

Using Dashboards to Tell Your Financial Story

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Objectives:

At the end of this session, participants will be able to:

- Determine what key information that needs to be communicated to their audience
- Identify the effective techniques for presenting and communicating financial information
- Develop meaningful financial reports in an easy to understand dashboard format



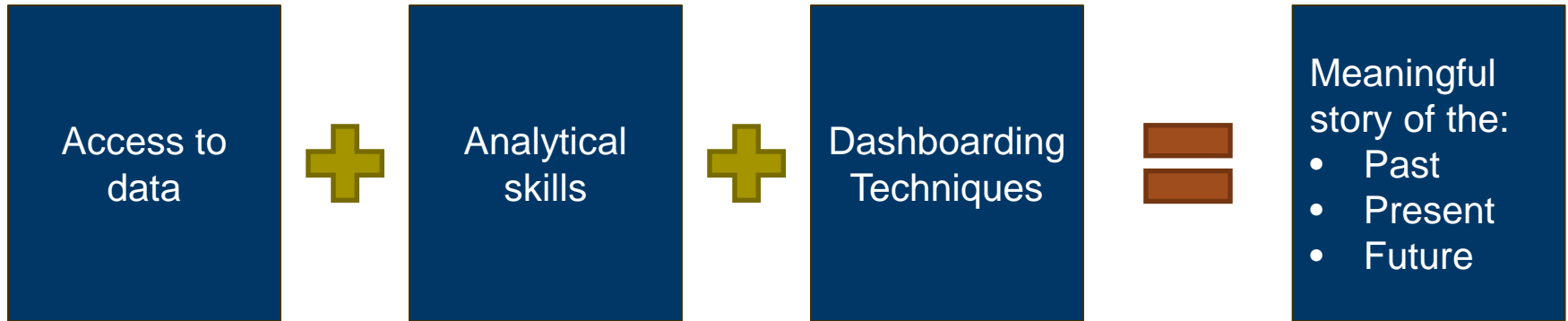
Changing Role of the CFO

The modern CFO is a:

- strategist
- leader
- diplomat
- story teller/translator?



Chief Story Teller



Keys to Crafting Your Story

Define the audience



Determine what information is important to convey



Identify the data that is available

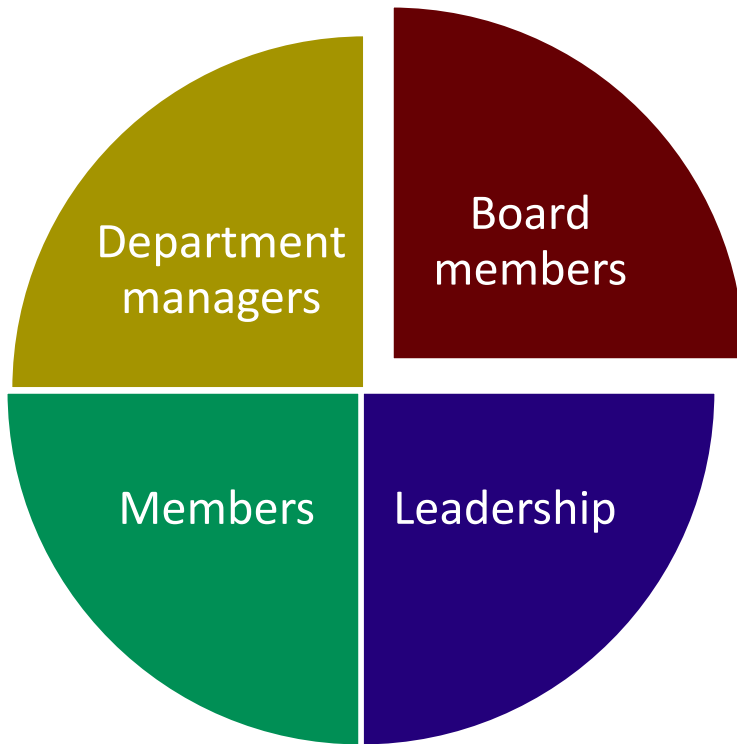


Select the best presentation technique



The Audience

Define the Audience



Audience Needs

Audience	Informational Needs
Board Members	Strategic/high level while meeting their fiduciary responsibilities
Leadership	Balance of strategic and operational
Department Managers	Performance focused, more detailed
Members	Measurable impact/Efficient use of funds





Exercise 1

On your worksheet, think about an audience to whom you need to present.

