



Dashboard Driving

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Spectrum Nonprofit Services

CALCASA
September 21, 2010



Quick Survey

- What % of board members understand your 2010 organizational goals?

- A. Less than 50%
- B. 51 to 75%
- C. More than 75%
- D. I have no idea





Quick Survey

- Does your board and staff have a shared vision for measuring success?

- A. Yes
- B. No





Quick Survey

- What % of your staff can read and understand the financial package?
 - A. Less than 50%
 - B. 51 to 75%
 - C. More than 75%
 - D. I don't know





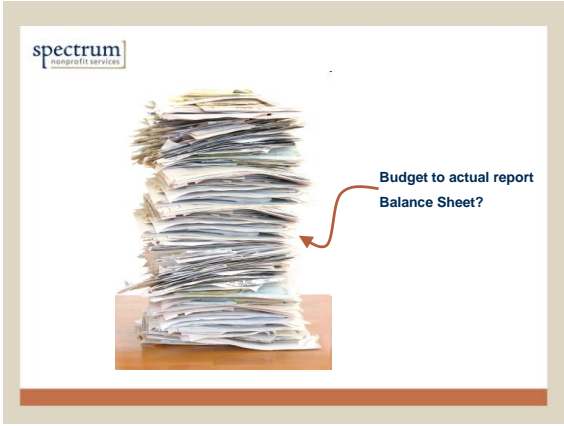
Information Overload





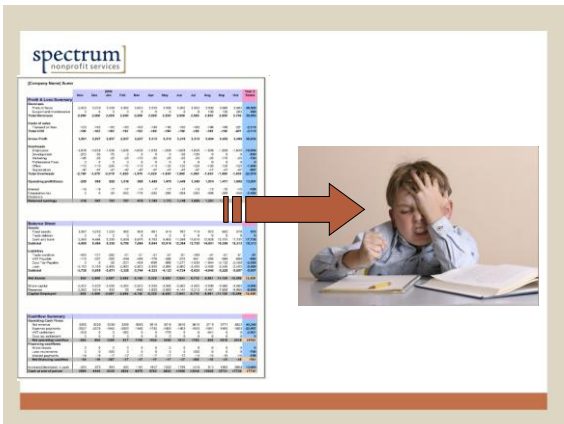
The Board Package





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Account	Budget	Actual	Variance
Administrative	100,000	105,000	5,000
Program	500,000	490,000	10,000
Capital	100,000	100,000	0
Other	100,000	100,000	0
Total	800,000	795,000	5,000



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Domestic Violence Agency

Monthly Budget Report

Month	YTD	YTD	Variance	Annual	5	%
	Actual	Budget	(W)	Budget	Remaining	Remaining
Contributions	23,200	41,300	(18,100)	58,000	34,800	60%
Fundraising events - net	92,430	93,750	(1,320)	123,000	32,370	26%
Foundation grants	93,000	89,250	3,750	113,000	23,000	20%
Total support	207,630	223,300	(15,670)	294,000	90,170	30%
Government contracts	574,362	577,800	(3,438)	776,467	196,083	25%
Interest and dividends	3,793	4,313	(520)	5,750	3,989	69%
Unrealized gains (loss) on investments	12,400	-	12,400	-	12,400	100%
Total revenue	674,785	682,163	(7,378)	776,217	204,474	26%
Net assets released from restriction	322,335	339,750	(17,415)	453,000	130,665	29%
Total income	1,007,120	1,041,413	(34,293)	1,229,217	421,509	34%
Shelter Services	905,866	902,478	3,388	669,971	164,105	24%
Support Groups	277,286	288,095	(11,809)	384,500	107,840	28%
Administration	162,144	154,025	8,119	268,021	60,865	23%
Fundraising	163,760	161,834	1,926	215,779	52,010	24%
Total expenses	1,513,056	1,506,432	6,624	1,478,700	348,419	23%
Change in net assets	(505,936)	(465,019)	(40,917)	(249,483)	(146,910)	59%
Beginning net assets	283,690	283,690	-	283,690	54,890	19%
Ending net assets	278,754	238,671	(40,083)	334,207	91,780	27%

W = Worse than budgeted
EW = Worse than budgeted

How do I read these things?

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So, now what?

