MILESTONE-TO-CASH HANDOFF CHECK

Worked exception: accepted work is not yet cash

A fictional worked exception followed by six blank worksheets for one recurring milestone in a service your firm already sells. Follow the evidence from accepted work into invoice readiness, issue and collection. Use anonymised case IDs. An invoice is not collected cash; faster processing is not a financial result by itself.

Fictional advisory milestone, not a client result. The deliverable was sent, but the signed terms require written client acceptance before an invoice may be issued. Delivery cannot treat sending as acceptance; finance cannot treat an invoice as collection.

Follow the state and the owner

State	Evidence in the example	Owner and next decision
Delivered	Issued deliverable version exists	Engagement lead checks the signed acceptance condition
Acceptance pending	Written client receipt is missing	Account partner seeks the receipt; finance holds invoice issue
Invoice-ready	Receipt and fee terms match	Finance approves the invoice fields and records its issue ID
Collection pending	Invoice issued; no bank or ledger receipt yet	Finance keeps collection open; no collected revenue is claimed
Exception	Client disputes scope or pays part	Account partner resolves the dispute; finance reconciles the actual receipt

The decision this example supports

First repair the acceptance-to-finance record and its return owner. Only test automation if the same evidence gap repeats across comparable milestones and an authorised finance owner can define the acceptance and exception rules.

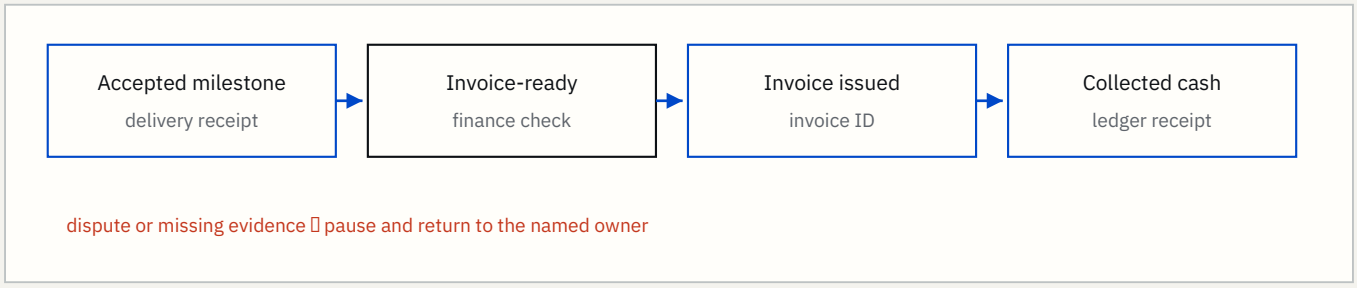
Five-minute start

Choose one paid service and one recent milestone. Find its signed payment condition, client acceptance receipt, invoice ID and actual payment state. Mark the first missing item, then use pages 2–7 to trace owner and evidence without client names.

MILESTONE-TO-CASH HANDOFF CHECK

1. Choose one milestone type

Start from the signed commercial condition and the actual acceptance receipt. Delivery acceptance, invoice issue and collection are separate states with different decision owners.



Milestone record

Field	Your entry
Existing paid service / milestone type	
Trigger and signed contract condition	
Acceptance evidence and authorised approver	
Delivery owner / finance owner	
Receiving accounting or ledger record	
What is excluded from this check?	

Case boundary

One anonymised case ID: _____. Agreement version: _____. Period: _____.

MILESTONE-TO-CASH HANDOFF CHECK

2. Check the handoff record

For each requirement, mark present, missing, disputed or not applicable. Keep version and receiving-system proof with the item. Do not infer that finance acted merely because delivery sent a pack.

