

Ready for
a great
Perform
session?



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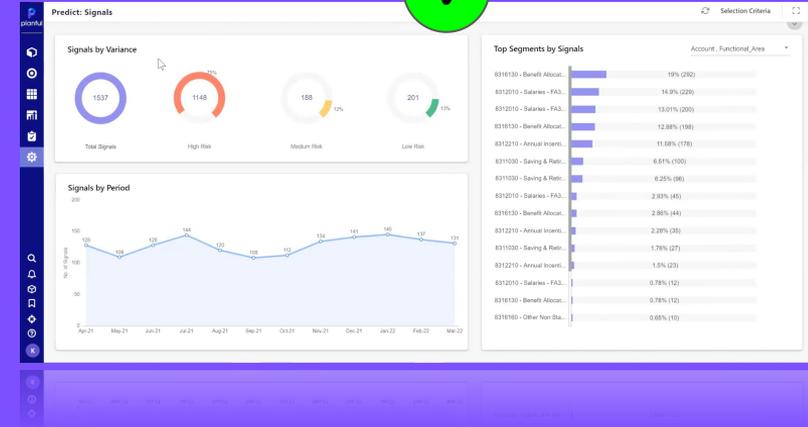
Here are
some tips
from the
Planful design
team!

Perform Design Tips

1. Planful Perform is a **hybrid event**. Where possible, keep in mind that your slides will be displayed in your presentation room as well as remotely.
2. Where possible, use the **pre-built slides** for presentation. Other approved layouts are available as part of this slide deck's theme. Copy, paste, and repeat slides as needed.
3. Slides 3–7 are designed as **intro slides** for your presentation and include: speaker rundown, subjects, and session title/agenda. All other slides (with a light background color) are designed for more detailed content. Simple black text is preferred.
4. When adding infographics, use the color system associated with this deck template.
5. Slides 27–29 are a **design appendix** with elements including shapes and icons that can be used in your layouts.
6. **Less is more** on pages! Never be afraid to split long runs of text up between two or three slides.
7. The Planful logo appears on all pages; please do not block, alter, or remove the logo from the presentation.

Perform Design Tips

Fx Impact	Opening			Fx Impact
	In LC	At Opening	At Closing	On Opening
Assets				
+Cash and Cash Equivalents	10,014,091	8,524,659	11,765,744	429,735
+Marketable Securities	5,500,000	5,378,800	5,413,769	34,969
+Accounts Receivables, net	71,809,138	42,696,589	41,435,401	1,135,626
+Inventory	25,142,839	24,170,889	(36,998,683)	280,429
+Other Current Assets	5,457,530	4,913,504	4,979,530	156,964
Total Current Assets	117,923,598	85,684,442	26,595,761	2,037,723



We know many of our presenters will be using screenshots of the Planful platform in their presentations. Where possible, use HIGH-RES, full-view screenshots first, to show context, then drill in to details on the next slide.

Be sure to use **current** screenshots (where applicable) of Planful's user interface for the best results. Consistency and high-res images make for a successful presentation.

Perform Design Tips

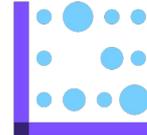
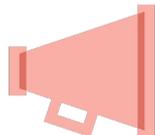
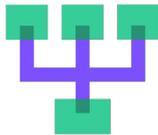


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If you have a logo (yours, Planful's, or another company's) which is hard to view on a dark background, or which is not in transparent, use the **round rectangle shape** which is available in the appendix.



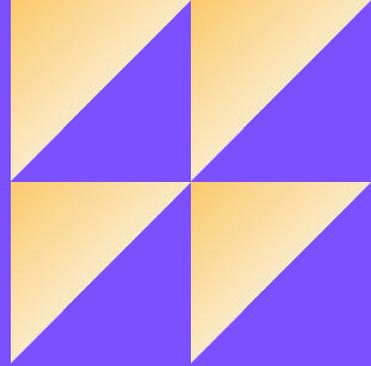
Icons from the Planful brand system have also been made available in the appendix of this presentation. These are designed to add a quick visual flourish to concepts and should not be presented as illustrations (larger than icon size). When using icons, try to use one icon per concept and be consistent.

