Dashboards Tools
May 14 & 15, 2013

NonProfit Learning Center
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Dashboards

• Concise graphic presentations of key indicators
• Provide useful comparisons to visualize progress over time
• Users identify most significant indicators
### Financial Indicators

<table>
<thead>
<tr>
<th></th>
<th>Target</th>
<th>This month</th>
<th>Last month</th>
<th>Last year end</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surplus/(deficit) YTD</td>
<td>$270,000</td>
<td>$390,842</td>
<td>$340,908</td>
<td>($570,240)</td>
</tr>
<tr>
<td>Surplus/(deficit) year-end forecast</td>
<td>$270,000</td>
<td>$30,937</td>
<td>$250,987</td>
<td>($570,240)</td>
</tr>
<tr>
<td>Earned income ratio</td>
<td>11.5%</td>
<td>10.3%</td>
<td>11.8%</td>
<td>13.0%</td>
</tr>
<tr>
<td>New grants success ratio</td>
<td>50.0%</td>
<td>35.0%</td>
<td>33.0%</td>
<td>50.0%</td>
</tr>
<tr>
<td>Days cash on hand (unrestricted)</td>
<td>45</td>
<td>43</td>
<td>28</td>
<td>51</td>
</tr>
<tr>
<td>Reserve funds balance (1 month payroll)</td>
<td>$250,000</td>
<td>$200,000</td>
<td>$150,000</td>
<td>$250,000</td>
</tr>
<tr>
<td>Current ratio</td>
<td>2 to 1</td>
<td>5.8</td>
<td>4.2</td>
<td>6.2</td>
</tr>
<tr>
<td>AR aged over 90 days</td>
<td>15.0%</td>
<td>22.3%</td>
<td>23.5%</td>
<td>20.0%</td>
</tr>
</tbody>
</table>

### Income by Type

- **Government Grants & Contracts**: 56%
- **Corporate/Foundation Grants**: 16%
- **Individual Contributions**: 4%
- **Program Fees**: 10%
- **United Way**: 14%

### Program Indicators

<table>
<thead>
<tr>
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<th>Target</th>
<th>This month</th>
<th>Last month</th>
<th>Last year end</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weatherization Contracts (monthly goal)</td>
<td>20</td>
<td>21</td>
<td>22</td>
<td>15</td>
</tr>
<tr>
<td>Head Start enrollment</td>
<td>100</td>
<td>60</td>
<td>58</td>
<td>109</td>
</tr>
<tr>
<td>Monthly job placements</td>
<td>30</td>
<td>11</td>
<td>14</td>
<td>32</td>
</tr>
</tbody>
</table>

### Cash Flow

- **Actual**
- **Projected**
- **Target = $615,000 minimum**
Great Dashboards

• Highlight key issues for specific audiences
• Make trends visible
• Identify issues for exploration
• Focus discussions
Bummer Dashboards

• Mismatch info to audience
• Graphic distortion
• Meaningless comparisons
• Too many indicators
• Never get finished
Distinct Dashboard Audiences

• Board of Directors
• Specific Board Committees
• Executive Management Team
• Specific Internal Managers
Dashboard Measures

• Organization-wide
• Activity Specific
  • Fund raising
  • Major programs
  • Human resources
  • Technology

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Dashboard Development

??? For Each Audience

• Your role & responsibilities within the organization
• Key business drivers in your sphere
• Key indicators
• Meaningful comparisons

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Board Roles

- Set mission & priorities
- Oversight
- Liaison with the community
- Resource availability
Nonprofits Assistance Fund

Types of Financial Engagement

• Compliance - maintain accountability
• Evaluation - ask ???, understand info
• Planning - use info, ahead
• Action - decision-making
Board Dashboard Arenas

• Financial health & sustainability
• Progress toward strategic goals
• Risk management
• Hot spots

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Financial Health & Sustainability

• Cash position
• Net assets
• Compliance
• Income diversification
• Net income
Cash Position Comparisons

- Days of cash
- Prior period cash
- Same month prior year cash
- Target cash
Adequate Cash?

Days of Cash

- June 08: 120 days
- Sept 08: 80 days
- Dec 08: 90 days
- March 09: 45 days

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Days of Cash

Annual Expenses ÷ 365 days
= 1 day of Cash

Cash Balance ÷ 1 Day of Cash
= Days of Cash
Days of Cash

Annual Expenses ÷ 365 days
= 1 day of Cash

Cash Balance ÷ 1 Day of Cash
= Days of Cash
Ability to Timely Pay Obligations

Current Assets ÷ Current Liabilities = Current Ratio
Net Assets

Unrestricted, Temp Restricted, Permanently Restricted:

• Trends
• Targets
• Ratios
Net Asset Trends

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Unrestricted Net Assets

Available for Operations
Invested in Fixed Assets
Board Designated Reserves
Total Unrestricted Net Assets
Unrestricted Liquid Net Assets

• Unrestricted Net Assets
• Less: “equity” in fixed assets
  
  Total Fixed Assets – Accumulated Depreciation
  Less: Mortgage debt
  = Equity in Fixed Assets

= Unrestricted Liquid Net Assets
Liquid Net Assets Available for Future Operations

• Unrestricted Liquid Net Assets
• Temp Restricted Liquid Net Assets available for operating purposes
Adequacy of Liquid Net Assets

Net Asset to Expenses Ratio:

Liquid Net Assets ÷ Annual Operating Expenses
Income Diversification

Government
Earned
Foundations
Individuals & Business gifts

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Income Distribution Comparisons

• Trends
• Targets
• Benchmarks
• Earned/ Contributed ratio
Net Income

• Unrestricted & Temp Restricted

• Cost Center focus

• Key ratios:
  units of service compared to personnel costs

• Cost to raise $1

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Progress toward Strategic Goals

- Program
- Financial
- Infrastructure
- Identity & visibility
- Leadership transition
Risk Management

• Non-compliance
• HR
• Quality assurance
• Facilities
• Reputation
Program by Program Indicators

- Units of Service
- Demographics
- Quality
- Comparisons
  - Trends
  - Targets

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Individual Donor Indicators

• # of donors
• Average gift size
• % of donors retained
• New donors
• Tiered donor giving trends
Infrastructure Indicators

- % of completion on major improvement projects
- # of days without accident
- # hours of system down time
- ???
Identity/Visibility Indicators

- Website analytics
- FaceBook friends
- Posts
- Open rate for e-news
- Media coverage
Leadership Transition Indicators

• Leadership demographic trends
• Recruitment targets
• Transition preparation timeline
Risk Management Indicators

- Compliance
- HR
- Quality assurance
- Facilities
- Reputation

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Visual Impact

• Less is more
• Font & color matters
• Match graph format to info conveyed
• Multiple dashboards for different audiences
Common Dashboard Graphics

• Stoplight – red, yellow, green
• Smile, neutral, frown
• Pie Chart
• Line Graph
• Scorecard
Your Next Steps

• ED/CFO discussion
• Top management team
• Finance Committee
• Mock-ups
• Graphic assistance