



# NONPROFIT FINANCE & SUSTAINABILITY CONFERENCE

MARCH 3, 2016  
EARLE BROWN HERITAGE CENTER  
BROOKLYN CENTER

  
**Nonprofits  
Assistance Fund**  
Helping nonprofits thrive

**MINNESOTA  
COUNCIL OF  
NONPROFITS**

**Using Financial Information to  
Advocate Mission**

# About CliftonLarsonAllen LLP

CLA is a national Top-10 consulting and accounting firm with offices in 90 cities across the country. The Public Sector practice at CLA is the firm's largest industry group with over 500 dedicated professionals and nearly 10,000 nonprofit and government clients. The firm's primary services include audit and tax; outsourced accounting; wealth management; and management consulting services.

Our Public Sector Group works closely with clients, like you, to provide custom solutions in the areas of:

- Audit, assurance, and 990 preparation
- Financial analysis and due diligence
- Operational, governance and organizational assessments
- Strategic, business, and capital planning
- Board and Staff training and facilitation
- Outsourced financial management

# Agenda

- Welcome – 5min
- Goals for Today's Session
  1. Mission and Compliance Reports – 25min
  2. Mission and Management Reports – 25 min
  3. Mission-Driven Reporting & Planning Tools – 25min
- Q&A – 10 min

# Goals for Today's Session

**By the end of the sessions, participants will understand:**

- Where mission can be woven into compliance reports.
- Best practices to bring mission into annual budgeting and monthly management reporting and conversations.
- Best practices to bring finance into annual program planning conversations.
- How to translate financial information into a balanced scorecard to show financial highlights, how finances tie to organizational strategies, and where resource and mission are aligned/misaligned.



# Mission and Compliance Reporting

Weaving Mission Into Your 990

# Weaving Mission into Your 990



# Form 990

*“The impact that the increased transparency will have on nonprofit organizations has been severely underestimated. It is not sufficient for nonprofit staff and board members simply to be made aware of these changes. They must also be alert to the changes' strategic implications and have tools to manage them successfully.”*

– Guidestar, June 2009

# Form 990

The primary intended audience is no longer solely the IRS but now also includes the general public and, more specifically, donors.

The format requires organizations present, up front, information mostly likely to be of greatest interest to potential donors:

- organizational mission
- program service accomplishments
- governance policies and practices
- comparative financials



# Mission and the Form 990

- Mission statement's prominent location allows any reader to understand immediately why the organization exists.
- Visibility places greater emphasis on the mission for decision making and invites comparisons to the missions of similar or competing organizations.
- Mission should be evaluated in terms of its effectiveness from varying perspectives – internal communication and guidance as well as external marketing and PR.
- Visibility poses a risk if the mission is outdated or misrepresents a nonprofit's current organizational goals and objectives.

# Group Exercise – 990 Mission Evaluation

## Example 1

Part I Summary	
Activities & Governance	1 Briefly describe the organization's mission or most significant activities: <b>PROVIDING EDUCATION THAT TIES TO MN STANDARDS TO MN RESIDENTS GRADES K-8.</b>
	2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.
	3 Number of voting members of the governing body (Part VI, line 1a) ..... <b>3</b> 8
	4 Number of independent voting members of the governing body (Part VI, line 1b) ..... <b>4</b> 5
	5 Total number of individuals employed in calendar year 2012 (Part V, line 2a) ..... <b>5</b> 15
	6 Total number of volunteers (estimate if necessary) ..... <b>6</b> 13
	7a Total unrelated business revenue from Part VIII, column (C), line 12 ..... <b>7a</b> 0.
	b Net unrelated business taxable income from Form 990-T, line 34 ..... <b>7b</b> 0.

### Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response to any question in this Part III .....

