

How to Build a Dashboard for your Nonprofit: A Critical Strategic Tool Reveals Itself

A conversation with:

Hilda Polanco, FMA

Christa Gannon, Fresh Lifelines for Youth

Jenny Ocon, UpValley Family Centers

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media with our special hashtag,
#BuildYourDashboard.

Today's Panelists

Christa Gannon
Founder & CEO

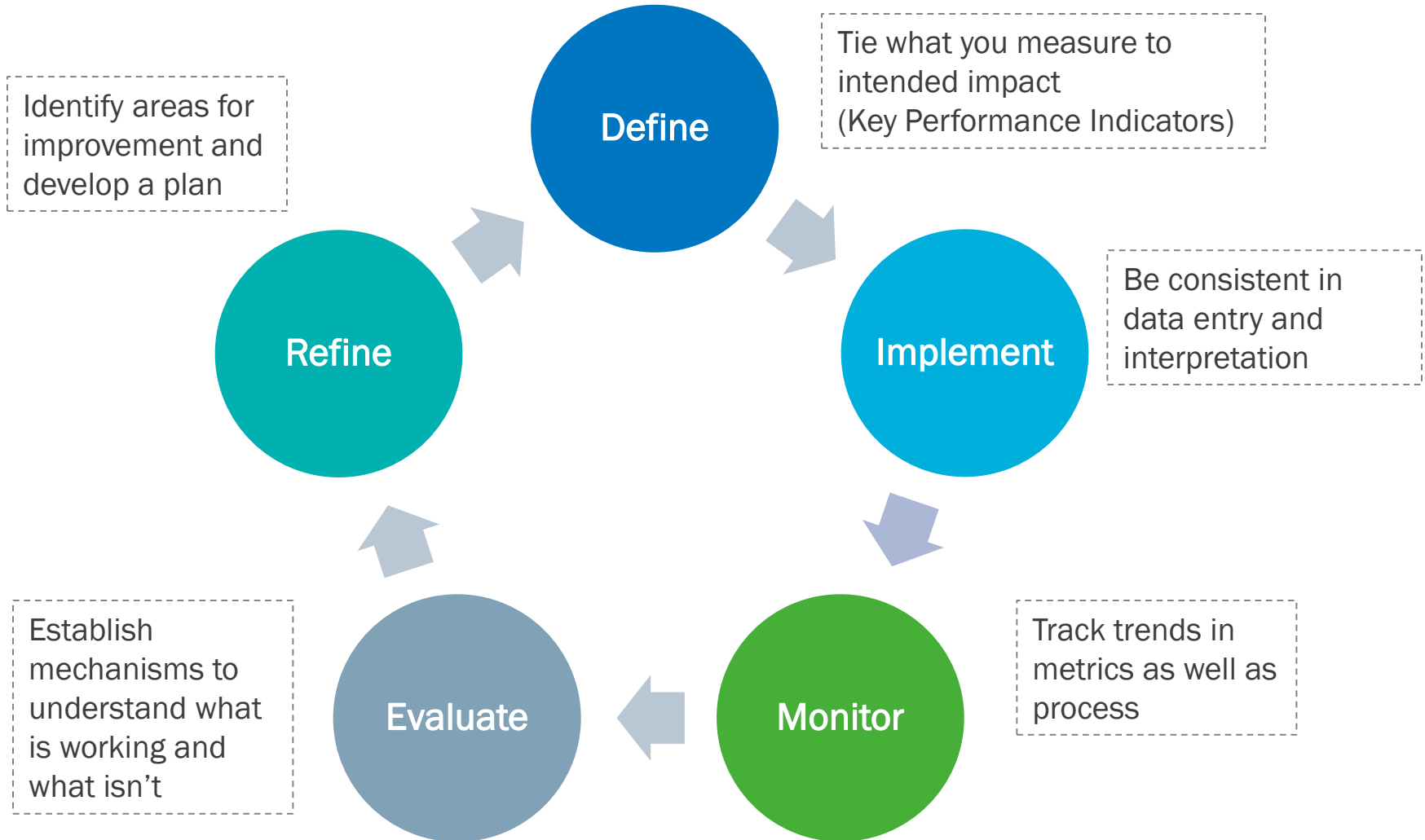


Fresh Lifelines for Youth

Jenny Ocón
Executive Director



The Performance Measurement Cycle



What Should We Measure?

Successful Key Performance Indicators (KPIs) will

Represent
business model
drivers

Reflect progress
toward intended
outcomes

Are **actionable**
and drive
decisions

A set of KPIs isn't forever: periodically reassess for relevance

What Should We Measure?