Session Description

Every FP&A team has been challenged to manage the nonstop external uncertainties of the past few years. But when your business already has a high level of complexity, the challenges can be overwhelming. Jon Kortebein, Senior Financial Analyst, will explain how YMCA of the North, which runs local Ys and camps across Minnesota and Western Wisconsin, used Planful to reduce uncertainty in its planning process across multiple business units, variables, and scenarios. He'll explore practical examples of Planful's planning capabilities for budgeting and forecasting, show how he uses Planful to answer questions with more certainty, and demonstrate how he provides executives with deeper insights even across multiple scenarios.



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Navigating Uncertainty with Continuous Planning & Business Clarity

Jon Kortebein, Senior Financial Analyst,
YMCA of the North



Meet your speaker

Jon Kortebein, Senior Financial Analyst, YMCA of the North

Jon Kortebein is a Senior Financial Analyst at the YMCA of the North, a non-profit with child care, camp and gym facilities in Minnesota and Western Wisconsin. He helped drive the organization's Planful implementation and helped develop and refine the membership model for budgeting and forecasting.



About the YMCA of the North

The YMCA is a 501(c)(3) not-for-profit social services organization dedicated to Youth Development, Healthy Living, and Social Responsibility.

Founded Dates

- o 1856 St. Paul
- o 1866 Minneapolis
- o 2012 Associations merged

Total Revenue

- o \$167m

Members/Program Participants

- o 164k



Help everyone reach their potential—for a better us.

As the unprecedented challenges of 2020 unfolded, the YMCA of the North listened and responded to the evolving needs of our community. Together with our supporters, we worked to address immediate needs while making a meaningful and enduring impact in the areas of youth development, healthy living and social responsibility.



\$4,809,616
Financial aid provided
for families

1,500

Young people
served each day
at day camp



44,000
Older adults
received outreach
and resources



Over 800
Families enjoyed the
wonder of nature at
Family Camp

1,254,451

Ready-to-heat
meals served to
families in need



982
Newcomers, immigrants
and refugees served by New
American Welcome Centers

Over 6,500

Individuals engaged in learning sessions at the
Equity Innovation Center of Excellence

900

Households served
at Neighborhood
Centers



5,072
Outreach contacts
made by Youth & Family
Services



44,729
Participants maintained self-
care practices at a distance
through 494 virtual wellbeing
classes, including yoga,
meditation and Tai Chi



10,333
Kids attended
Y child care

32

YMCA community
response hubs
mobilized as resource
collection and
distribution sites to
meet basic needs

2,532

Youth served in Beacons and School Success
in-person and virtual programs

1,034/3,000

Number of blood drive donors/lives saved



www.ymcanorth.org



Agenda

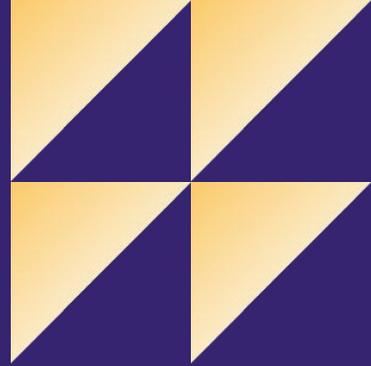
- The YMCA of the North by the numbers
- What challenges did we face?
- Planful solutions that helped us build a new plan
- Leveraging the tools
- Questions?



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Complexity at the YMCA

It's simple, but it's complicated



Implementing Planful

- Life Before Planful:
 - Lots of Excel spreadsheets
 - Tons of manual data entry
 - Difficult reporting interface
- Why Planful?
 - Excel-based environment
 - Dimensionality
 - Data loads
 - Ad Hoc reporting
- Implementation:
 - 2016/2017: Reporting (2017 Actuals vs. Budget)
 - 2017: Planning (2018 Budget)



The YMCA of the North by the Numbers:

2nd

Largest YMCA association in the country (by revenue)