Case ID: _____ | milestone date: _____

Required item / condition	Source and version	Status P/M/D/N	Sender □ receiver / receipt
Signed milestone/payment term			
Deliverable issue version			
Acceptance receipt / approver			
Agreed fee or time evidence			
Tax, entity and invoice fields			
Client PO or billing reference, if required			
Invoice-ready confirmation			
Invoice ID and issued date			

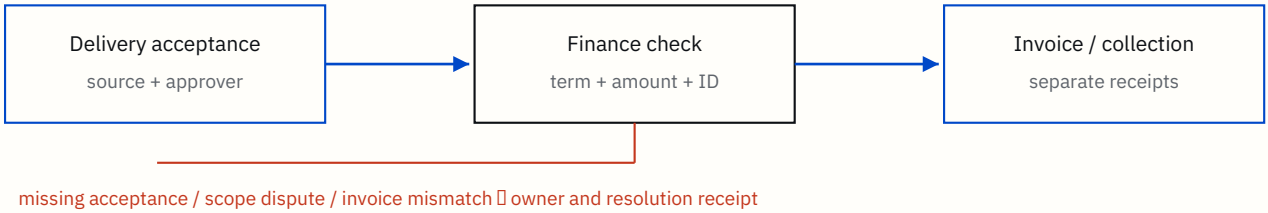
What is not yet ready?

The next owner needs _____. The missing or disputed item returns to _____ by _____.

MILESTONE-TO-CASH HANDOFF CHECK

3. Draw the return routes

A blocked milestone returns to the owner who can resolve that exact issue. Finance or an authorised partner retains invoice, collection, dispute and write-off decisions. Any assisted exception summary must use only permitted finance records and leave those decisions with the named person.



Named owner and receipt for each route

Exception	Resolver / decision owner	Pause rule and resolution receipt
Missing acceptance evidence		
Scope or fee disagreement		
Invoice field mismatch / duplicate		
Client dispute or partial payment		
Collection action or write-off		

First blocked case to walk

Case ID: _____. Where it paused: _____. Who can restart it: _____.

MILESTONE-TO-CASH HANDOFF CHECK

4. Measure the handoff without assuming revenue

Use one defined period and a consistent case mix. Record elapsed days from acceptance to invoice-ready separately from active staff time. Reconcile every invoice with an acceptance receipt and collection or dispute state.

Period: _____ | eligible milestone count: _____ | case mix: _____

Case ID	Accepted date → invoice-ready date	Corrections / active h	Invoice ID → collection/dispute state
	_____ → _____	_____ / _____ h	
	_____ → _____	_____ / _____ h	
	_____ → _____	_____ / _____ h	
	_____ → _____	_____ / _____ h	
	_____ → _____	_____ / _____ h	
	_____ → _____	_____ / _____ h	

Reconciliation

Eligible _____; invoice-ready _____; invoiced _____; collected _____; disputed _____; authorised write-off _____. Explain any gap before drawing a conclusion.

MILESTONE-TO-CASH HANDOFF CHECK

5. Compare the improvement routes

A clearer contract/acceptance method may beat software. Compare method repair, handoff record, incumbent configuration, deterministic matching and a bounded exception summary against the same ordinary and failure cases.

Repeated issue: _____

Route	Evidence it could help	Permission / approval boundary	Test / fallback owner
Clarify acceptance criteria			
Improve delivery finance record			
Configure existing accounting/CRM			
Deterministic matching			
Bounded exception summary			
Keep current method / defer			

Test the hard cases

Include unaccepted milestone, changed terms, duplicate retry, dispute and partial payment. Record source, tool path, human decision and receiving result for each.

MILESTONE-TO-CASH HANDOFF CHECK

6. Make the next decision

A change is justified only when ownership, rights, quality and a measurable problem align. Do not price faster invoicing as cash acceleration without a finance-approved method and actual collection evidence.

Decision record

Item	Your entry
Next record or owner to verify	
Measurement window and case mix	
Current strongest blocker	
Least burdensome route worth testing	
Condition that would stop a change	
Named delivery, finance and commercial owners	

Take this to a conversation

If accepted work regularly stalls between delivery and finance, request a Firm Capacity Fit Call at https://www.buildnbloom.io/contact?lm=cash#new-work. The free conversation is triage, not custom design. If there is fit, the paid Firm Capacity Blueprint is quoted separately; a simpler process or system correction may still be the answer.

Where this sits in the service

This check follows an accepted milestone to collected cash (C3). It depends on the delivery acceptance receipt and the agreed scope and terms; those are separate evidence handoffs.