KPIs can be defined across all areas of your organization

Financial Health

Fundraising &
Development

Programs &
Service Delivery

Human Capital

Marketing &
Communications

Outreach &
Advocacy

Information
Technology

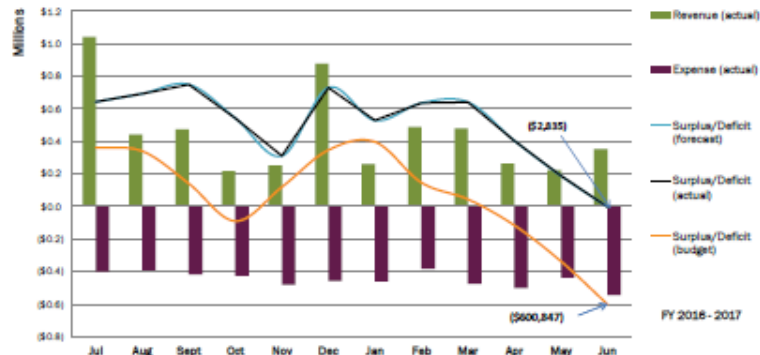
Risk
Management &
Governance

Facilities &
Capital Projects



Operating Surplus/Deficit: ABC

Cumulative surplus/deficit, current fiscal year by month



Revenue (actual)

Expense (actual)

Surplus/Deficit (forecast)

Surplus/Deficit (actual)

Surplus/Deficit (budget)

FY 2016 - 2017

Current Vacancies

Position Number	Chiefs	Directors	Managers	Practitioners
	0	1	1	0

Agency Budget

Fiscal Year	Budgeted FY17	Forecasted FY17	FY18
Revenue	\$ 5,094,847	\$ 5,388,757	
Expense	\$ 5,885,484	\$ 5,371,583	\$ 5,880,000
Delta	\$ (800,637)	\$ (2,838)	

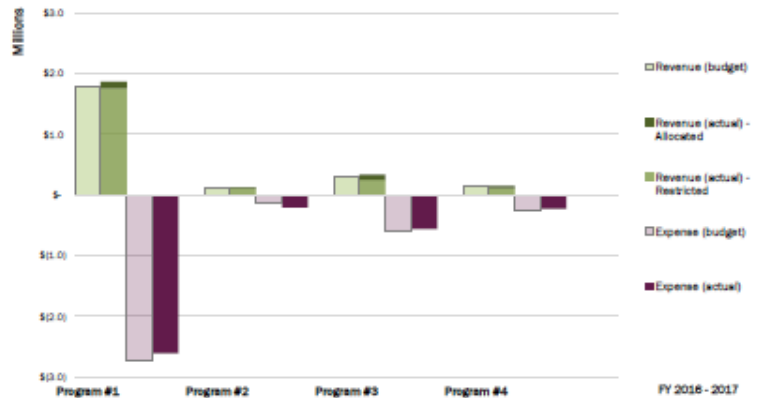
Agency Operating Results*

FY 2017	Revenue	Expense	Surplus/Deficit
Current	\$ 353,895	\$ 544,538	\$ (190,643)
Total YTD	\$ 5,388,757	\$ 5,371,583	\$ (2,835)

ABC ended the fiscal year with a net deficit of ~\$2.8K compared to a projected deficit of \$600K at the start of the year (and \$223K in Q3). Cost savings in personnel, coupled with better than expected Foundation revenue, lead ABC to trend significantly better than budget. Additionally a surge in Q4 Individual Giving with additional savings in Training Fees/Capital means ABC only had to drawdown minimal amount in order to balance its FY17 budget.

Budget vs. Actuals: Program

Cumulative, fiscal year through current month



Revenue (budget)

Revenue (actual) - Allocated

Revenue (actual) - Restricted

Expense (budget)

Expense (actual)

FY 2016 - 2017

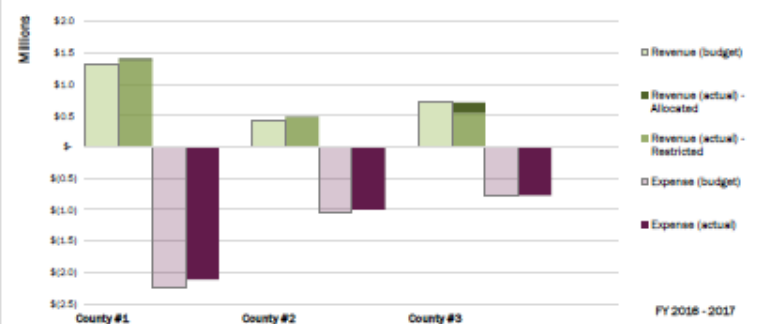
Program Operating Results* (cumulative)

