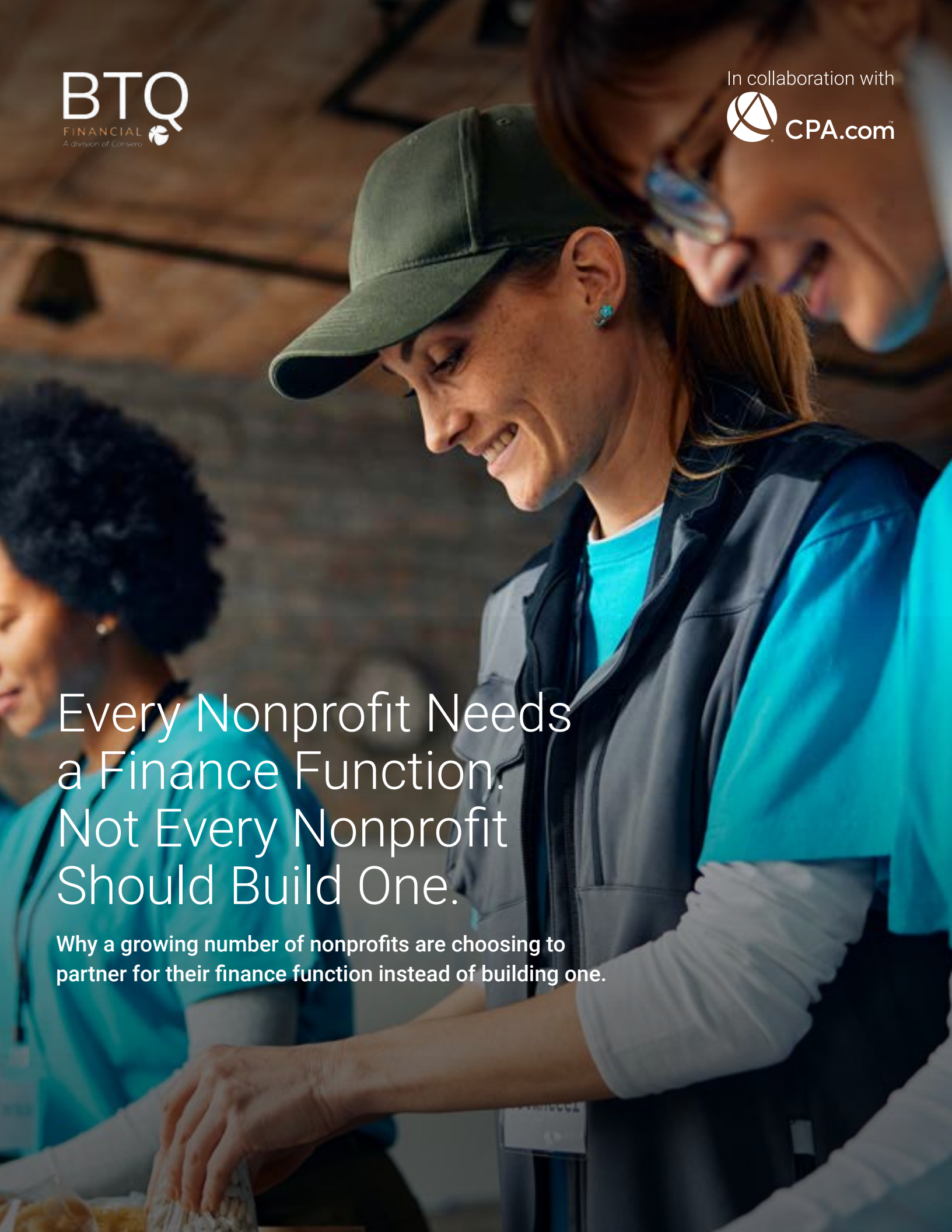
BTQ FINANCIAL
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Every Nonprofit Needs a Finance Function. Not Every Nonprofit Should Build One.

Why a growing number of nonprofits are choosing to partner for their finance function instead of building one.

Every nonprofit finance team eventually hits the same wall. The organization becomes complex enough to need real financial infrastructure — funder-grade reporting, clean audit trails, restricted-fund accuracy, a close fast enough to steer by — before it can afford to staff it.

