting

presented by Christie Caldwell

September 23, 2020 Q&A: How to Choose the Right Accounting Software

led by Kimberly Gangi

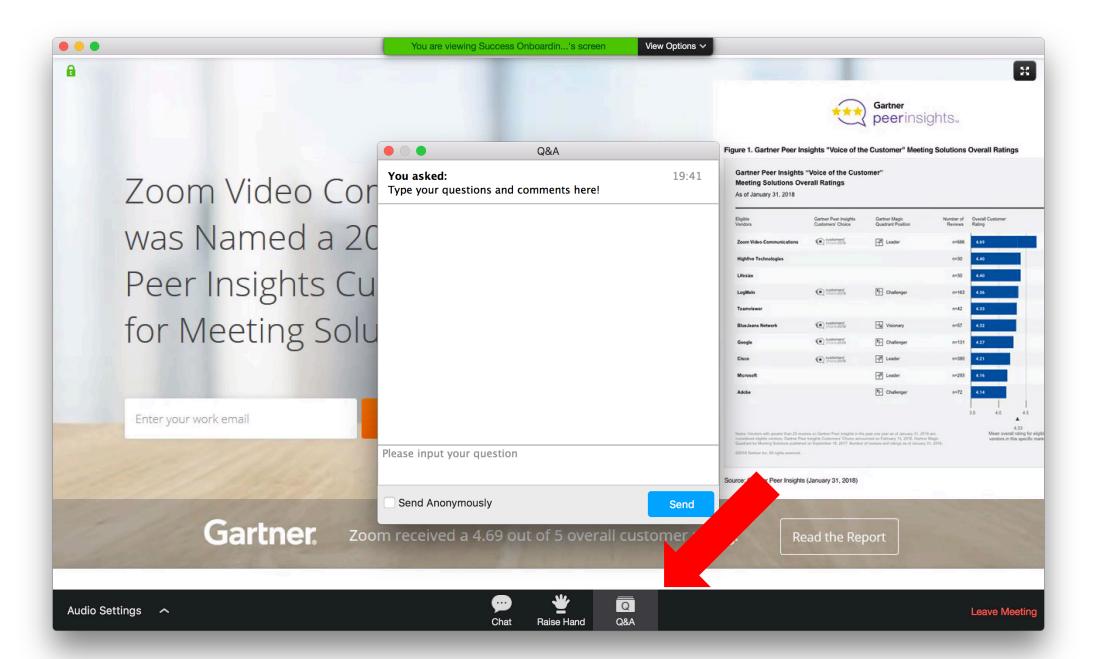
October 1, 2020 Webinar: Improve Your Accounting Processes

presented by Trina Lang

Visit <u>inserocpa.com/events</u> to register

## Housekeeping

- This session is being recorded.
- Slides and recording will be sent to you after the session concludes.
- In the event of technical difficulties, please bear with us!
- If you have a question, please use the Q&A button at the bottom of your screen, and we will be taking breaks periodically to answer your questions.





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## **Presented By**

Nancy Catarisano, CPA Managing Partner Insero & Co. CPAs, LLP

### **Budget / Reforecast**

- Original Budget pre-pandemic
  - Reforecast a couple times a year
- Reforecast post-pandemic
  - Continuous reforecasting
  - 13-week rolling cash flows tied into your budget
- Flexible tool more important now than ever
- → 2021 start earlier (now)
  - Earlier tax planning, including PPP taxable income

#### Revenue

- Pre-pandemic
  - Past was an indicator for future
- ✓ Post-pandemic
  - Scenario planning may be more necessary
- Allocate expenses to specific revenue sources

#### **Expenses**

- Focus on your top expenses to determine reductions
- Common top expenses:
  - Occupancy
  - Insurance
  - Payroll
    - Determine critical roles
    - Alternatives to layoffs (Families First Coronavirus Response Act)
- Other operating expenses standard % not acceptable
  - Spending approvals additional approvals required even on budgeted items

#### **Breakeven Point**

- Fixed costs / Monthly Burn rate importance
- Number of months in reserve to cover
- Balance sheet variances are often missed
  - Timing of receivables
  - Debt service
  - Capital Expenditures

# **Questions?**