8

Overnight Camps

21

Membership Branches

5

Membership Revenue Drivers

8

Day Camps

8

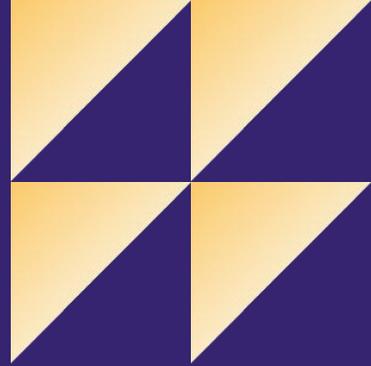
Membership Products per Branch

10,000+

Membership Variables



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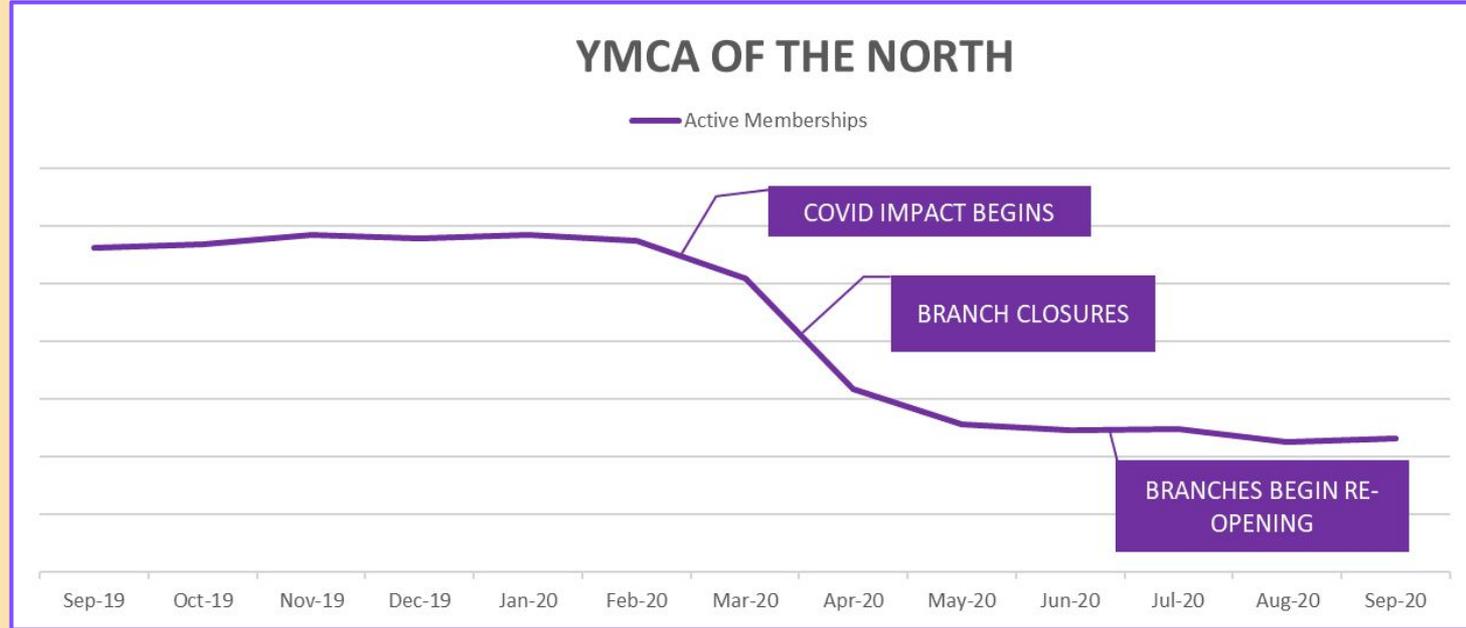
Challenges

Covid-19's significant impact



Covid Impact

- Membership base falls to 40% of pre Covid-19 levels
- Recovery timeline?
- Budget building starts in August
- Optimistic for 2021 Budget (vaccine)



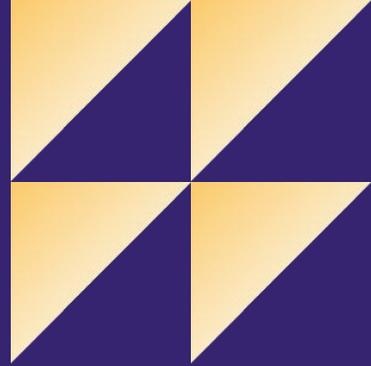
How Did That Work Out?