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Finance metrics

Figure 12. Budgeted Statement of Activity - Unrestricted

Domestic Violence Intervention & Prevention Agency
Budgeted Statement of Activity - Unrestricted
For the Nine Months Ending March 31, 2005

	YTD	YTD	Variance	Annual	5	%
	Actual	Budget	(W)	Budget	Remaining	Remaining
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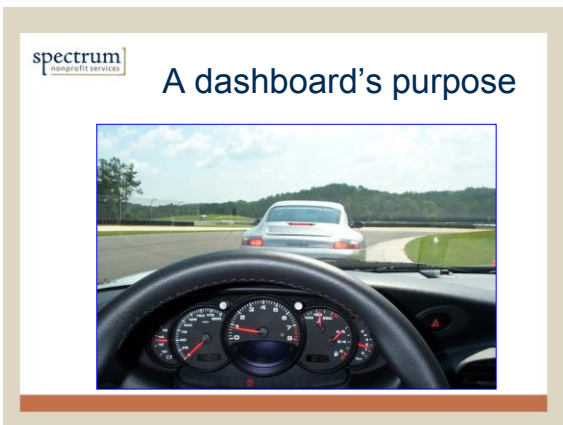
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As a Dashboard

Indicator	Target	6 months ago	3 months ago	This Month
Days of cash on hand	60	25	48	57
Net surplus or deficit YTD compared with YTD budget.	0.0	\$10,450 better	\$2,500 worse	\$5,400 better
Individual Contributions	100,000	50,250	75,000	98,290
Total expenses	On budget	\$2,500 worse	\$760 worse	On budget
Days from end of month to financial statement completion	45 days	65	52	40

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- ### Today's Agenda
- The purpose of a dashboard
 - Styles of dashboards
 - The process for developing a dashboard
 - What do you include?
 - Implementing!
 - Getting Started



KVZ Organization
2009 Dashboard

Performance Indicators	Targets	Current Indicator	Trend		Comments	Ranges		
			3 mos ago	6 mos ago		9 mos ago	Minimum	Monitor
Fundraising								
New major donors	5 or more	3	3	3	Measured against how many we want for the year. Donors who give more than \$1,000.	0 or more	3	4
Major donors introduced by a board member	5 or more	5	5	5	Measured against how many we want for the year. Not necessarily an "MA" - may be an introduction.	0 or more	3	3
Donors who gave over \$100 last year, repeating this year	50% or more	53%	69%	69%	Done as a % of total donors who gave \$100 in time period last year.	0% - 50%	45-50%	45-50%
Fundraising event revenue - net	> \$20,000	\$ 23,100	\$ 26,250		Proportionally to time of year - desired event revenue for 09-07 is \$20,000 net.	\$0.000	\$18,000	\$25,000
Finance								
Surplus / deficit compared to budget	within 2%	5%	5%	6%	Measured as % of year reported.	within 2%	3-10%	10-25%
Unrestricted liquidity	> 1.0	1.3	1.2		Ratio = Current assets (Cash & Investments + Accounts Receivable - Restricted cash) / current liabilities.	> 1.0	1	< 1.0
Unrestricted contributions (funding diversity)	20% or more	22%	19%		% of individual, corporate & other contributed (subject to total revenue (excludes foundations).	0-20%	15-20%	20-35%
Human Resources								
Staff retention	80%	100%	100%		% of staff with at least 1 year over total staff.	80%	75%	85%
Compensation study	7 Feb	Not Done	N/A		next steps by 207.	8/09	5/10	4/10

• Agreement **AHEAD OF TIME** on what matters

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• Agreement **AHEAD OF TIME** on targets


 

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- Agreement **AHEAD OF TIME** on when action is needed



- Agreement **AHEAD OF TIME** on what matters
- Agreement **AHEAD OF TIME** on targets
- Agreement **AHEAD OF TIME** on when action is needed
- Ability to monitor and update strategic plan

- Ease of use to read and understand
- Engaging and empowering for both board **AND** staff across roles and departments
- Fights incremental creep of reports and enforces some discipline



Styles of Dashboards


- Most are 1 page
- Charts, graphs, icons, colors . . .