Who is your audience?

Also consider, what are their needs? What is their level of financial expertise?



Key Information

Key Performance Indicators



Quantifiable measure



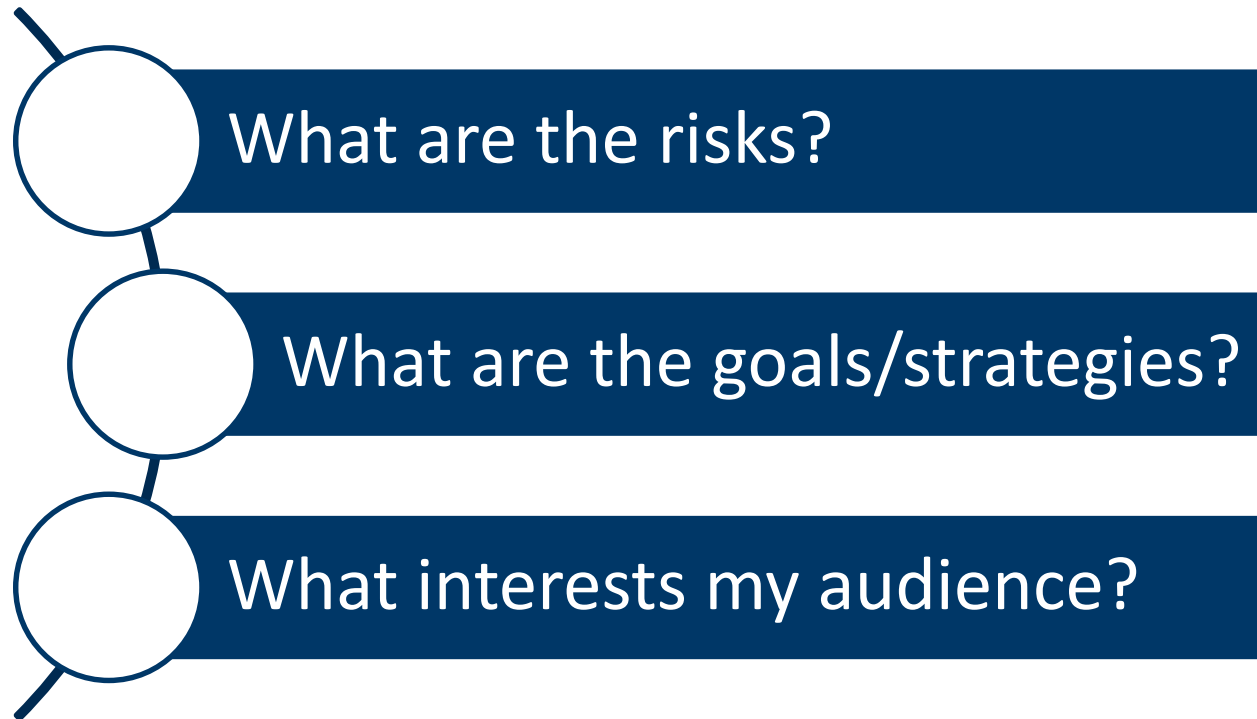
Evaluates success in meeting an objective



Can apply to organization, employee, initiative etc.

Identifying Key Performance Indicators (KPIs)

- There is no single KPI that is right for every situation
- To identify what is key to your audience, consider:

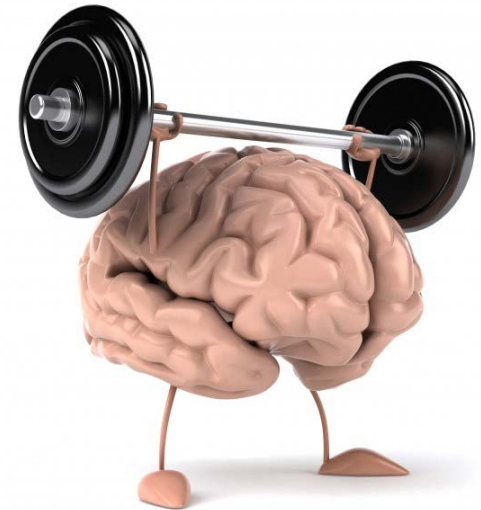


Exercise 2A

Identify and record 3 or 4 goals, risks or areas of interest for your audience.