- Immediate fall off
- Challenged on both key revenue drivers:
 - Sales
 - Retention
- Time for a new plan!





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Planful Solutions

Planful to the rescue!



Multiple Scenarios

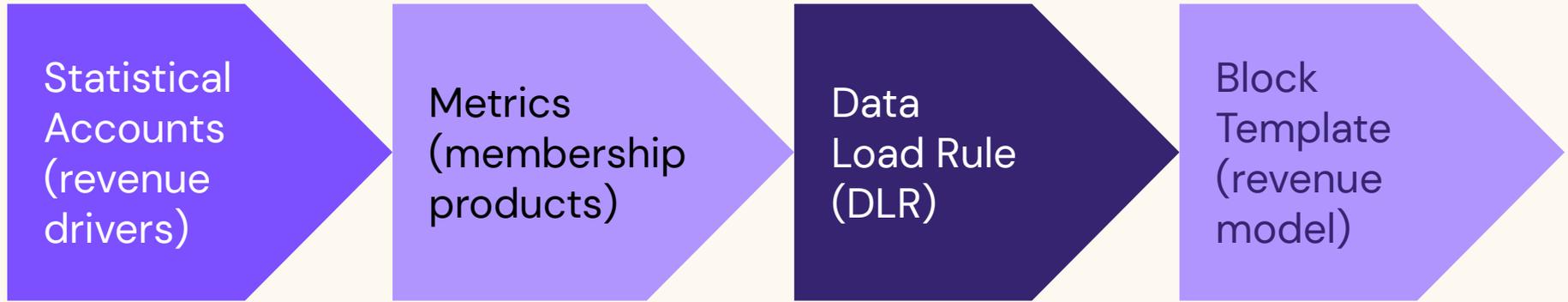
- Scenario means budget or forecast
- It's simple to copy one:
- Click the Copy icon and then OK
- Rename it
- Make changes

The screenshot displays the Planful EPM3 15B interface. At the top, there is a header with the Planful logo and the text "the Y FOR HEALTH DEVELOPMENT FOR SECURITY LIVING FOR SOCIAL RESPONSIBILITY". Below the header is a "Scenario List" table. A callout box with a purple border and a speech bubble points to the "Copy" icon in the table's toolbar, with the text "Copy icon".

	Scenario Code	Scenario Name	Fiscal ...	Scenari...	Locked	Status	Creat
🔒	2021 Forecast 6+6 June		2021	Plan Scen...	Locked	Scenario forwarded	7/21/
🔒	2021 Forecast 7+5 July		2021	Plan Scen...	Locked	Scenario forwarded	8/18/
🔒	2021 Forecast 8+4 August		2021	Plan Scen...	Locked	Scenario forwarded	9/20/
🔒	2021 Forecast 9+3 September		2021	Plan Scen...	Locked	Scenario forwarded	10/15
	2021 Forecast-2022 BOY Units		2021	Plan Scen...	Not Locked	Scenario forwarded	10/13
	2021 Forecast-Child Care Dashboard Testing		2021	Plan Scen...	Not Locked	Scenario forwarded	10/26
	2021 Worse Case Forecast		2021	Plan Scen...	Not Locked	Scenario forwarded	3/15/
🔒	2022 Budget		2022	Forecast	Locked	Scenario forwarded	4/22/
🔒	2022 Budget - Backup Copy		2022	Forecast	Locked	Scenario forwarded	1/12/
🔒	2022 Budget - Backup Copy 2022-04-07						1/7/2
	2022 Budget Backup 1-14-22	Copy Of 2022 Budget					4/
	2022 Budget_AQEXPEQUIPTTEST						2
	2022 Forecast						1/
🔒	2022 Forecast 1+11 January						2/

A confirmation dialog box titled "Planful EPM03 15B" is overlaid on the bottom right of the screenshot. It contains the text "Copy scenario '2022 Forecast?'" and two buttons: "OK" and "Cancel". A purple arrow points to the "OK" button.

Components of Calculating Membership Revenue



Statistical account data and Membership Metrics are manipulated based on assumptions, loaded to Planful via a Data Load Rule and processed in a Block Template to calculate revenue and non-financial metrics.