- 1 Briefly describe the organization's mission:
- , A FREE, CHOICE PUBLIC SCHOOL, OPEN TO ALL MINNESOTA STUDENTS WILL BE AN INNOVATIVE, DIPLOMA GRANTING CHARTER SCHOOL THAT PROVIDES LEADERSHIP FOR QUALITY EDUCATION IN THE METROPOLITAN AREA, HAS AS ITS MISSION, IN COOPERATION WITH THE FAMILY AND COMMUNITY THE**
- 2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? ..... ☐ Yes ☒ No

# Group Exercise – 990 Mission Evaluation

## Example 1

FORM 990, PART III, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:

DEVELOPMENT OF BILINGUAL STUDENTS THAT ARE ALL AT OR ABOVE GRADE LEVEL; ARE LIFE-LONG LEARNERS; CARE FOR OTHERS; ARE ADAPTABLE; ARE PREPARED FOR AND UNDERSTAND THE NEED TO HAVE AND A PERSONAL DESIRE FOR ADDITIONAL EDUCATION; AND BECOMING CONTRIBUTING MEMBERS OF SOCIETY.

- 4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code: ) (Expenses \$ 922,097. including grants of \$ 0. ) (Revenue \$ 11,410. )  
PROVIDING EDUCATION THAT TIES TO MN STANDARDS TO MN RESIDENTS GRADES K-8.

# Group Exercise – 990 Mission Evaluation

## Example 2

Part I Summary	
Activities & Governance	1 Briefly describe the organization's mission or most significant activities: <u>PUBLIC SCHOOL SERVING STUDENTS IN GRADES K-5.</u>
	2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.
	3 Number of voting members of the governing body (Part VI, line 1a) <span style="float: right;">3 7</span>
	4 Number of independent voting members of the governing body (Part VI, line 1b) <span style="float: right;">4 3</span>
	5 Total number of individuals employed in calendar year 2013 (Part V, line 2a) <span style="float: right;">5 0</span>
	6 Total number of volunteers (estimate if necessary) <span style="float: right;">6 100</span>
	7 a Total unrelated business revenue from Part VIII, column (C), line 12 <span style="float: right;">7a 0.</span>
b Net unrelated business taxable income from Form 990-T, line 34 <span style="float: right;">7b 0.</span>	

Part III Statement of Program Service Accomplishments	
Check if Schedule O contains a response or note to any line in this Part III <input type="checkbox"/>	
1	Briefly describe the organization's mission: <u>TO EMPOWER STUDENTS TO BE SELF-DIRECTED, LIFELONG LEARNERS BY PROVIDING A NUTRURING, MULTI-AGE ENVIRONMENT WHICH FOSTERS COOPERATION AND CHARACTER DEVELOPMENT.</u>
2	Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? <span style="float: right;"><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</span>

# Group Exercise – 990 Mission Evaluation

## Example 2

- 4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code: \_\_\_\_\_) (Expenses \$ 1,169,009. including grants of \$ 0.) (Revenue \$ 17,092.)  
PROVIDE PUBLIC EDUCATION TO STUDENTS IN GRADES K-5. APPROXIMATELY 154  
STUDENTS WERE ENROLLED DURING THE FISCAL YEAR ENDED JUNE 30, 2014.

# Group Exercise – 990 Mission Evaluation

## Example 3

Part I Summary	
Activities & Governance	1 Briefly describe the organization's mission or most significant activities: <u>OFFERING A HIGH LEVEL OF ART AND TECHNOLOGY OPTIONS WITHIN THE PROJECT BASED LEARNING MODEL.</u>
	2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.
	3 Number of voting members of the governing body (Part VI, line 1a) <span style="float: right;">3 9</span>
	4 Number of independent voting members of the governing body (Part VI, line 1b) <span style="float: right;">4 6</span>
	5 Total number of individuals employed in calendar year 2014 (Part V, line 2a) <span style="float: right;">5 39</span>
	6 Total number of volunteers (estimate if necessary) <span style="float: right;">6 6</span>
	7 a Total unrelated business revenue from Part VIII, column (C), line 12 <span style="float: right;">7a 0.</span>
b Net unrelated business taxable income from Form 990-T, line 34 <span style="float: right;">7b 0.</span>	

### Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III ☒ X

- Briefly describe the organization's mission:  
IT IS THE MISSION OF TO PREPARE OUR STUDENTS TO  
TRANSITION INTELLECTUALLY, EMOTIONALLY AND ETHICALLY TO HIGHER  
EDUCATION AND FUTURE EMPLOYMENT. ENVISIONS A  
LEARNING COMMUNITY THAT ENCOURAGES AND ASSISTS ALL STUDENTS.
- Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? ☐ Yes ☒ No  
 If "Yes," describe these new services on Schedule O.