Nonprofits often weigh two scalable paths forward:



Build the infrastructure internally — hiring the specialized talent, implementing the right processes and technology, and maintaining that capability year after year.



Partner with an experienced, reputable finance organization that already has the people, processes, technology, and expertise in place — allowing more of the organization's resources to remain focused on advancing its mission.

For a growing number of nonprofits, the second path offers a compelling alternative. And understanding why can help leaders make the right decision before the need becomes urgent.

What the second path looks like when it works:

Organizations that walk into every audit, every grant renewal, and every board meeting with books that hold up, and leadership that spends less time defending the numbers and more time on the mission.

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In this paper

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1

The finance gap nonprofits grow into

Why growth breaks the finance function nonprofits build themselves

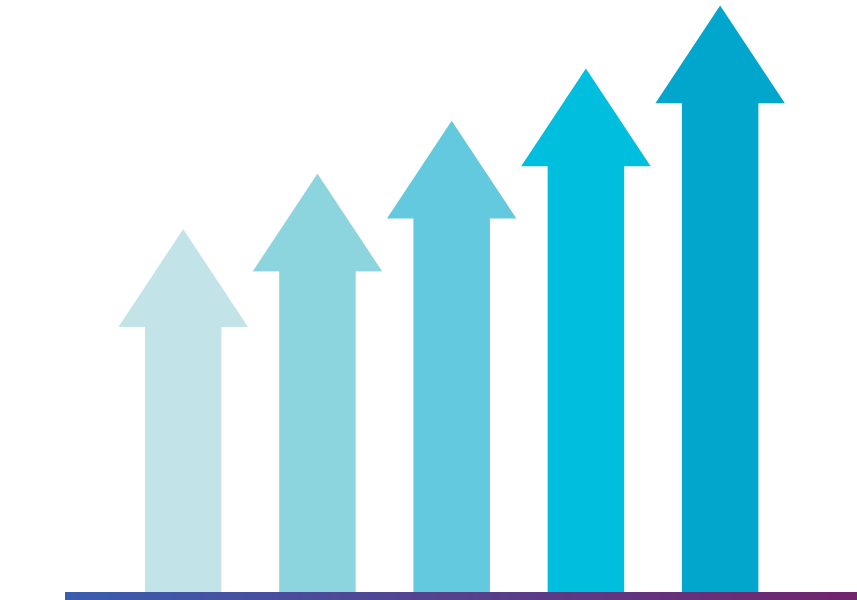
The pattern repeats across the sector almost independently of mission. An organization grows into the need for funder-grade reporting, clean audit trails, restricted-fund accuracy, and real-time visibility into cash and program spend long before it grows into the ability to produce any of it. The conventional remedy is a multi-year build: hire a controller, buy an accounting system, bolt on reporting tools, staff an AP/AR function.

It costs multiples of what a program budget can justify, and at the end of it the organization owns a finance department it now must keep staffed.

The cost of getting it wrong is severe. Late or inaccurate reporting erodes board and funder confidence. Slow closes mean leadership steers by data that describes a quarter already gone. Late or unpaid government vouchers can create a debilitating domino effect — straining cash flow, delaying payments to staff, vendors, and landlords, and ultimately putting essential community services at risk. Weak documentation turns audits into archaeology, and compliance gaps in grant reporting, charter obligations, or bond covenants surface at exactly the wrong moment.

Talent risk compounds all of it. Finance staff rotate constantly, and in organizations where process lives in people's heads rather than in documentation, every departure resets the operation.

Mid-to-larger nonprofits with $3 million to $150 million in operating budget carry real finance and accounting complexity — multiple funding streams, often multiple entities, audit and compliance obligations attached to each — and almost never have the processes and technology a much larger institution would already have in place.



"We're a complex organization—a charter network, a community-based arm, and a financial structure that becomes more sophisticated as we grow. With that complexity comes a real responsibility to the families and communities we serve. Every layer of our financial structure should reflect the same commitment: transparency, accountability, and thoughtful stewardship of the trust this community has placed in us."