Hierarchy and Dimensionality

- Hierarchy organizes dimensions
- Dimensions organize your business
- Dimensions:
 - Branch
 - Department
 - Account
 - Metrics
- Granular planning

Account / Account Main

Hierarchy Selection

Type: Finance Hierarchies

Dimension: Account

Hierarchy: Fund, Branch, Department, PCS, **Account**

Account Main: Metrics, Future Scenario, Reporting, Time, Calculated

Type	IDX	Code
+	445	Balance Sheet
+	446	Net Income
+	492	Statistical
+	530	Calculated

Branch / Branch Main

Hierarchy Selection

Type: Finance Hierarchies

Dimension: Branch

Hierarchy: Branch

Show: Setup

Branch Main: Inactive

Type	IDX	Code	Label
+	144	00	00 - Default
+	100	01	01 - Association Services
+	149	02	02 - Association Programs
+	101	03	03 - Center for Youth Voice
+	148	04	04 - Youth & Family Services
+	102	10	10 - University
+	103	14	14 - Blaisdell
+	104	16	16 - Mezile North Community
+	105	17	17 - Douglas Dayton YMCA at Gaviidae
+	106	20	20 - Southdale
+	107	22	22 - Ridgedale
+	108	24	24 - New Hope
+	109	27	27 - Emma B. Howe

Statistical Accounts

- Non-financial accounts
- Store operational data
- Drive revenue & expense calculations
- YMCA drivers:
 - BOY (BOM) Units
 - Sales Units
 - Retention Rates
 - Discount %
 - Price
- Exportable
 - Adjust for planning
 - Non-Planful reports

The screenshot shows the Planful software interface. At the top, there is a navigation bar with the Planful logo and the tagline 'FOR YOUTH DEVELOPMENT FOR HEALTHY LIVING FOR SOCIAL RESPONSIBILITY'. Below the navigation bar, the breadcrumb trail reads 'Account / Account Main / Statistical / Membership Stat Metrics'. The main content area is divided into two sections. On the left, there is a 'Hierarchy Selection' panel with dropdown menus for 'Type' (Finance Hierarchies), 'Dimension' (Account), and 'Hierarchy' (Account). Below these are 'Show' and 'Setup' buttons. A tree view on the left shows the account structure: 'Account Main' (expanded) contains 'Balance Sheet', 'Net Income', 'Statistical' (expanded), and 'Calculated'. Under 'Statistical', there are sub-items: 'FE Metrics', 'Facility Metrics', 'Report Dates', 'Budgeting Accouns', 'Program Metrics', 'Staffing Metrics', 'Headcount Metrics', 'Workforce Planning Metrics', and 'Membership Stat Metrics'. Two blue arrows point to 'Statistical' and 'Membership Stat Metrics'. On the right, there is a table with columns 'Type', 'IDX', and 'Code'. The table lists various metrics, each with a blue icon in the 'Type' column. A large blue circle highlights the table content.

Type	IDX	Code
	575	BOM Units
	654	BOM Units DLR
	639	Contract Units
	584	Contract Visits
	657	Contract Visits DLR
	640	DMSR Sales
	517	EOM Units
	637	Facility Swipes
	545	Five Year Average (adjusted)
	590	Five Year Average Sales
	698	FP Membership Revenue
	547	Future Dues
	594	Future Dues Avg Price
	634	Future Dues Revenue
	635	Lost Units
	579	Membership Contra Revenue
	716	Membership Net Dues (excl Contract/Comp/Etc.)
	578	Membership Revenue
	684	P3 Discount %
	699	P3 Membership Revenue - Gross
	700	P3 Membership Revenue - Net

Metrics

- Metrics = Products
- Organize into categories
- Intersections
 - Statistical Account & Metric & Other Dimensions (Location, Dept, etc.)
- Reportable

The screenshot shows the Planful software interface. At the top, there is a navigation bar with the Planful logo and the tagline "FOR YOUR DEVELOPMENT FOR HEALTHY LIVING FOR SOCIAL RESPONSIBILITY". Below the navigation bar, there is a breadcrumb trail: "Metrics / Metrics Main / Membership - Products / Regular Units / Full Pay / Full Pay Y/S/A".