# Group Exercise – 990 Mission Evaluation

## Example 3

- 4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code: \_\_\_\_\_) (Expenses \$ 1,405,989. including grants of \$ 0.) (Revenue \$ 25,231.)

PROVIDES A CHOICE IN PUBLIC EDUCATION TO  
6TH-12TH GRADE STUDENT IN \_\_\_\_\_ AND OUR SURROUNDING COMMUNITIES.  
OUR PROJECT BASED SCHOOL IS FREE AND OPEN TO ALL. INNOVATIVE AND  
EXCITING THINGS ARE TAKING PLACE HERE AT \_\_\_\_\_! STUDENTS HAVE  
INDIVIDUAL LEARNING PLANS AND ARE CREATING INTEREST-DRIVEN PROJECTS IN  
ADDITION TO ATTENDING TRADITIONAL CLASSES. NOT ONLY ARE OUR STUDENT  
REQUIRED TO MEET ALL MINNESOTA STATE STANDARDS, BUT THEY ARE ALSO  
RESPONSIBLE FOR ADDITIONAL CREDITS THROUGH QUARTERLY PROJECT WORK, A  
SEMESTER LONG JUNIOR PROJECT AND A YEAR-LONG SENIOR PROJECT. WE ARE  
PROUD TO OFFER A 16:1 STUDENT TO TEACHER RATIO AND A 100% GRADUATION  
RATE. WE HAVE A POSITIVE AND COLLABORATIVE RELATIONSHIP WITH  
PUBLIC SCHOOLS AND MANY EXTRA-CURRICULAR ACTIVITIES ARE PROVIDED FOR



# Group Exercise – 990 Mission Evaluation

## Example 3

FORM 990, PART III, LINE 4A, PROGRAM SERVICE ACCOMPLISHMENTS:

OUR STUDENTS AT NOT ONLY OUR SITE BUT ALSO AT .

THE STAFF WORKS VERY HARD TO CREATE INDIVIDUAL LEARNING PLANS FOR ALL STUDENTS WHILE MAINTAINING PERSONAL CONNECTIONS WITH FAMILIES. OUR SCHOOL DAY STARTS OUT WITH MORNING CIRCLE THAT GROUNDS OUR STUDENTS IN COMMUNITY AND A SENSE OF BELONGING. SMALL SIZE ALLOWS US TO ASSIST PARENTS IN THE EDUCATION OF THEIR CHILD WHILE PROVIDING A PERSONAL TOUCH LONG GONE FROM LARGER TRADITIONAL PUBLIC SCHOOLS. THIS SENSE OF BELONGING BUILDS ACADEMIC CONFIDENCE WHILE CHALLENGING STUDENTS TO TAKE OWNERSHIP OF THEIR LEARNING.

THE SCHOOL ENROLLED APPROXIMATELY 120 STUDENTS FOR THE 2014-15 ACADEMIC



# Mission and the Form 990: Best Practice

## Annual Must-Do

Board review of mission to ensure that it:

- reflects current operations
- is written clearly
- presents the organization in a positive light

## Best Practice

Research the mission statements of competing organizations and be prepared to speak to the differences between those statements and that of your organization.

# Share Best Practices

## At your table discuss your own 990s:

Review Part I, Line 1

Review Part III, Line 1

Review Part III, Lines 4a through 4e

## Questions:

What improvements can you find?

Discuss how you could ensure that the 990 best reflects your organization's mission and impact?



# Mission and Management Reporting

Activating Your Annual Budget and Monthly Management Reports

# Activating Your Annual Budget and Reports\*

The best annual budgets align to an annual plan—a written narrative that all staff and board understand about the core activities the organization will undertake in the coming year and how they will be financed. Annual budgets and monthly reports should be:

- Focused on Net Financial Results
- Anticipate the Future
- Include Financial Projections

\*Based on Nonprofit Quarterly's "Executive Director's Guide to Financial Leadership", by Kate Barr & Jeanne Bell Dec. 2011

# Focus on Net Financial Result

- An annual budget is a plan to reach a net financial result—to yield a specific surplus or to invest a specific amount of the organization's reserves through a planned deficit.
- Planned financial result should tie back to annual plan, not just annual budget.