Nyasha Manigault, CFO,
East Harlem Tutorial Program

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What's changed, and what it costs to wait

What's changed and what's at stake

The demands on a typical nonprofit finance function have intensified. Funders expect faster reporting and tighter program-level accountability. Boards expect real-time visibility. Agencies and charter authorizers expect reporting on their formats and their schedules. Capital projects, tax credits, and bond financing each add a reporting regime that didn't exist the year before.

At the same time, the technology options have multiplied faster than anyone can vet them. Point solutions compete for attention across payments, general ledger, grant management, expense, and FP&A, each with its own implementation burden and AI narrative.

"Having a clean audit is fundamental to our ability to go to large institutional philanthropies and to get the grants that can really help us grow."

Lance Knobel, Co-founder & CEO,
Cityside Journalism Initiative

For a CFO running a multi-entity organization with a two-person finance team, the risk of choosing the wrong tool, or choosing the right tool and implementing it poorly, is substantial.

The cost of inaction

These factors do not show up as a traditional crisis, but accumulate and compound over time.

Diminished funder and board confidence	Reporting that arrives late or requires caveats undermines trust with the people who fund the mission and govern the organization.
Leadership capacity consumed	When the CFO or executive director is absorbed in transactional work and manual reconciliations, the strategic work (forecasting, scenario planning, board partnership, fundraising) doesn't happen.
Compliance exposure	Grant restrictions, charter reporting requirements, accounting standard changes, and bond covenants carry real consequences when they're discovered rather than anticipated.
Constrained fundraising	A clean audit is a prerequisite. Institutional philanthropies and large grantmakers conduct due diligence on an organization's financial management before they write a check, which means the finance function either opens the door to funding or quietly closes it.
Talent math that does not work	Hiring finance and accounting people is hard everywhere, and harder in a sector where compensation competes against commercial employers for the same short supply. A three-month vacancy is not three months of deferred work; it is work pushed onto a team already stretched, with consequences that outlast the eventual hire.

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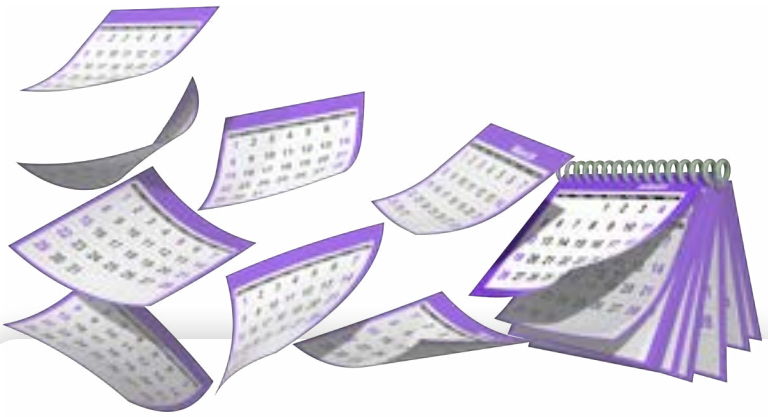
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The build-versus-partner decision

What each path costs

The build path is a controller, an accounting system, reporting tools bolted onto it, and an AP/AR function — then the recurring cost of keeping all of it staffed. In markets where finance talent is expensive, a single strong hire can consume more budget than an entire outsourced function.

Cityside Journalism Initiative—based in the Bay Area—ran that comparison directly when it converted to nonprofit status in 2019: one controller-or-CFO hire priced around $140,000, against a partnership with BTQ that delivered far more in comparison.



"Everything is outsourced. I could not hire a controller for what I'm paying each year for this work, and it's extraordinary. I get everything for less than that. So at a cost level, it was a no-brainer. But then, as we looked into it, it also just became clear that it would give us a kind of capacity and a range of information and technology that we just could not approach on our own."



Lance Knobel, Co-founder & CEO, Cityside Journalism Initiative

That is the side of the ledger BTQ competes on: a Finance-as-a-Service practice built for nonprofits since 2001, 200+ finance and accounting professionals, and full financial operations standing up in 30 to 90 days rather than the multi-year system implementations the sector is used to.

The cost comparison is the easy half. The harder question is what an organization gives up, and the answer is usually less than boards expect. A documented process, a system of record, and a team that has run the same close hundreds of times are things very few organizations of this size can produce on their own at any price.

