

Dashboards Tools

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NonProfit Learning Center

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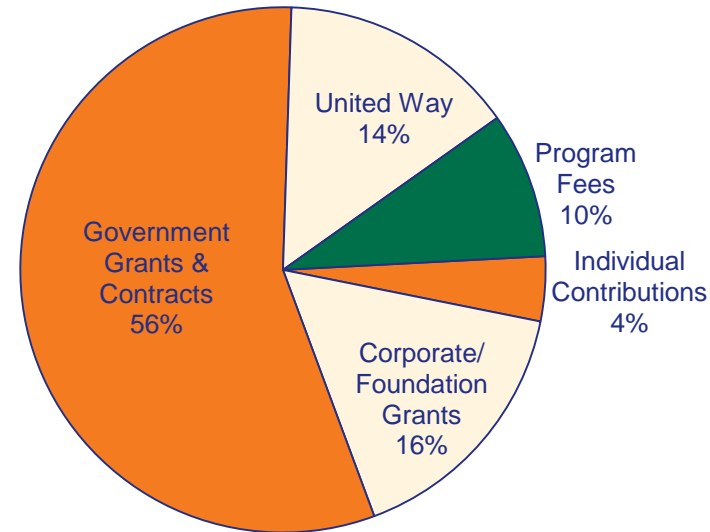
Dashboards

- **Concise graphic presentations of key indicators**
- **Provide useful comparisons to visualize progress over time**
- **Users identify most significant indicators**

Financial Indicators

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

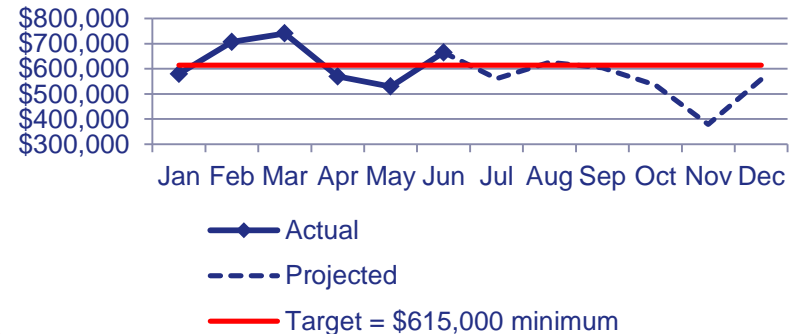
Income by Type



Program Indicators

	Target	This month	Last month	Last year end
Weatherization Contracts (monthly goal)	20	21	22	15
Head Start enrollment	100	60	58	109
Monthly job placements	30	11	14	32