# Anticipate the Future

- Organizations encounter new risks and opportunities throughout the fiscal year.
- Should include rolling analysis of your anticipated financial position.
- Too many organizations focused on “hitting the budget” for the year.
- Fiscal years are arbitrary units of time

# Financial Projections

- Management team should evaluate what they are learning about:
  - current and possible revenue streams
  - shifts in programming
  - strategic opportunities
- Financial projections are the means to capture these changes/opportunities and the organization's up-to-the moment thinking in a financial projection.

# Case Study Discussion

## Facts:

- Your organization's fiscal year is Jan 1 through Dec 31
- Today is July 1
- Your organization budgeted for a \$20,000 surplus
- Your organization is projecting a \$120,000 surplus

## Question:

- What conversations do you have today?



# Management Reports: Best Practice

## Annual Must-Do

Midway through the fiscal year, we recommend adding a projection column to the income statement, so that for the rest of the year it includes year-to-date actuals, year-to-date budget, and a column for management's current projection of where the organization is likely to end the year.

## Best Practice

Roll the projections into the “fifth quarter”—that is, across the arbitrary finish line of the fiscal year and into the first quarter of next year.



# Mission-Driven Reporting & Planning

High-Level Dashboards and Strategic Conversations

# Balanced Scorecard: Origins

- Developed by Drs. Robert Kaplan and David Norton
- Research focused on measures used to track business performance
- Strongest organizations incorporated nonfinancial measures as well as financial metrics to track performance
- Examples of nonfinancial measures include market share, productivity, product leadership, community participation, personnel development, and employee attitudes
- Tool aligns organization's activities to mission, vision, and strategy

# Balanced Scorecards

Balanced Scorecards are one format used to intentionally share information about 4 key areas of the organization

Finance

Impact  
(Customer/ Context)

Internal Process  
(Operations/Efficiency)

Learning & Growth  
(HR/Org. Capacity)

# Balanced Scorecards

FINANCIAL	Internal Stakeholders	Ease of Collecting Data	Mission Relevance	TOTAL
Budget Tracking (Budget v. Actual, Over/Under)	10	14	13	37
Cash Flow (Statement of Cash Flows, Days on Hand)	10	6	10	26
Audit Compliance	6	6	7	19
Resources Under Management	1	5	7	13
Accuracy of Financial Reports	5	5	2	12
AR/Uncollectable Rate	3	5	3	11
Timeliness of Financial Reporting	1	7	0	8
Availability of Info	4	0	3	7
Projections	4	1	2	7
Relevance of Financial Reporting	0	1	4	5
Percentage of Payables paid on time	1	2	0	3

# Balanced Scorecards

IMPACT/AUDIENCE	Internal Stakeholders	Ease of Collecting Data	Mission Relevance	TOTAL
High School Graduation Rates	6	9	10	25
Unemployment Rates/Jobs Found	4	5	7	16
Percentage of Funding Going to High Priority/High Performance Programs	5	3	3	11
Percentage of Preschool/Early Elementary Classrooms w/ Volunteer Readers	4	2	4	10
Number of Children Unprepared for School	2	3	3	8
Percentage of Hungry Children (Annually)	4	0	4	8
Volunteer Turnout vs. Volunteers Referred	1	4	2	7
Percent of Local Population in Each Tier of FS Continuum	1	2	4	7
Is the Needle Moving?	4	0	3	7
Number of Completed Tax Returns	1	4	1	6
3rd Grade PSSA Reading Scores	3	1	1	5
Number of Students Served During Mentorship Program	1	3	0	4
Number of Volunteer Hours	0	4	0	4
Number of Homeless	2	0	2	4
Dollars Saved Through "Piggy-Bank" Savings Program	1	0	2	3
Number of Backpacks Distributed	1	1	1	3
Financial Literacy Program Graduates	1	2	0	3
Number of Meals Provided by a Program/Drive	1	0	2	3
Number of People served During Free Healthcare Event	0	2	1	3
Number of Pre-K Immunizations	0	2	0	2
Average School Days Missed per Student	0	2	0	2