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What stays in house

The organizations that get the most out of a partnership tend to be clear about the line. East Harlem Tutorial Program kept its CFO and senior finance roles internal and moved the transactional and reporting operation to BTQ, on the view that a partner should extend the team rather than substitute for its judgment. Strategy, board relationships, and the decisions that follow from the numbers stay inside. Producing the numbers does not have to.

BTQ is built for exactly that split: senior practice leadership, typically former nonprofit CFOs, holds the executive and board relationship while controllers and VP-level staff run delivery underneath it.

> *"I do think there's an initial concern that you're giving up control. But that's not the case. There's transparency throughout the process, and you're bringing in a team whose expertise is focused on exactly this. They know what they're doing, they understand the complexities, and they're there to strengthen the organization—not take control away from it."*



Nyasha Manigault, CFO, East Harlem Tutorial Program

It does not have to be all at once

Handing the whole finance function to BTQ is one option, not the only one. Organizations often start with the piece that hurts most and grow from there:



Grants and contracts management

Government contract accounting — New York State and City's in particular — carries a compliance and vouchering burden few organizations can staff, and the number of grant accountant roles sitting open across the sector says how hard that hire is. BTQ has deep expertise in exactly that work and will take on the function without taking over the department.



Revenue cycle management and medical billing

For agencies running behavioral health or mental health clinics, collections are often the binding constraint on the mission. BTQ'swork here moves organizations from collecting roughly half of billable revenue toward the 90 to 95 percent range, which changes what the organization can afford to do.



Fractional and interim finance leadership

A CFO resignation or a controller seat that has been open for months is an immediate problem, not a planning exercise. BTQ is building out interim placement to meet it, drawing on its own bench and on experienced nonprofit finance leaders willing to work inside its documented practices.

Each is a full BTQ engagement rather than a lesser version of the service, and each path can progress toward the complete FaaS model if and when an organization may be ready.

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What changes when finance works

Six things BTQ clients say changed

The case for partnering rests on what changes in the operation, not on the org chart.

1. The close gets fast enough to matter

A 20-to-25-day close means a board reviewing data that describes a quarter nearly two months gone. That was East Harlem Tutorial Program before BTQ; the close now lands consistently inside 10 to 15 business days, which puts the financials in front of the finance committee while the decisions they impact are still open. The same change converts reporting from a record into a management tool, and it is the outcome BTQ is measured on first.

2. Audits stop being events

When donor and accounting records reconcile continuously and documentation sits where the auditors expect it, fieldwork stops being a two-week occupation of the office. The larger benefit is anticipation.

BTQ built its practice specifically for restricted-fund accounting, grant and contract compliance, donor restriction tracking and release schedules, functional expense allocation, and single-audit requirements, which is why standard changes tend to arrive as advance warnings.

EHTP had roughly 18 months of notice on the lease accounting change, with schedules prepared alongside the auditors and the finance committee briefed before it hit the financials. Behind that sits an explicit delivery standard — a 100% accuracy target for controllers, 95% for upstream teams, tracked monthly and reviewed quarterly.

3. Restricted-fund reporting becomes an export

Most institutional philanthropy arrives restricted, with a budget locked into the grant, and reporting scrutinized annually or semiannually.

BTQ consolidates entities onto a single platform, in most engagements Sage Intacct, and tags every dollar to its funding source on the way in. Because the system tracks the dimensions nonprofits actually operate along — location, program, grant, and personnel shared across them — a funder request becomes a report someone runs rather than a project someone staffs.

Cityside allocates across two newsrooms, across grants, and across shared staff on its funders' timetables, and calls that the clearest payoff of the partnership.

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4. Cash gets a forward view

Every BTQ engagement runs a weekly meeting with leadership, a rolling eight-week cash forecast is a standing agenda item. It is unglamorous and, for an organization without an endowment or deep reserves, close to decisive — it is what turns a tight year into a managed one. Lance Knobel describes that weekly discipline at Cityside as a matter of existence or non-existence.

5. The board sees a partner

Monthly financial packages should be built to be read by a board rather than decoded by one, and the person who prepared them should be in the room. The BTQ lead attends finance committee meetings and quarterly board meetings, usually as a silent observer, and answers directly when a director asks about the numbers.