Cash Flow



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

Dashboard Development

??? For Each Audience

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



Board Dashboard

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**





Board Dashboard

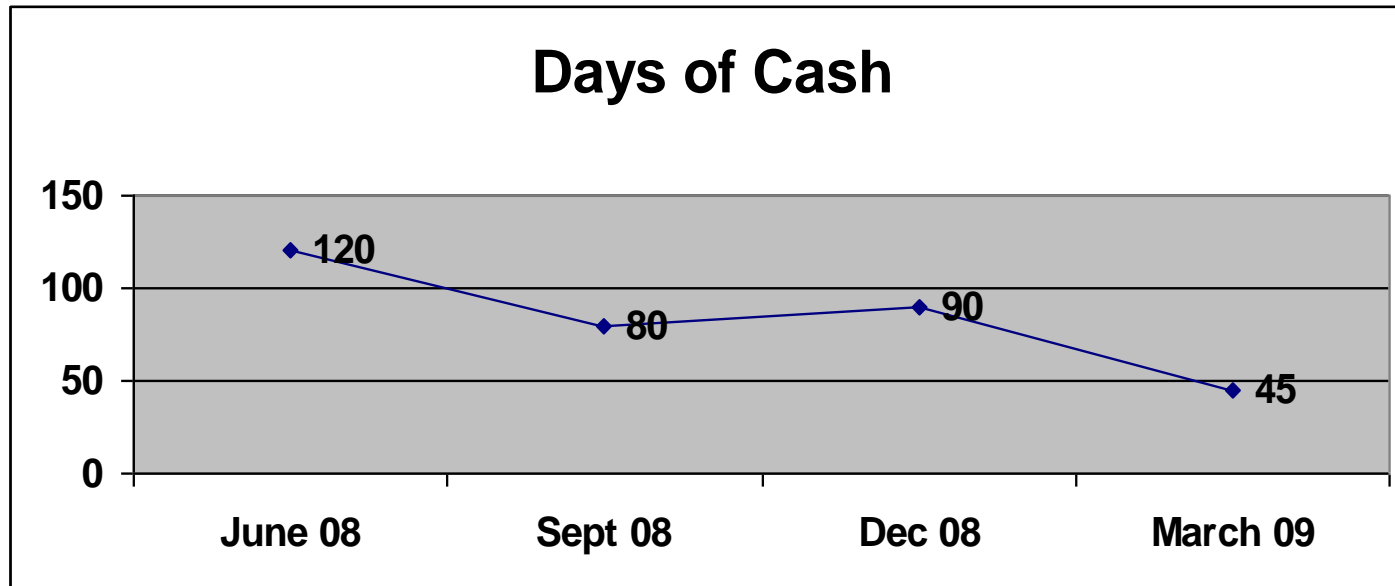
Financial Health & Sustainability

- **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

**Annual Expenses ÷ 365 days
= 1 day of Cash**

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

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Ability to Timely Pay Obligations

Current Assets

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Current Liabilities

=

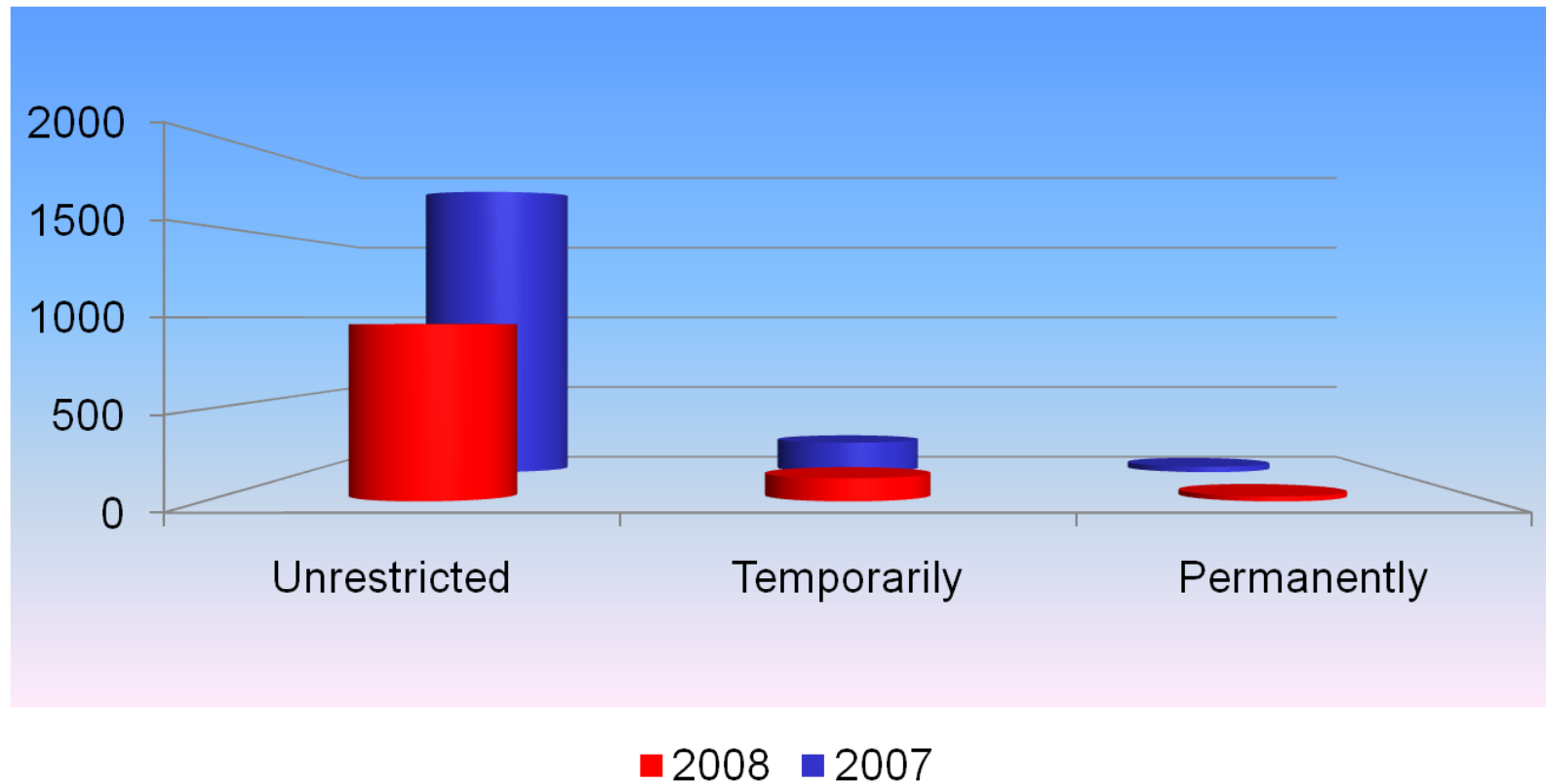
Current Ratio

Net Assets

Unrestricted, Temp Restricted, Permanently Restricted:

- Trends
- Targets
- Ratios

Net Asset Trends



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

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Annual Operating Expenses

Income Diversification

Government

Earned

Foundations

Individuals & Business gifts



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**



Board Dashboard

Progress toward Strategic Goals

- **Program**
- **Financial**
- **Infrastructure**
- **Identity & visibility**
- **Leadership transition**



Board Dashboard

Risk Management

- **Non-compliance**
- **HR**
- **Quality assurance**
- **Facilities**
- **Reputation**

Program by Program Indicators

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

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

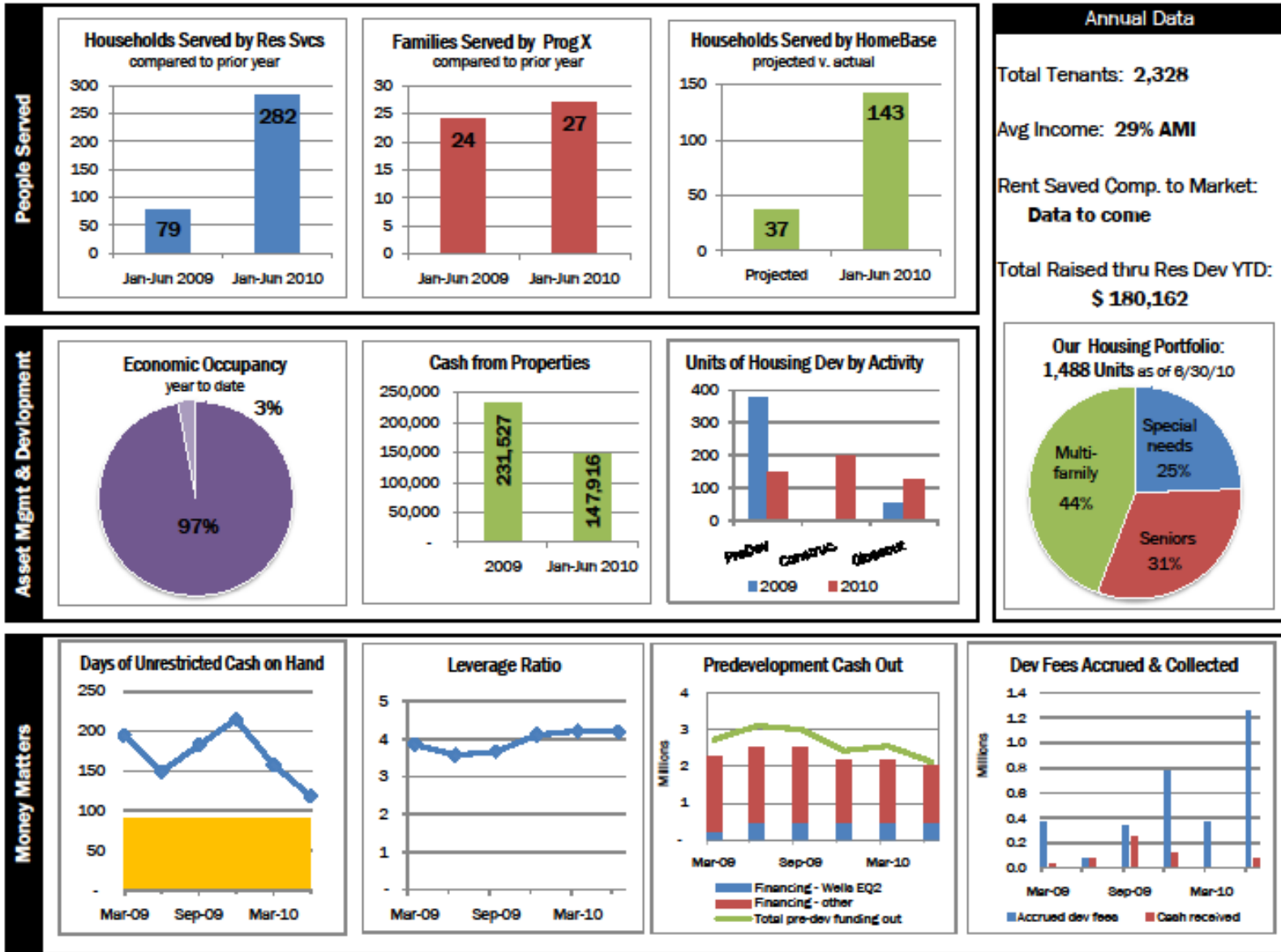
- **Compliance**
- **HR**
- **Quality assurance**
- **Facilities**
- **Reputation**

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**