# Balanced Scorecards

INTERNAL PROCESS	Stakeholder	Ease of Collecting Data	Mission Relevance	TOTAL
Donor Retention Rate	8	4	11	23
Trends of Uncollectables	5	9	0	14
Designated Dollars Vs. Resources Under Management	3	1	7	11
Social Media Impact	2	6	3	11
Time to Process Pledge Rec.	1	4	6	11
ROI of Donor Dollars	5	0	5	10
Percentage of Donors Thanked, Receipted, Provided with Electronic Statements	3	5	2	10
Number of Press Exposures	3	6	0	9
Timeliness of Pledge/Donation Collection	2	4	2	8
Number of Workplace Campaigns	1	5	0	6
Customer Response Time	3	1	0	4
Average Days to Thank a Donor	2	1	1	4
Number of CEO Calls	1	2	0	3
Grant-Making Cycle Time	1	0	1	2
Pledge Collection Rate	1	0	1	2
Number of Grants Made	0	0	2	2

# Balanced Scorecards

LEARNING AND GROWTH	Internal Stakeholders	Ease of Collecting Data	Mission Relevance	TOTAL
Training and Development Budget	7	9	7	23
Employee Retention	6	8	7	21
Employee Performance (Annual Objectives, Performance Reviews)	10	3	7	20
Employee Turnover	4	6	4	14
Employee Satisfaction/Morale	4	6	3	13
Growth From Within (Number of Employee Promotions)	3	3	6	12
Board Attendance at Meetings	0	9	0	9
Board Diversity	1	1	5	7
Board Participation in Learning Opportunities	2	1	4	7
Goals on Target	3	0	4	7
Compliance w/ Policies and Procedures	4	3	0	7
Employee Diversity	3	3	1	7
Employee Participation in Learning Opportunities	1	0	5	6
Board Involvement in Subcommittees	4	1	1	6
Board Giving to Organization	2	4	0	6
Competitiveness of Compensation Packages	3	1	1	5

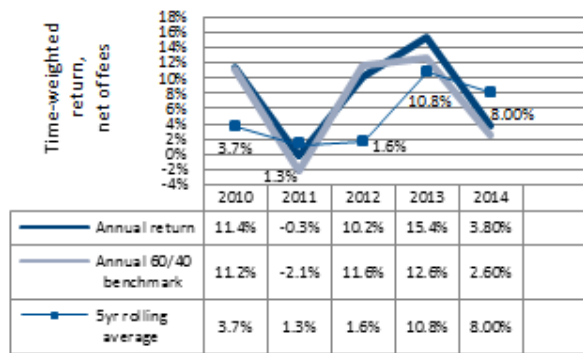


# Balanced Scorecard Dashboard - Finance

## FINANCE

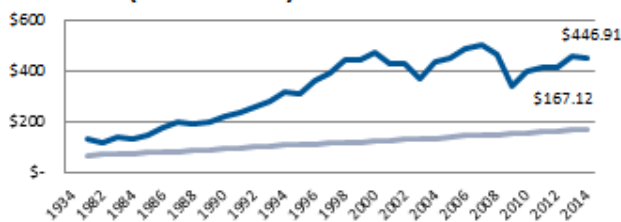
To preserve and grow Sample Organization's financial resources.

### 1. Return\*



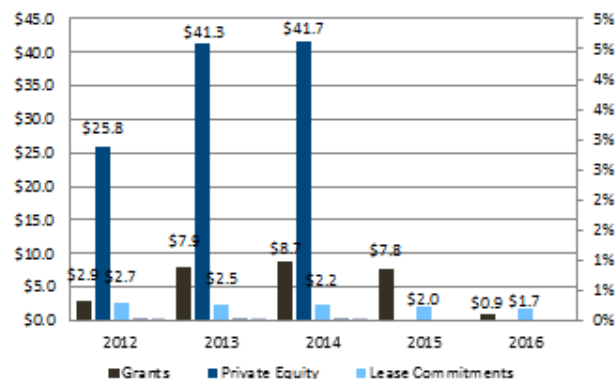
	GOAL	2013 Q3	2013 Q4	2014 Q1	2014 Q2
Current year quarterly return	8%	0.3%	4.7%	5.1%	3.0%
Current year 60/40 benchmark	N/A	-1.4%	6.1%	4.2%	3.9%