Cityside's finance and audit committees know the team by name. As Knobel puts it, it is not as though there are anonymous people out there somewhere and it is a mystery to the board.

"We're at the galas. We're at the board meetings. We're an extension of their team. We're not a vendor.."

Josh Robertson, BTQ / Consero EVP Product

6. Leadership gets its time back

This is the return most CFOs name first, and it is the one BTQ's own leadership points to as the reason the model matters. Freed from transactional work and manual reconciliation, the finance leader moves to variance analysis, cash reviews, revenue projections, and board partnership.

At EHTP, that shift happened while the organization consolidated two schools under a new structure and opened the first new public high school building in East Harlem in more than 60 years.

"I don't know that I would have had the time to dedicate to all of the analysis, the meetings with board members, and all of the work we've been doing as an executive team if BTQ wasn't here. I'd be so bogged down in the day-to-day that I wouldn't have the capacity to do the work a CFO really should be doing—looking ahead, analyzing the business, and helping the organization make thoughtful, strategic decisions."



Nyasha Manigault, CFO, East Harlem Tutorial Program

"No executive director and no CFO wants to walk into a board meeting and not have confidence in the numbers they're presenting. Leveling up that function and creating that consistency pays a lot of dividends, and it gives the CEO time back to spend on advancing the organization instead of wondering whether the numbers are right."



Josh Robertson, BTQ / Consero EVP of Product

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Two organizations that made the shift

How an education network and a nonprofit newsroom rebuilt their finance operations

The model shows up differently depending on scale and mission. At a multi-entity charter network, it looks like consolidation, compliance, and a faster close. At a growing nonprofit newsroom, it looks like a finance department the organization never had to build.

East Harlem Tutorial Program: complexity absorbed, close cut in half

Founded in 1958 as a volunteer-run reading group in a community leader's living room, East Harlem Tutorial Program (EHTP) has grown into one of the most recognized educational nonprofits in its region. Together with its sister organization, East Harlem Scholar Academies, it serves more than 1,600 students from Pre-K through college across two 501(c)(3)s: a community-based arm running after-school, summer, and college-readiness programs, and a charter management organization overseeing two charters that operate five public charter schools. The entities share a CEO, CFO, and senior management team, but almost nothing else on the finance side. One runs on donations, foundation grants, and corporate contributions; the other on general per-pupil, SPED, lease assistance, and pre-K funding, each with its own audit and reporting requirements.

By 2019, growth had outpaced what the internal finance team could support. The organizations were preparing to acquire and build out what is now their new high school while simultaneously unwinding a new market tax credit, moving into bond financing, and expanding the charter footprint. Entities ran as separate QuickBooks files with their own charts of accounts, invoices arrived in binders, payroll checks were printed in the office, and auditors worked on site for two weeks. Month-end close took 20 to 25 business days, which meant the board was reviewing data nearly two months old.

Leadership restructured rather than hired: the internal finance team went from six people to two, and the transactional operation moved to BTQ. One requirement was non-negotiable: the CFO and senior finance roles would stay in house, because the partner had to function as an extension of the organization rather than an outside consultancy.

Six years in, the finance operation looks fundamentally different:

- **Month-end close lands consistently within 10–15 business days**, fast enough to align with the finance committee cadence and give leadership timely insight.
- **Disconnected entities are consolidated** onto a single platform with a standardized chart of accounts, replacing six separate charts and hand-built consolidations.
- **Quarterly charter authorizer reporting runs as one report**, replacing a manual export-and-remap cycle.
- **Audits are no longer events.** Donor and accounting records reconcile in real time, and reconciliations that once took hours of manual cleanup are structural.
- **The lease accounting standard change was flagged roughly 18 months ahead**, with schedules prepared alongside the auditors and a briefing run for the finance committee so noone was surprised by year-over-year financials on an organization roughly $71 million invested on real estate.
- **The transition completed at the end of 2019**, months before the pandemic sent the organization remote, and the operation kept running without interruption.

What the CFO describes as the real return is capacity. Freed from transactional work, Manigault spends her time on variance analysis for the finance committee, weekly cash flow reviews with BTQ, and enrollment-linked revenue projections, while the organization consolidates two schools under a new structure and operates in the first new public high school building in East Harlem in more than 60 years.

