EXAMPLE COMMUNITY LEARNING

Reading Together | Program financial report

Year ended December 31, 2025 | USD | Accrual basis

FICTIONAL EXAMPLE - all organization details and amounts are invented.

Expense category	Annual budget	Actual	Actual - budget
Program salaries and benefits	$80,000	$82,000	$2,000
Learning materials	12,000	11,000	-1,000
Transportation	8,000	9,000	1,000
Program contractors	10,000	10,000	0
Allocated facilities	9,000	9,000	0
Allocated administration	12,000	12,000	0
Allocated fundraising	4,000	4,000	0
FULL ANNUAL COST	$135,000	$137,000	$2,000

Funding recognized for this program

Source	Recognized revenue	Restriction
Government award	$70,000	Reading Together
Private foundation grant	35,000	Reading Together
Individual donations	15,000	Reading Together
Unrestricted support allocated	10,000	General operating
TOTAL	$130,000	

Program revenue less full cost: $130,000 - $137,000 = -$7,000. This is an accounting result, not the campaign target.

Reconciliation and allocation notes

Direct costs total $112,000. Shared costs total $25,000 and are included once. Facilities: $45,000 pool x 20% documented space use = $9,000. Administration: $60,000 pool x 20% documented staff time = $12,000. Fundraising: $20,000 pool x 20% documented effort = $4,000. These are fictional methods, not prescribed allocation rates.

Source records: FY2025 approved budget; program-filtered general ledger; payroll allocation schedule; shared-cost schedule; grant and donation ledger. Recognized revenue is not cash received: $125,000 was received and $5,000 remained receivable at year-end.

Find this in your own numbers

New Funder Campaign Lab | Marie Deveaux and Norlander Wilson

Use reports you already have. This example is a guide, not a required template. Your bookkeeper or finance lead may use different report names.

1. Use one program and one period

Start with a completed financial year. Label the program, dates and accounting basis. Keep the current annual budget separate if its period differs.

2. Pull the budget and actual expenses

Export a budget-versus-actual report filtered by the program, project, class or cost center. If your system does not separate programs, start with the organization budget and existing allocation records; that is the prep route.

3. Keep your source reports ready

Your general ledger or transaction-detail report should support each expense total. You do not need to share it. Keep it available in case a reviewer asks about a total. Never share bank details, employee names, client names or confidential vendor details.

4. Include staffing and shared costs

Find payroll summaries and the allocation schedule. Explain how staff time, facilities, administration and fundraising are assigned. Avoid adding costs already included in another category. Ask your finance lead to confirm the method.

5. Reconcile funding

Use the grant and donation ledger for program funding. Identify restrictions, reporting period, recognized revenue, cash received and outstanding amounts separately. Include earned revenue only if the program already uses it; do not invent sales.

6. Check the totals

Direct costs plus allocated shared costs should equal full annual program cost. Category totals should agree with the accounting reports. Explain discrepancies or mark them for clarification rather than estimating silently.

What to share

A program budget, actual expense summary and allocation notes supported by existing records. A combined PDF or restricted-access report link can work. A full transaction ledger is not required. Reviewers may ask for clarification.

Source for full-cost guidance: Propel Nonprofits, True Program Costs: Program Budget and Allocation Template and Resource.

https://propelnonprofits.org/resources/true-program-costs-program-budget-and-allocation-template-and-resource/