### 3. Assets (in thousands)\*\*

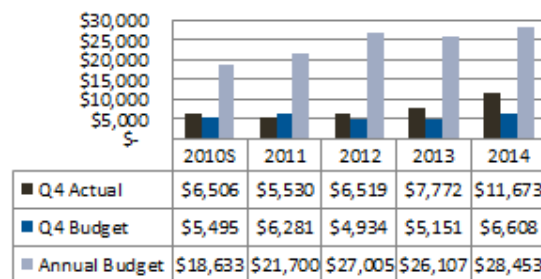


### 2. Future Financial Commitments\*

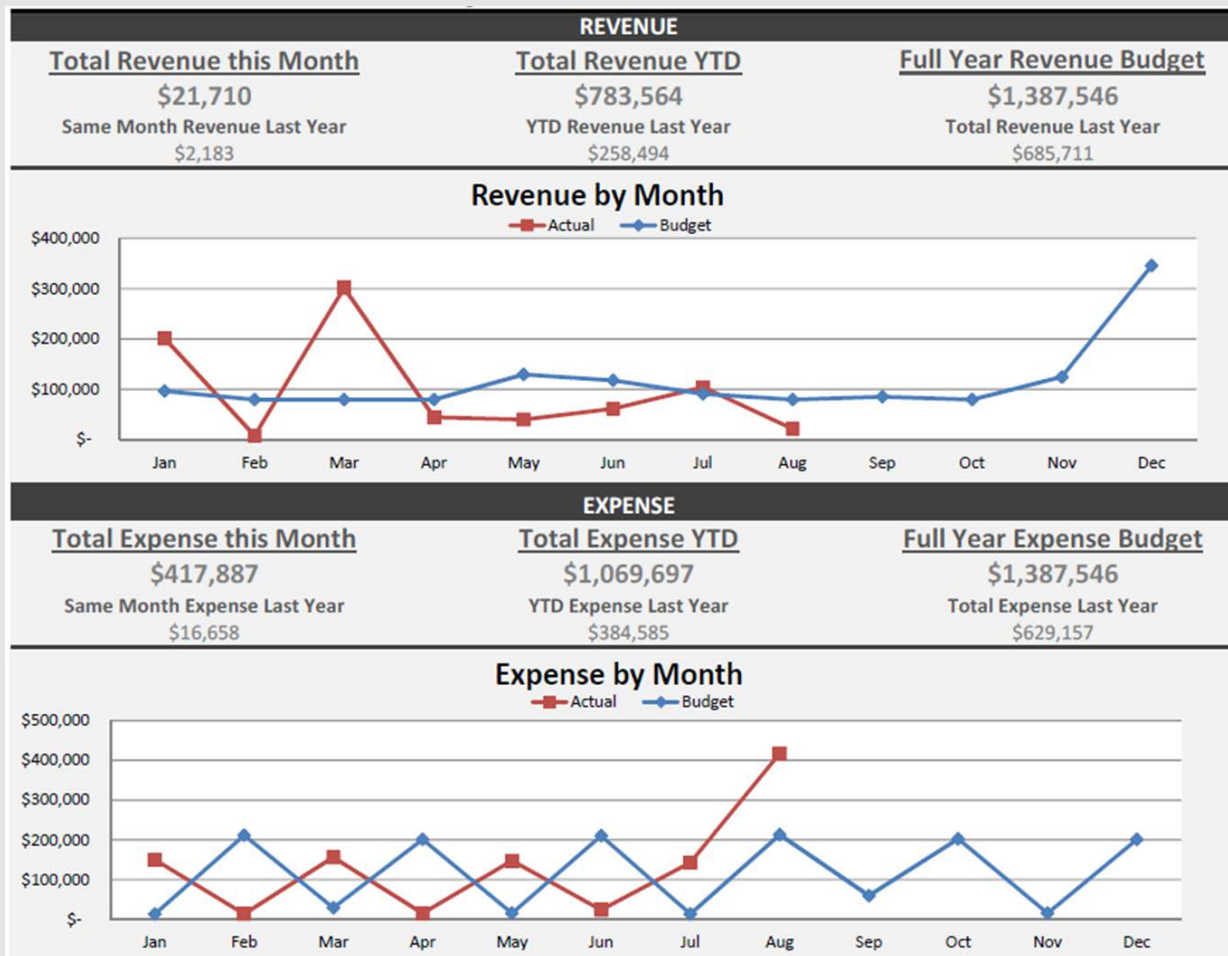
(in thousands and as a percent of total assets)