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EAST HARLEM TUTORIAL PROGRAM

Since 1958

By the numbers

10-15

Business days to month-end close, down from 20–25

~18 months

Advance notice on the lease accounting standard change

5

Public charter schools under two charters, plus a community-based program arm

6 years

With the same BTQ lead accountant, from implementation through today

2

Internal finance staff, down from six

1,600+

Pre-K through college students served

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Cityside Journalism Initiative: a finance department it never had to build

Local journalism is disappearing across the country, and the communities losing it tend to see less civic participation and less accountability along with it. Cityside Journalism Initiative was created to fill that void, beginning in 2009 as a single Berkeley, California newsroom.

At the end of 2019 the organization went through what Co-founder and CEO Lance Knobel calls a dramatic transformation: it launched a second newsroom and, more consequentially for finance, converted from a for-profit to a nonprofit. Revenue moved from under $1 million a year before 2019 to roughly $1.2 million that year and about $3 million by the end of 2020, with headcount and scope growing alongside it.

Until then, Knobel had run the books himself. "I did everything myself," he says, and the outside accountants told him he was doing a decent job of it. The conversion ended that. "The change created a whole level of complexity that I could no longer support."

Why Cityside partnered rather than hired

Knobel assumed he would hire a controller or a CFO and use an outside bookkeeper. An advisor with experience at a peer newsroom pushed back and suggested outsourcing instead. The cost comparison settled the question quickly. The capability that came with it was impressive.

What the diligence turned on

Cityside ran an extensive process and evaluated several outsourced providers. Most assumed the organization would land on the accounting system nearly every small nonprofit uses. BTQ proposed a platform built to handle multiple locations, multiple grants, and the several dimensions Cityside would need to track at once. "Everybody else said, of course you'll be using QuickBooks," Knobel says. "We actually thought we could do better than that." He describes the decision as a leap of faith at the time, one that, in his words, has been repaid.

Where the technology earns its keep

The clearest payoff is restricted funds. Cityside allocates across newsrooms, across grants, and across personnel shared between them, on reporting timetables its funders set. "That's where the technology really shines," Knobel says. Someone at BTQ runs the report, and it's there.

Where the discipline earns its keep

Knobel's weekly meeting with the BTQ team runs on a fixed agenda, and the fixed item is a cash forecast looking at least eight weeks ahead. In a year when costs expanded faster than revenue and cash got tight, that rhythm mattered more than any single report. For a medium-sized nonprofit without an endowment or large reserves, he says, that weekly discipline has been a matter of existence or non-existence.

A partner the board can see

Cityside's eight-member board doesn't universally know BTQ by name, but the finance and audit committees do. The monthly package is the basis of the monthly finance committee meeting, and BTQ's lead attends both those meetings and quarterly board meetings, silent most of the time, available when a question comes up. "It's a seamless relationship in that regard," Knobel says. "It isn't like there's some anonymous people out there somewhere and it's a mystery to the board."

The unglamorous side of finances made a breeze

Scores of freelance writers and photographers send invoices to a single accounts payable inbox. BTQ's team processes them, Cityside's manager approves in a weekly pass, and payment authorization lands in Knobel's queue. It isn't existential. It's the kind of thing that quietly consumes a leadership team when it doesn't work.

"It would be unthinkable for us to run Cityside without the partnership with BTQ."



Lance Knobel, Co-founder & CEO, Cityside Journalism Initiative

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Cityside

Building Community Through Local Journalism

By the numbers

~$1M > $3M

Annual revenue, pre-2019 through the end of 2020

8 weeks

Minimum forward view on the rolling weekly cash forecast

0

Internal finance department built — CFO- and controller-level expertise accessed through one partnership

Monthly

Board-ready financial packages, and the basis of the finance committee meeting

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How BTQ delivers it

The model behind the outcomes

BTQ has been building nonprofit finance functions since 2001 and now does that work as a division of Consero Global.

"We're not just taking on finance and accounting tasks. We're building a partnership around the organization and putting the right people, systems and processes in place. We work alongside leadership and the board to understand the mission, the decisions behind the numbers and what the organization will need next. Our model is built to evolve as those needs change, so leadership can trust the finance function and stay focused on the mission."