The main content area is divided into two parts. On the left, there is a "Hierarchy Selection" panel with a tree view. The tree view shows the following structure:

- Metrics Main
 - Camping
 - Staffing - Position Names
 - Outreach
 - Grant Funders
 - Aquatics
 - Childcare
 - Family Engagement
 - Fitness
 - General Program Metrics
 - Membership - Products
 - Regular Units
 - Full Pay
 - Full Pay Y/S/A** (highlighted)
 - Full Pay Dual
 - Full Pay Family

Two blue arrows point to "Membership - Products" and "Full Pay Y/S/A".

On the right, there is a table with the following columns: "Type", "IDX", and "Code". The table contains 17 rows of data:

Type	IDX	Code
	819	FP_ME_STUDENT_HOLD
	817	FP_ME_ADULT_HOLD
	811	FP_BR_ADULT_HOLD
	812	FP_BR_COMPANION_HOLD
	813	FP_BR_STUDENT_HOLD
	131	FP_BR_ADULT
	203	FP_BR_ADULT_CHARTER
	204	FP_BR_ADULT_NONRES
	205	FP_BR_ADULT_RES
	206	FP_BR_ADULT_RES_CITY
	132	FP_BR_ADULT_SENIOR
	445	FP_BR_ADULT_SR
	809	FP_BR_COMPANION
	217	FP_BR_SENIOR_NONRES
	218	FP_BR_SENIOR_RES
	446	FP_BR_STUDENT
	447	FP_BR_UMR_STUDENT
	448	FP_BR_YOUTH
	786	FP_BR_YOUTH_NONRES
	219	FP_BR_YOUTH_RES
	220	FP_BR_YOUTH_SCHOOL
	139	FP_ME_ADULT
	221	FP_ME_ADULT_APT

Data Load Rule (DLR)

- Import data to Planful
- Rule defines layout
- Tab in calculation file
- Plan or Actual data
- Load multiple years

Fund	Branch	Dept	PCS Code	Account	Metric	Year	Jan	Feb
01	14	09	50500	BOM Units DLR	FP_ME_ADULT	2022	793	0
01	14	09	50500	BOM Units DLR	FP_ME_STUDENT	2022	2	0
01	14	09	50500	BOM Units DLR	FP_ME_YOUTH	2022	57	0
01	14	09	50500	BOM Units DLR	FP_ME_DUAL	2022	134	0
01	14	09	50500	Sales Units	FP_ME_ADULT	2022	99	56
01	14	09	50500	Sales Units	FP_ME_DUAL	2022	12	7
01	14	09	50500	Sales Units	FP_ME_FAMILY	2022	20	12
01	14	09	50500	Unit Price	FP_ME_ADULT	2022	73	73
01	14	09	50500	Unit Price	FP_ME_DUAL	2022	124	124
01	14	09	50500	Unit Price	FP_ME_FAMILY	2022	135	135
01	14	09	50500	Retention Rate DLR	FP_ME_ADULT	2022	0.96038864	0.94005642
01	14	09	50500	Retention Rate DLR	FP_ME_STUDENT	2022	0.89285714	0.83333333
01	14	09	50500	Retention Rate DLR	FP_ME_YOUTH	2022	0.93589744	0.92771084
01	14	09	50500	Retention Rate DLR	FP_ME_DUAL	2022	0.94554455	0.93316832
01	14	09	50500	Retention Rate DLR	FP_ME_FAMILY	2022	0.97206704	0.95563771

How accurate do we want budgets and forecasts?

100%

Block Template

Structured Planning

Excel Environment

- o Use Excel formulas
- o Hide rows
- o Format as needed

Accurate

- o Build one model
- o Repeats model calculations
- o TEST! TEST! TEST!