### 4. Spending v. Budget (in thousands)\*



# Balanced Scorecard Dashboard - Finance



# Balanced Scorecard Dashboard - Finance

## BALANCE SHEET

Cash at End of Month

\$210,779

Net Assets at End of Month

\$214,330

Cash at Same Time Last Year

\$306,558

Net Assets at Same Time Last Year

\$317,126

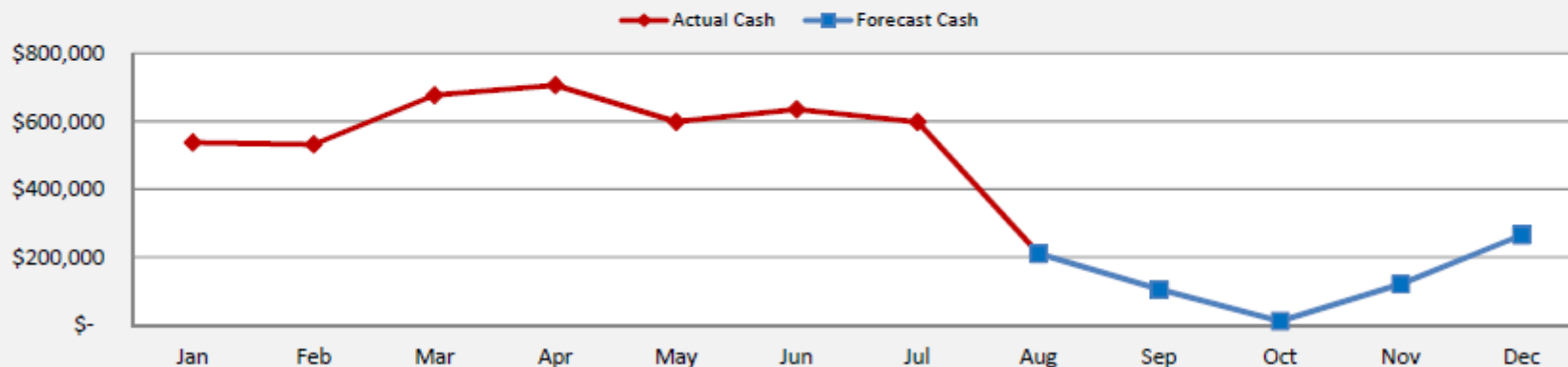
Cash at Beginning of Year

\$487,513

Net Assets at Beginning of Year

\$492,791

## Cash History and Forecast



# Balanced Scorecard Dashboard - Impact

**IMPACT** To increase good jobs and financial capability in Sample Organization's operating areas.

## 1. Ongoing Assessment of Grantee Work

	1 Some	2 Most	3 All	4 Exceeded	Quarter Avg.
Q2 2014	1	4	17	1	2.78
Q3 2014	0	6	9	5	2.95
Q4 2014	0	2	7	4	3.15
Q1 2015	0	2	3	1	2.83

Number of grantees scored by their ability to meet the outputs/outcomes identified at the start of the grant. (Scored by the Program Officer)

## 2. Perception of Impact and Influence

	Funder Avg.	2013	2015	2017
Overall, how responsive was Organization staff?	6.3	5.9		
Overall, how would you rate the Organization's impact on your field?	5.7	5.2		
To what extent has the Organization affected public policy in your field?	4.5	4.7		
To what extent did the Organization's reputation lend credibility to your efforts to obtain additional funding from other sources?	5.4	5.6		

Average grantee rating on a scale of 1-7, 7 being best rating, on the annual CEP survey.

## 3. Strategy Assessment and Development

2015				2016			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Microenterprise Concept		Strategic Learning and Evaluation Audit	Financial Inclusion Concept				
Good Jobs Pathway Concept			CEP 2015				