FY 2017	Revenue	Expense	Surplus/Deficit	% costs covered
Program #1	\$ 1,885,183	\$ 2,618,208	\$ (753,045)	71%
Program #2	\$ 118,881	\$ 210,847	\$ (92,288)	58%
Program #3	\$ 328,323	\$ 585,477	\$ (238,154)	58%
Program #4	\$ 145,831	\$ 234,808	\$ (89,074)	62%
Program Total	\$ 2,458,978	\$ 3,629,539	\$ (1,170,558)	68%
Other Programs	\$ 44,078	\$ 187,148	\$ (153,070)	
Fund. & Admin.	\$ 2,885,702	\$ 1,544,808	\$ 1,320,784	
Total	\$ 5,388,757	\$ 5,371,583	\$ (2,835)	

ABC's Law and Leadership programs covered 71% (vs. 67% projected) of its expenses through June. Middle School program expenses ended up exceeding projections (by \$70K) as ABC's original budget did not anticipate the program's current size and scope. ABC was awarded additional revenue from the County of Santa Clara to double the program after the fiscal year began which allowed ABC to increase our reach in this county.

Budget vs. Actuals: County

Cumulative, fiscal year through current month



Revenue (budget)

Revenue (actual) - Allocated

Revenue (actual) - Restricted

Expense (budget)

Expense (actual)

FY 2016 - 2017

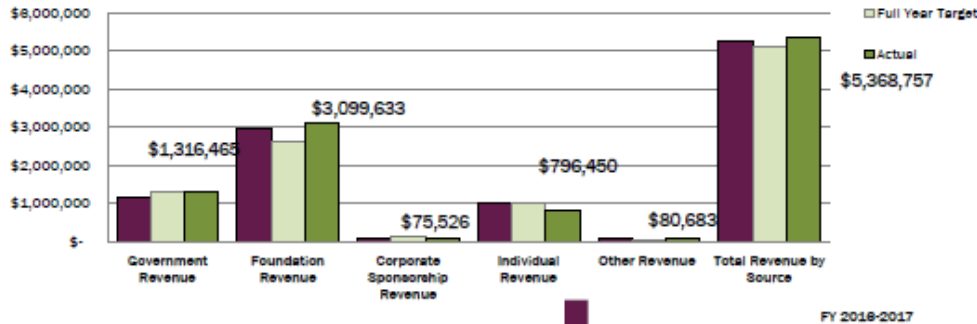
County Operating Results* (cumulative)

FY2017	Revenue	Expense	Surplus/Deficit	% costs covered
County #1	\$ 1,323,403	\$ 2,048,807	\$ (725,505)	65%
County #2	\$ 471,808	\$ 1,001,245	\$ (528,435)	47%
County #3	\$ 707,844	\$ 778,533	\$ (88,889)	91%
County Total	\$ 2,503,058	\$ 3,829,885	\$ (1,323,828)	65%
Fund. & Admin.	\$ 2,885,702	\$ 1,544,808	\$ 1,320,784	
Total	\$ 5,388,758	\$ 5,371,583	\$ (2,835)	

Similar to Programs, none of ABC's three jurisdictions were projected to fully fund themselves with restricted revenue at the start of the year. However, Alameda County was nearly fully funded due to a number of significant Foundation gifts restricted to expansion in this county.

Annual Revenue by Source

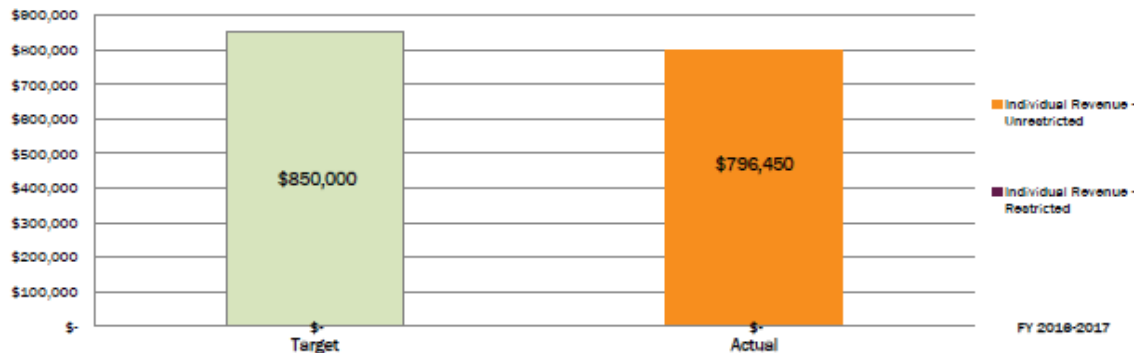
Cumulative, fiscal year through current month



Annual Revenue Targets			
FY 2017	Yearly Target	Actual YTD*	Delta
Government	\$ 1,308,605	\$ 1,316,465	\$ 7,860
Foundation	\$ 2,626,042	\$ 3,099,633	\$ 473,591
Corporate Sponsorship	\$ 100,000	\$ 75,526	\$ (24,474)
Individual	\$ 1,000,000	\$ 796,450	\$ (203,550)
Other (interest)	\$ 50,000	\$ 80,684	\$ 30,684
Total Revenue*	\$ 5,084,647	\$ 5,368,757	\$ 284,110
FY 2017	Target	% Raised	Note: In-kind is included in Foundation Giving
Annual Fund	\$ 2,002,000	76%	
FY2018	Target	% Raised	
Bridge Fund	\$ 1,988,162	24%	