They can be financial or non-financial

Remember: Make them measurable



Examples of Common KPIs



- Total Revenue
- Total Expenses
- Income from Operations
- Membership Revenue as a % of total revenue
- # of Members
- Member Retention rates
- # of paid event registrants
- # of Individuals impacted by education programs
- Revenue or Expense per FTE
- Total # of FTEs
- Net Promoter Scores

Making KPIs Meaningful

- Need to be compared to a standard
 - Prior year
 - Budget
 - External Benchmarks
 - Competitors
- Visual indicators provide added impact



Exercise 2B

For the areas that you identified in 2A, identify the KPIs that you will track and report





Data Sources

Data Sources (continued)

Outside the Organization

- ASAE Operating Ratio Report
- CLA's Financial SCAN report
- Guidestar
- Charity Navigator
- External benchmarking tools/consultants



Exercise 3

What data sources will you use for your KPIs?

Who will you need to engage in order to access the information you need?

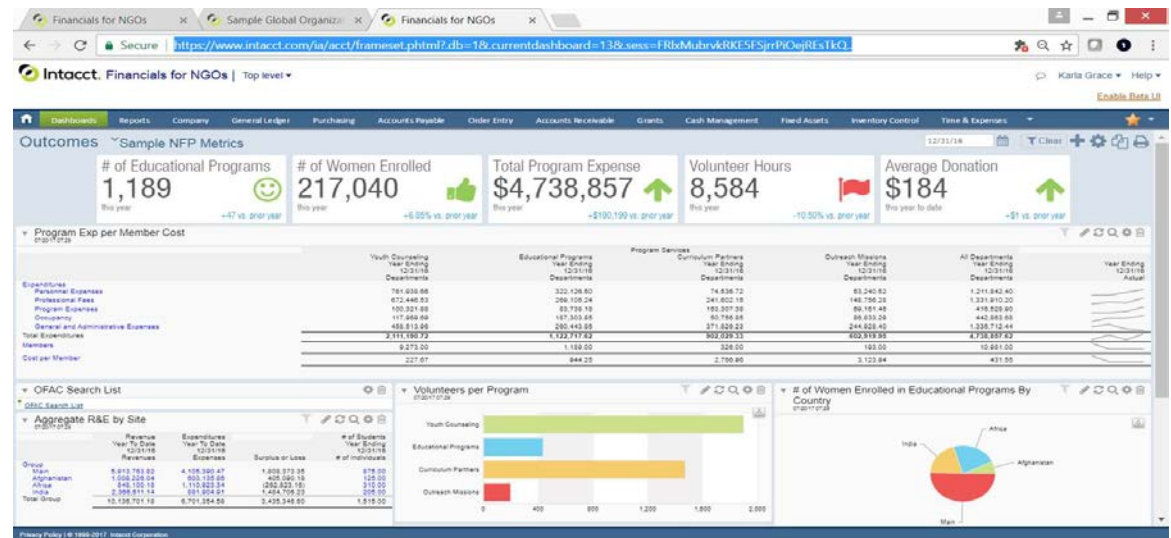




Presentation Techniques

Presentation Techniques

- Data Visualization
 - Charts
 - Graphs
 - Score cards
 - Heat maps



Why Data Visualization

- Why Data Visualization?
 - Draw attention to what is important
 - Easy to understand
 - Information at a glance