Flexible

- o Model anything
- o Import or manual entry
- o Multiple years

the FOR HEALTH DEVELOPMENT
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

Template Setup

Budget Type: Operational Planning | Scenario: Default Scenario | Budget Entity: Default Budget Entity | Template: 09-50500

1 LINE B I U A Borders Format

	C	D	G	H	T	AG	AH	AI	AJ
15					Year Total	Budget	Budget	Budget	Budget
16			Line Name	Account	Budget Total	Jan/1	Feb/1	Mar/1	Apr/1
17	L		Model - Row		-				
18	RA		BOM (BOY) Units Load		-				
19	C		BOM Units	BOM Units	-	-	-	-	-
20	RA		Sales Units Budget Load		-				
21	C		Sales Units Budget		-	-	-	-	-
22	C		DMSR Sales Budget	DMSR Sales	-	-	-	-	-
23	RA		Retention Rate (%) Load		-				
24	C		Retention Rate (%) Budget		-	-	-	-	-
25	C		Retained Units Budget	Retained Units	-	-	-	-	-
26	C		EOM Units	EOM Units	-	-	-	-	-
27	RA		Unit Price Load		-				
28	C		Unit Price		-	-	-	-	-
29	RA		P3 Discount % Ref Acct		-				
30	C		P3 Discount %		-	-	-	-	-
31	C		Future Dues Revenue	Future Dues Revenue	-	-	-	-	-
32	C		Revenue	Membership Revenue	-	-	-	-	-
33	C		Contra Revenue	Membership Contra Reve	-	-	-	-	-

Block Template in Budget Scenario

- Load Metrics
 - Full Hierarchy
 - Subcategory
 - Specific Metrics
- Loads drivers based on Metrics
- Repeats calculation for each Metric
- Calculates Revenue & Contra Revenue
- Calculates non-financial account data:
 - BOM Units
 - Retained Units
 - EOM Units
 - Retention Rates

Line Name	Account	Year Total	Plan	Plan						
		Budget Total	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	
FP_ME_FAMILY		-								
BOM Units	BOM Units	3,522	167	213	240	266	271	270	296	
Sales Units Budget		334	17	11	20	10	6	36	20	
Retention Rate (%) Budget		1,198.55%	117.10%	107.41%	102.55%	98.28%	97.57%	96.39%	94.63%	
Retained Units Budget	Retained Units	3,480	196	229	246	261	264	260	280	
EOM Units	EOM Units	3,814	213	240	266	271	270	296	300	
Unit Price		\$ 1,584.00	\$ 132.00	\$ 132.00	\$ 132.00	\$ 132.00	\$ 132.00	\$ 132.00	\$ 132.00	
P3 Discount %		-	-	-	-	-	-	-	-	
Revenue	Membership Revenue	\$ 473,721.60	\$ 22,492.80	\$ 28,406.40	\$ 32,208.00	\$ 35,376.00	\$ 35,930.40	\$ 36,590.40	\$ 39,600.00	
Contra Revenue	Membership Contra Revenue	-	-	-	-	-	-	-	-	
FP_BR_GROUHPHOME		-								
BOM Units	BOM Units	13	2	1	1	1	1	1	1	
Sales Units Budget		-	-	-	-	-	-	-	-	
Retention Rate (%) Budget		1,146.67%	66.67%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
Retained Units Budget	Retained Units	12	1	1	1	1	1	1	1	
EOM Units	EOM Units	12	1	1	1	1	1	1	1	
Unit Price		\$ 3,432.00	\$ 286.00	\$ 286.00	\$ 286.00	\$ 286.00	\$ 286.00	\$ 286.00	\$ 286.00	
P3 Discount %		-	-	-	-	-	-	-	-	
Revenue	Membership Revenue	\$ 3,718.00	\$ 572.00	\$ 286.00	\$ 286.00	\$ 286.00	\$ 286.00	\$ 286.00	\$ 286.00	
Contra Revenue	Membership Contra Revenue	-	-	-	-	-	-	-	-	