Andrew Perumal, BTQ Partner and Director, Client Operations Nonprofit Division

For a nonprofit board weighing whether to hand its books to an outside firm, that distinction is the whole point. BTQ is not working through a list of tasks. It is installing an operating model the organization keeps.

That model is nonprofit-specific by design, and so are the people who run it. Most of BTQ's practice managers and directors spent their earlier careers inside nonprofit organizations rather than in commercial accounting.

"If you meet with our practice managers and practice directors, most of them have worked at nonprofit organizations. That's how they grew up in the finance and accounting space, and it gives them a much better understanding of the unique challenges nonprofits face versus their commercial counterparts."



Josh Robertson, BTQ / Consero EVP of Product

Assessment before commitment

The most useful thing about BTQ's assessment is that an organization finds out what it is buying before it buys it. A dedicated assessment team — closer to solutions engineers than to salespeople, fluent in the technology and in the accounting — maps current state, names the roadblocks it expects, and prices against real complexity rather than a template. The shape of the finance organization, the volume of government grants, whether there is a medical billing component.

What the organization gets out of it is a scope it can hold BTQ to and very few surprises at go-live. Robertson puts the accuracy of that exercise at 85 to 90 percent, with the remaining gap usually a staff departure nobody saw coming.

What that means for scope. The service is all-inclusive. A new report the board wants is a new report, not a change order. Repricing is reserved for genuine changes in complexity and an organization that starts with a single module can grow into the full service later.

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Onboarding by a separate team

The handoff from sale to delivery is where these relationships most often break. BTQ addresses it structurally: onboarding runs on a team separate from the one that will run the account. That group implements the platforms, documents current-state processes, cleans up legacy issues, and captures reporting requirements in detail, including where operational data lives and at what grain it needs to reach the general ledger.

Most onboardings run 60 to 90 days, sequenced audits and fiscal reporting first, then systems, then day-to-day operations — with the timeline stated up front rather than discovered along the way.

"That onboarding team being a separate tiger team almost allows us to see around corners. We see common things in onboarding that you're not going to see six months after an engagement starts. It means that practice manager knows exactly what they're walking into."

Josh Robertson, BTQ / Consero EVP of Product

The team, and why it works

Staffing runs through two tests: whether the organization needs controller-level or CFO-level capability, and — the one that matters more — whether the person's background matches the organization, since a foster care agency and a membership-based arts organization present very different finance problems. Client teams are then built to stay. The same lead accountant supports an organization from implementation forward, senior practice leadership (typically former CFOs) holds the board and executive relationship, and the full range of expertise from transaction processing to CFO-level guidance comes as one engagement rather than a sequence of hires.

"We're not immune to turnover, but if we have turnover, we have a deep bench of people who are going to step in tomorrow. You're not going to have three months where you don't have a CFO for your organization. They're not losing team members. They're gaining domain expertise that's always there."

Josh Robertson, BTQ / Consero EVP of Product



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One platform, and a curated stack around it

Disparate accounting files are consolidated onto a single platform, in most engagements Sage Intacct, with entities under a unified structure but distinct enough to support separate audits and compliance. A standardized accounts framework with flexibility for the organization's reporting, programmatic, funding and entity needs. The usual path is a migration off antiquated accounting systems, around that center BTQ maintains what it calls its AP universe — a vetted set of payables, expense, and grant management partners it selects from rather than a single mandated tool, continuously re-vetted. When an organization has an unusual requirement, international payments among them, BTQ curates a different platform for that piece and absorbs the integration work so the client experiences one system rather than several.

Built for nonprofit accounting, not adapted to it

Most firms are not equipped for restricted-fund accounting, grant and contract compliance, donor restriction tracking and release schedules, functional expense allocation, single-audit requirements, or bond compliance. BTQ built its practice specifically for those nuances. The delivery standard behind it is explicit: controllers are held to a 100% accuracy target on client financials, upstream teams to 95% with controllers responsible for closing the gap, tracked monthly and reviewed quarterly. Beyond accuracy, teams are measured on the quality of the insight they hand back to leadership.