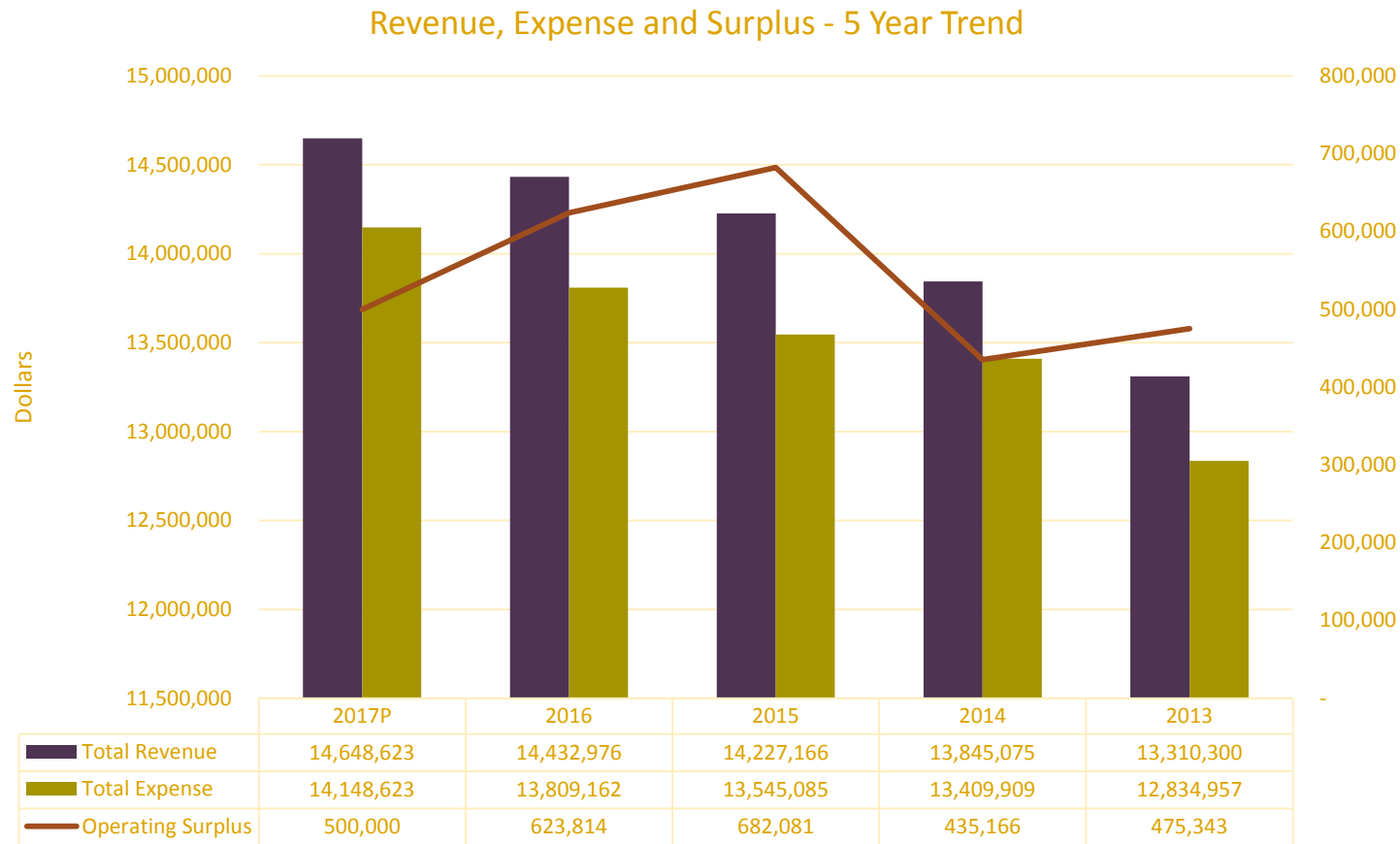
Charts – Leverage Visual Indicators

Statement of Revenues & Expenditures - Actual vs Budget

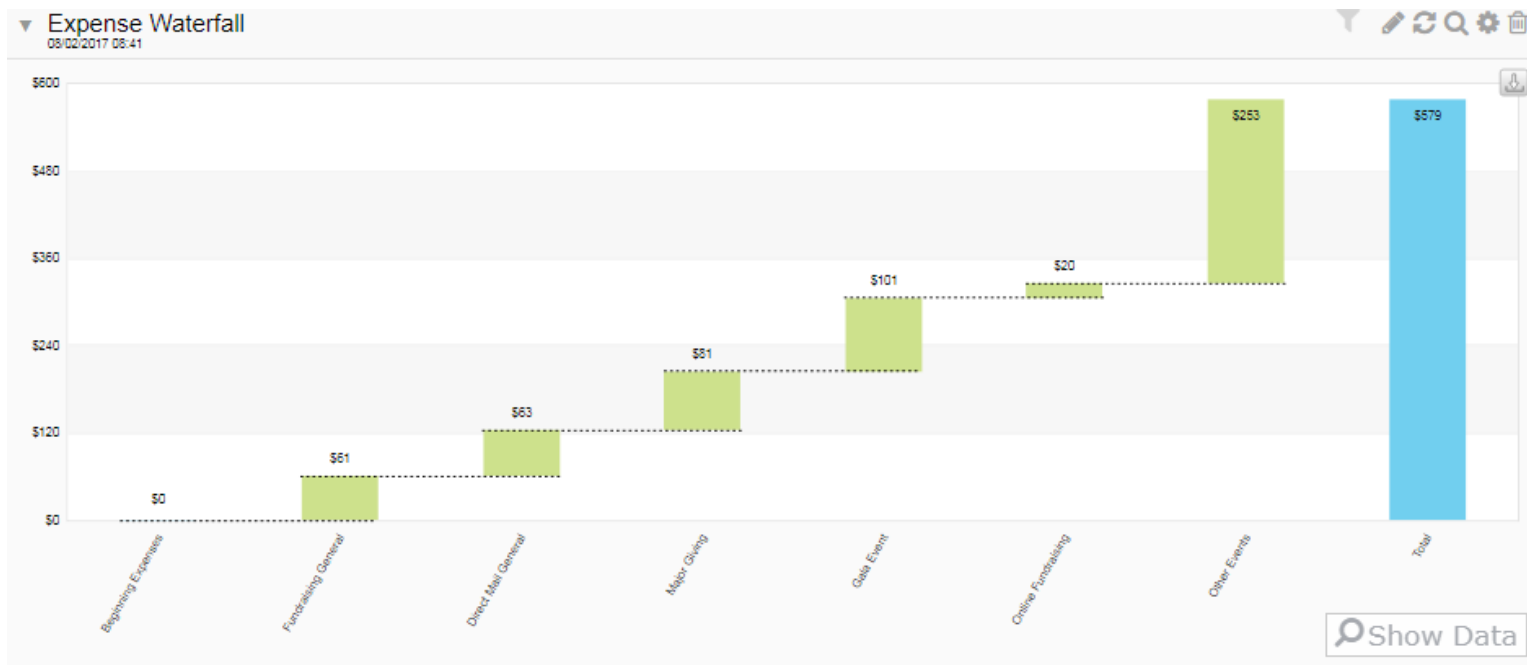
	Year Ending 12/31/2015		Year To Date 12/31/2015	Year To Date 12/31/2015	
	Original Budget YTD	Mid-Yr Recast YTD	Mid-Year Recast YTD	Actual YTD	YTD Variance
▼ Operating Revenue					
▶ Grant Revenue	0.00	0.00	0.00		(8,246.32)
▶ Contributions	2,958,742.27	2,961,692.99	2,961,692.99		2,947,308.22
▶ Member Fees	179,291.59	179,470.39	179,470.39		178,470.39
▶ Sales	1,152,974.68	1,154,124.54	1,154,124.54		1,154,124.54
▶ Service Fees	1,644,025.76	1,645,665.37	1,645,665.37		1,645,415.37
▼ Investment Earnings					
Dividends	43,480.20	43,522.92	43,522.92		43,522.92
Bank Interest Earned	183,084.12	183,245.07	183,245.07		183,245.07
Realized Gain (Loss) Investments	617,152.63	617,759.23	617,759.23		617,759.23
Unrealized Gain (Loss) Investments	226,860.76	227,078.86	227,078.86		227,078.86
Total Investment Earnings	1,070,577.71	1,071,606.08	1,071,606.08		1,071,606.08
▶ Other Revenue	971,100.89	972,058.38	972,058.38		972,058.38
Total Operating Revenue	7,976,712.90	7,984,617.75	7,984,617.75		7,960,736.66
▼ Expenditures					
▼ Personnel Expenses					