P3_ME_FAMILY		-								
BOM Units	BOM Units	2,918	152	162	171	200	208	206	256	
Sales Units Budget		363	17	14	35	23	14	61	55	
Retention Rate (%) Budget		1,125.00%	95.63%	96.94%	96.73%	92.72%	92.36%	94.53%	96.80%	
Retained Units Budget	Retained Units	2,723	145	157	165	185	192	195	248	
EOM Units	EOM Units	3,086	162	171	200	208	206	256	303	
Unit Price		\$ 1,584.00	\$ 132.00	\$ 132.00	\$ 132.00	\$ 132.00	\$ 132.00	\$ 132.00	\$ 132.00	
P3 Discount %		553.28%	46.67%	45.83%	45.48%	45.14%	45.26%	47.77%	44.98%	
Revenue	Membership Revenue	\$ 394,759.20	\$ 20,512.80	\$ 21,753.60	\$ 23,496.00	\$ 27,007.20	\$ 27,825.60	\$ 28,802.40	\$ 35,244.00	
Contra Revenue	Membership Contra Revenue	\$(182,234.48)	\$(9,573.30)	\$(9,989.65)	\$(10,685.91)	\$(12,191.97)	\$(12,582.58)	\$(13,758.30)	\$(15,851.94)	

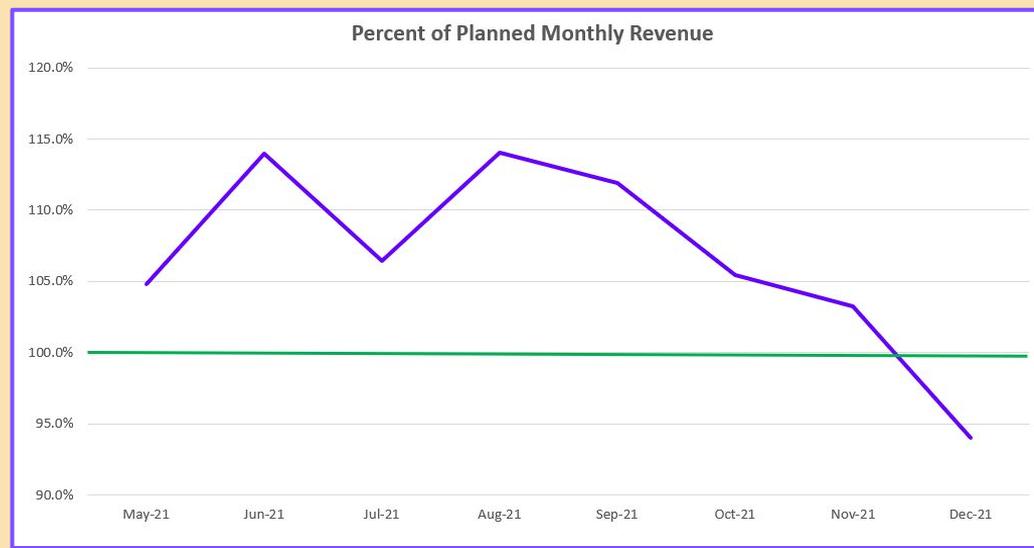


Leveraging the Tools

- Better, Together
- CFO: “How bad could things get?”
- Revenue Landscape:
 - Three scenarios: Best / Worst / “Likely”
 - Impact to Membership revenue
 - “Likely” scenario became new plan
- Sales Staffing
 - Analyze historical sales vs staffing
 - Define new sales structure to support “Likely” scenario
- Combine membership plan with non-membership changes
- Debt Service Coverage Ratio
- Cash Flow Planning

Outcomes

- Topped Planned Revenue through November
- Topped Active Memberships target through October
- Further challenges:
 - Missed aggressive Sep-Dec sales targets
 - Retention challenges start in September
- Beat “Likely” case membership dues by 9.6%.



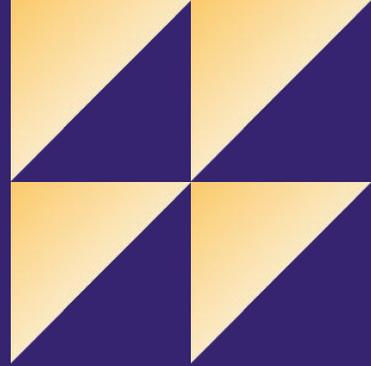
Planning without Planful

- Before Planful:
 - Spreadsheet-intensive revenue calculation
 - Manual entry of calculated revenue
 - Up to a week to prepare data
 - Reporting challenges
- With Planful:
 - Concurrent workflow
 - Confidence in accuracy
 - Saved **days** of work
 - Everything is easily reportable/comparable



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Questions?



Design Appendix

Iconography Bank



Arrows & Shapes