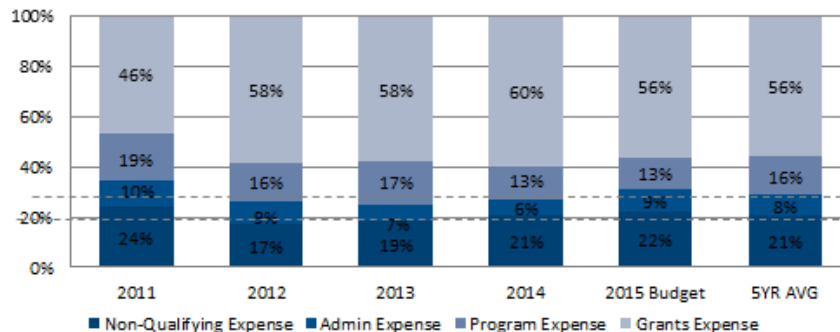
## 4. Mission Investing Commitment and Deployment\*

	Target	Committed	Deployed	Returned	Portfolio Value
MRI	\$30,000,000	\$15,000,000	\$9,758,730	\$4,274,503	\$4,973,339
PRI	\$16,000,000	N/A	\$10,883,000	\$4,859,999	\$5,438,290

# Balanced Scorecard Dashboard – Internal Process

## INTERNAL PROCESS To create and maintain effective, compliant, and well-integrated systems.

### 1. Expense and Disbursement Ratios



Grant/Program Expense Goal:  
≤ 35% Nonqual. + Admin.

5 yr Avg: 29%

Qualifying Expense Goal:  
≤ 20% Nonqualifying

5 yr Avg: 20.6%

### 2. Average Cycle Time (Program Committee Grants Only)

GOAL	2011	2012	2013	2014 Projected
12-13 wks	11.5	13	12.3	11.75

### 3. Operational Risk Management

Private organization tax status maintained	YES
Compliance with COI and Ethics Policy	YES
IRS 5% qualifying distribution requirements met (year ended 12/31/2013)	YES
Unqualified audit opinion (year ended 12/31/2013)	YES

# Balanced Scorecard Dashboard – Learning & Growth

## LEARNING & GROWTH

To attract and develop staff and board aligned with our guiding values and positioned to advance the mission.

### 1. Employee Development and Engagement

	2012	2013	2014
Employees who believe that organization is a great place to work*	N/A	80%	85%
Employees who feel they have opportunities for professional growth*	N/A	80%	90%
Employee turnover	10%	5%	20%
Employees with individual development plans	N/A	N/A	90%

\*Based on the bi-annual Great Place to Work survey results.

### 2. Board Development and Engagement

	2013	2014	2015
Board meeting attendance	90%	92%	98%
Board satisfaction**	100%	100%	N/A
Board members with individual development plans	N/A	90%	80%

\*\*Based on the annual board survey question: "Serving on the board is a satisfying experience that draws appropriately on members' talents, interests and experience." Percentage noted is the portion of respondents indicating this is true consistently or very consistently.

# Conversations Count

Work at your table to plan how you would facilitate a conversation with your Board or Finance Committee using the management and/or high-level dashboard.

- Introducing the reports
- Questions to pose
- Tools for keeping the conversation on point

# In Summary



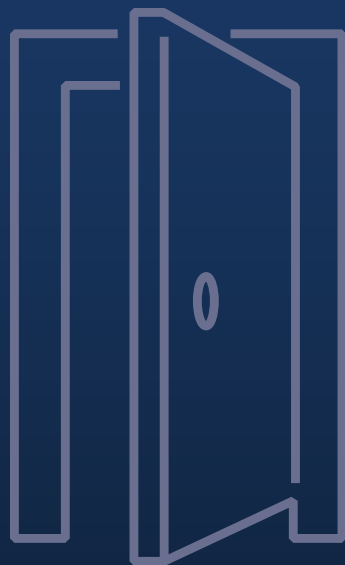


# Linking Mission & Finance

**Often times mission and finance conversations are not as intertwined as they should be.**

1. At the compliance level – be aware of how mission is addressed in your 990 and other publically available financial documents.
2. At the management level – the best annual budgets align to an annual plan—a written narrative that all staff and board understand about the core activities the organization will undertake in the coming year and how they will be financed.\*
3. In the boardroom – discuss expectations for financial roles and responsibilities with board leadership to create accountability. Make sure to invest time in developing meaningful financial report formats for the board that reinforce organizational strategies and goals and support the board in fulfilling their responsibilities.\*

\*Excerpts from “Executive Director’s Guide to Financial Leadership”, Nonprofit Quarterly, Dec. 2011.



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THANK YOU FOR COMING