Salaries	928,723.28	929,649.49	929,649.49		838,341.25
Bonus and Incentive	45,168.58	45,213.63	45,213.63		38,007.51
Life Insurance Premium	141,044.04	141,184.70	141,184.70		121,273.70
Retirement Matching	91,961.10	92,052.80	92,052.80		85,217.18
Health Ins. Premiums	170,784.98	170,955.32	170,955.32		157,832.00
Other Employee Benefits	58,196.75	58,254.79	58,254.79		54,374.57
Payroll Tax	197,059.10	197,255.62	197,255.62		181,536.40
Total Personnel Expenses	1,632,937.83	1,634,566.35	1,634,566.35		1,476,582.61
▶ Professional Fees	1,443,142.48	1,444,569.93	1,444,569.93		1,433,069.93
▶ Program Expenses	346,066.13	346,411.25	346,411.25		330,986.25
▶ Occupancy	468,361.33	468,827.17	468,827.17		468,827.17
▼ General and Administrative Expenses					
▶ Advertising and Promotion	71,593.17	71,664.57	71,664.57		71,664.57
▶ Bad Debt Expenses	12,680.69	12,693.33	12,693.33		12,693.33
▶ Business Licenses and Permits	104,391.44	104,495.53	104,495.53		104,495.53
▶ Conferences, Conventions, and Meetings	108,277.67	108,385.66	108,385.66		108,385.66
▶ Insurance	249,789.52	249,937.18	249,937.18		230,677.18
▶ Office Supplies	261,839.33	262,095.51	262,095.51		259,905.51
▼ Other Expenses					
Janitorial Services	788,384.88	788,688.38	788,688.38		788,688.38