Where AI fits, and where it does not

Every engagement runs through the same orchestration layer — the fixed sequence and logic governing how close, reporting, and compliance happen — and nothing is rebuilt from scratch for the next client. That is also what makes the AI work: a workflow run the same way across hundreds of engagements can be turned into a reliable prompt, and firms without that operating history have no equivalent training set. Because the output is financial statements, governance came first. BTQ monitors for model drift, runs an evaluation discipline it calls EvalOps, and keeps a named human accountable for every AI-assisted output, which has to be right, right every time, and auditable.

"You read these articles online — you can rebuild your finance function in the cloud in 15 minutes. That's scary, and it's not real. We are leveraging AI in a lot of unique ways, but we're being very mindful of governance, of things like model drift, making sure there's a level of EvalOps. Someone is always watching to make sure the output is right, that it's right every time, and that it's auditable."

Josh Robertson, BTQ / Consero EVP of Product

Internal agents for audit and transactional accounting are deployed today, each with a human in the loop who validates, corrects, or teaches the exception. The nearer-term prize is time: producing a report is the part of the month AI is best suited to absorb, while interpreting one and telling a board what its options are is the part that has always been squeezed out.

"How do we spend less time creating reports and give that time back to analyzing them — thinking about what the client may consider doing, giving them different options based on the data, versus just generating the output? That's really exciting to me."

Josh Robertson, BTQ / Consero EVP of Product



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What's next for nonprofit finance

BTQis not standing still on its own model. Four shifts, already underway, will change what a nonprofit gets from the partnership over the next few years.

Deeper technology curation

Investment in professionals hired directly from the partner ecosystem is deepening the firm's ability to use its core platforms, and a growing engineering team is building exception-based workflows that reduce manual effort across accounts payable, vendor management, and cash application.

Meeting organizations where they are

The demand pattern is moving toward immediate, partial needs: a CFO who has just resigned, a controller seat open for months, a grants portfolio that outgrew its one accountant. BTQ is building fractional and interim capability alongside the full-service model on the view that this is a structural shift in the sector rather than a temporary one.

Less vendor, more advisor

Consero Global CEO Dave Sawatzky has described the parent company's direction as moving away from being a transactional vendor and toward acting as the client's front end to the technology companies it relies on: evaluating, integrating, and vouching for the tools so the client doesn't have to. Inside BTQ, that shows up as fewer decisions a nonprofit CFO has to make alone about which grant management tool or payments platform to trust.

AI for the board room, not just the back office

Current AI investment has focused on back-office automation: coding invoices, flagging exceptions, closing faster. The next phase targets the conversation a nonprofit actually has with its board and its funders: scenario planning around a funding cut, cash forecasting through a lean quarter, and the kind of forward-looking analysis that used to require a CFO with hours to spare.

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BTQ FINANCIAL
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About BTQ, the nonprofit division of Consero

BTQ Financial, a division of Consero Global, is a leading provider of financial management, medical billing, and accounting services for nonprofit organizations throughout the country.

Founded in 2001 and based in New York City, BTQ works exclusively in the nonprofit sector, typically with organizations running $3 million to $150 million operating budgets. The firm employs 200+ staff and draws on top nonprofit talent in the industry to help clients build strong financial functions that support their mission and secure sustained operations. BTQ serves charter management organizations, community-based nonprofits, foundations, and human services agencies, along with organizations across health and human services, culture, community development, and animal welfare, backed by Consero Global's roughly 1,800 employees and two decades of codified finance operations.

BTQ's vision is that mission-driven organizations can better maintain and expand their impact when finance and accounting are delivered better, faster, and more cost-effectively by a partner focused solely on those services.

By the numbers

25 years
Serving mission-driven organizations

200+
Nonprofit finance and accounting professionals

30–90 days
From engagement to a fully operational finance function

100% / 95%
Accuracy targets for controllers and upstream delivery teams

90+
nonprofits served

96%
net retention rate

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Is your organization ready for a finance partner?

Whether your organization is preparing for a capital project, absorbing a new funding stream, restructuring entities, or simply outgrowing the finance function it built years ago, BTQ delivers outsourced accounting, audit-ready reporting, and strategic finance support, backed by a consistent team that learns your organization inside and out.

Schedule a **30-minute consultation** to see what a modern, AI-enabled nonprofit finance function looks like for your organization.

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