2006 Dashboard

Performance Indicators	2007 Targets	Proj Year-end	Trend		Comments
			6 mos ago	1 yr ago	
Finance					
1. Days Cash on Hand (current)	30	35			Total cash/average daily expenses
2. Months Operating Reserve	3.3	3.3			Total prog expenses/12 months
3. Overhead %	22% or less	20%			% GAA and Fundraising/Total Budget
4. Diversity of funding sources					
a. Government grants	50%	57%			% gov't/fundtotal revenue
b. Foundation	30%	27%			% fnd/fundtotal revenue
c. Individual	20%	21%			% indiv/fundtotal revenue
5. Revenues within 10% of budget	within 10%	10%			Expenses within 10% of total prog revenues
6. Expenses within 10% of budget	within 10%	13%			Revenues within 10% of total prog revenues
Human Resources					
7. Morale	>4	3.75			Rated on scale of 1 to 5 every Spring (Total # of employees that have departed)/total number of employees for year
8. Turnover	<20%	24%			
9. Professional Development	80%	95%			% of staff engaging in professional development
10. Staff Evaluations	100%	70%			% completed by Feb 28
Fundraising					
11. On track to meet individual goal	\$550K	\$520K			
12. Board Giving	100%	100%			% of Bd members making annual contributions
13. Advisory Board Giving	75%	75%			% of Adv Bd members making annual contribution
14. Board Involvement	100%	90%			% of Board involved in fundraising activities
15. # of new funders					
a. Foundations	10	13			
b. Individuals	75	80			
16. # of donors who give \$1K plus	70	70			
Communications					
18. # of press hits	50	35			# of times in media
19. % readership of partner e-newsletter	50%	67%			



Format Considerations

- This is a data tool - - not an answer tool
 - Goal is to have each member have the same data and derive their own conclusion to foster discussion.





Format Considerations

- Avoid misleading interpretations.
- Focus on substance, not style.





Format Considerations

- Keep it simple and easy to read.





What is on a dashboard?



- Fiduciary and governance responsibilities.
- Just because something is NOT on the dashboard, doesn't mean it isn't important.



Dashboard Dials



1. Finance
2. Program objectives and impact
3. Human resources
4. Compliance & risk management
5. Board of Directors and governance
6. Fundraising



Starting Points

- Key Questions:
 - What is the organization focused on this year?
 - What are the key drivers that will bring success?





Starting Points

- How does your organization generate resources?
- Do we have a strategic plan?
- What does our community need us to focus on this year?
- What is our budget focused on?



Where do you get this information?

- Organization's strategic plan or business plan.
- Brainstorm of organization's purpose.
- Organization's mission –
 - Who do you want to serve?
 - What does success look like?
 - What is needed to achieve it?

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FINANCE INDICATORS

Indicator	Target	6 months ago	3 months ago	This Month
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Program

- Monitor deliverables
- Connect deliverables and dollars
- Suggest / demonstrate outcomes
- Keep mission in front of management and board

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PROGRAM INDICATORS

Indicator	Target	6 months ago	3 months ago	This Month
Enrollment in training classes	85% of capacity	85%	91%	83%
Average participant satisfaction rating. Scale of 1-5 with 5 being "very satisfied"	4.0	4.2	3.8	4
GED certificates obtained	90%	70%	85%	89%
Presentations to companies, churches, neighborhood groups	5 per month	4	6	6



People

- Connects people processes to performance
- Reminds board to value staff retention, professional development, etc.
- Assures non-management of organizational commitment to people



HUMAN RESOURCES INDICATORS

Indicator	Target	6 months ago	3 months ago	This Month
Staff Turnover	Less than 10%	0%	15%	0%
Staff Evaluations Completed	90% within 6 months	70%	80%	85%
Compensation Study Completed	By budget time	Not Started	In progress	Done
Diversity	70% people of color on staff	75%	60%	70%



Compliance & Risk Management

- Answers the questions the board is required to ask
- Makes critical but less visible work known to staff

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COMPLIANCE INDICATORS

Indicator	Target	6 months ago	3 months ago	This Month
Form 990 Filed	On time	N/A	Yes	Yes
Evidence of insurance payments distributed to board	By May 31st	Yes	Yes	Yes
Business Continuity Plan Done	By June	Started	In progress	Done

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- ## Governance
- Makes board performance monitoring more ongoing and less personal
 - Connects board performance to organizational performance
 - Reminds staff of board role

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GOVERNANCE INDICATORS

Indicator	Target	6 months ago	3 months ago	This Month
Percentage of last six meetings with quorum	100%	90%	95%	98%
Evaluation of ED Completed	By May 31	Started	Done	Done
Increase board size	Add 2 new members	1 identified	0 added	1 identified



- Typically a board and staff task force
- Figure out what is important?
 - Feedback from board members or staff about what they want to know.
 - Tie into plans.
- Define targets.
- Decide who will manage and update.



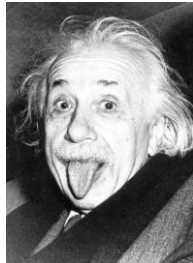
- When should we do it?
- Do we distribute just the dashboard or other documents as well?
- How often is it updated?





Sign in Einstein's Office

"Not everything that counts can be counted, and not everything that can be counted counts."





Dashboard Driving

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