Graphs – Combination Graphs

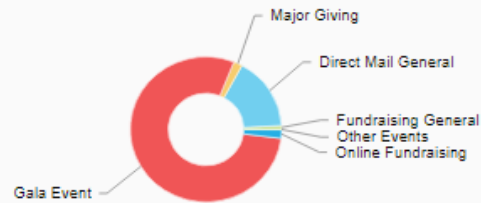


Graphs - Waterfall

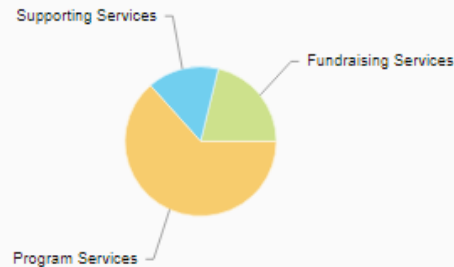


Graphs: Pie or Donut

▼ % of Revenue by Source
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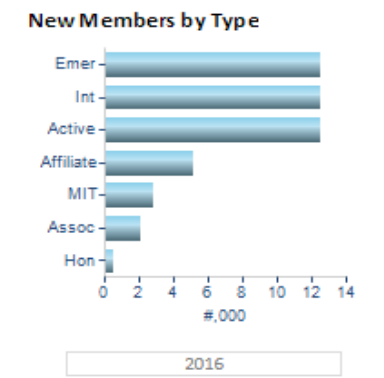
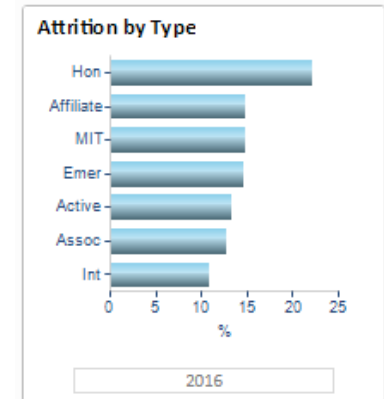
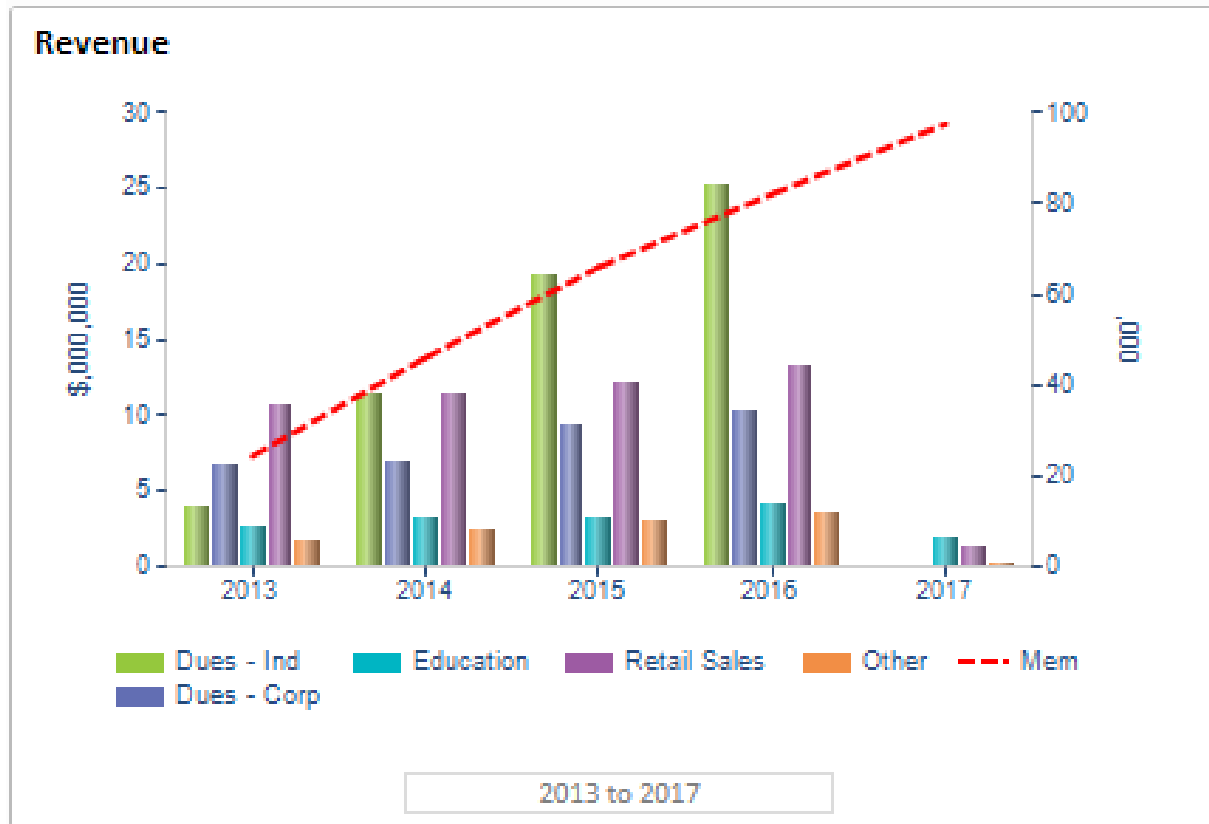


▼ Spending by Function
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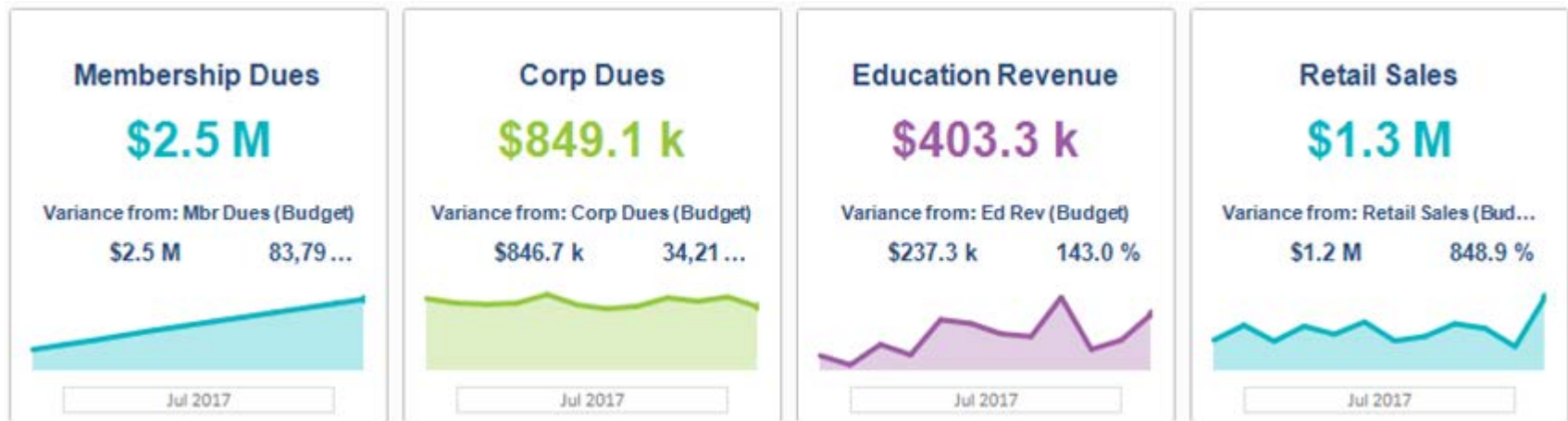


Show Data

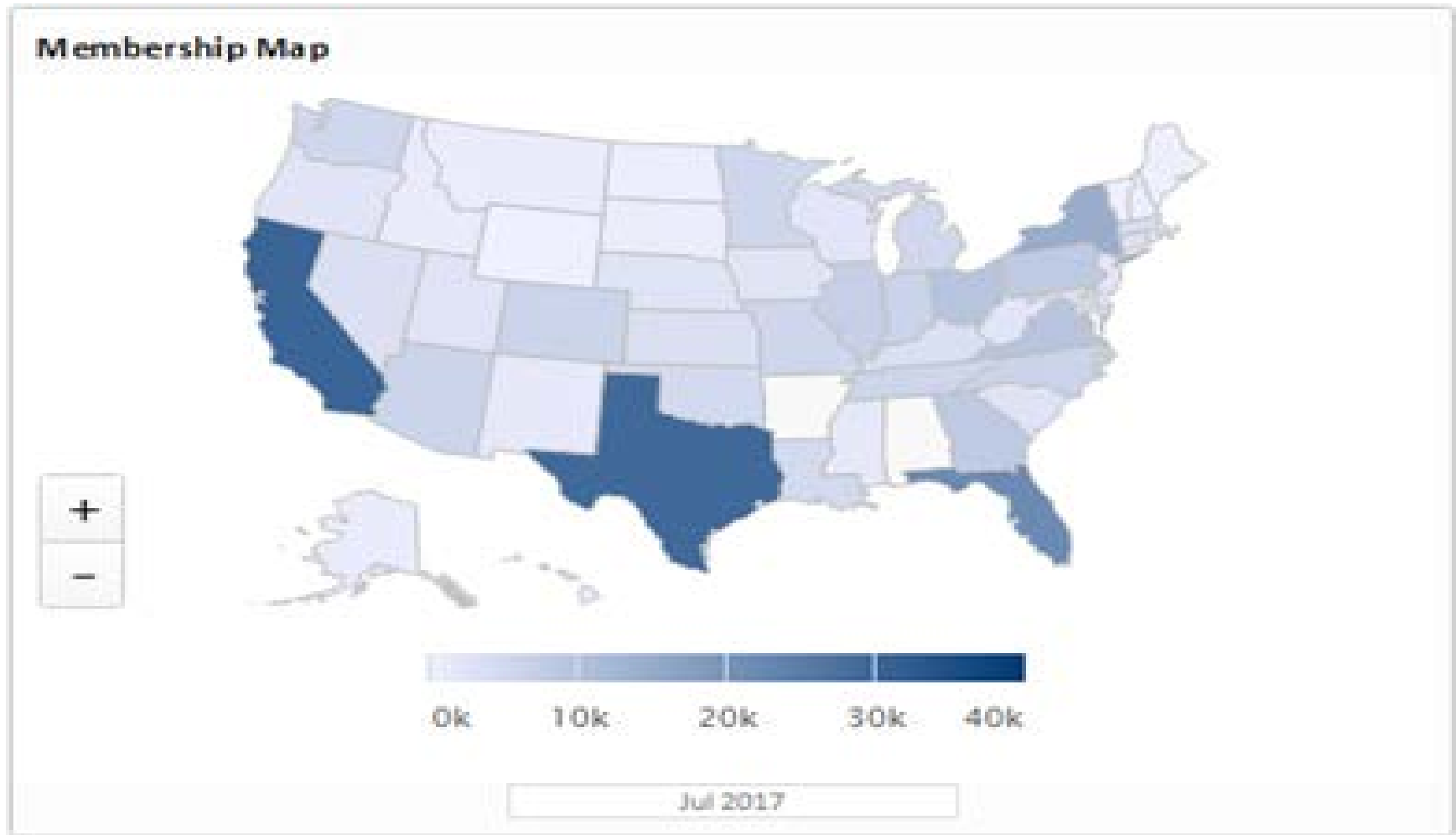
Graphs: Financial & Non Financial Data



Score Cards



Heat maps



Exercise 4

Based on the KPIs that you selected, what are some of the ways you could present that information? Be specific – what charts, graphs etc. would you include in your presentation



QUESTIONS?

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