Individual Revenue: Restricted vs. Unrestricted

Cumulative, fiscal year through current month

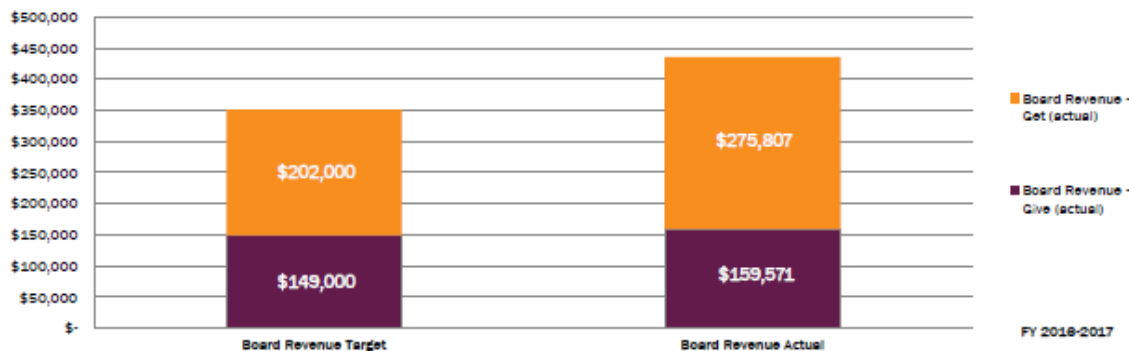


ABC finished the fiscal year with \$5.37M in YTD revenue. The pace at which ABC was able to secure Foundation giving throughout the course of FY17 enabled ABC to exceed Foundation targets for the year. This was critical to the financial success of ABC last year due to the fact that Individual and Corporation giving were off targets.

However, it is important to note that Individual giving had a strong 4th quarter booking 30% or ~\$240K in Q4 alone. This uptick had a considerable impact on the need to drawdown on Operational Reserves at the end of the year.

Board Revenue

Cumulative, fiscal year through current month



The year end Board Give/Get was \$435K.

Board Member Participation

Current Month	June 2017
% Participation	100%
Target	100%

FINANCIAL KPIs

PROGRAM KPIs

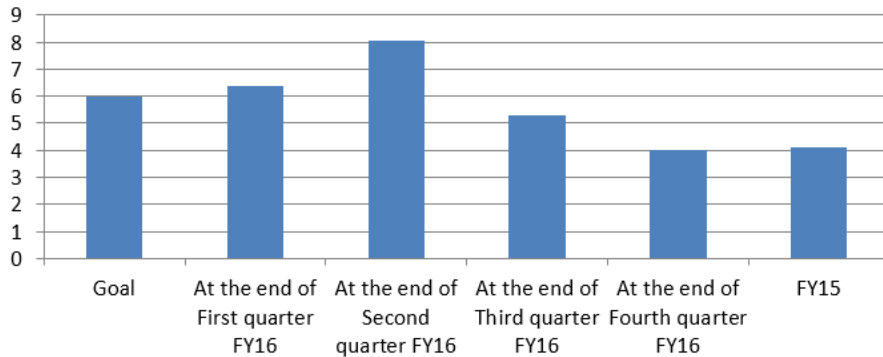
Liquid Unrestricted Net Assets (LUNA) – represents the liquid amount of unrestricted net assets available to support operations.

- Goal: Recommended 3-6 months of operating funds = \$434,499-\$868,998 (Monthly operating costs from revised budget = \$171,537)
- Fourth quarter status: 4 months available (\$857,685)

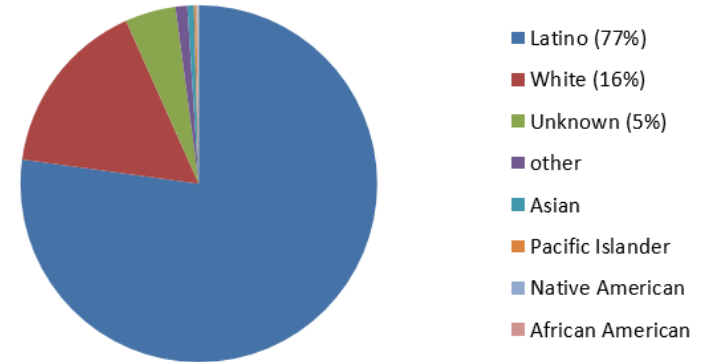
Number of unduplicated clients served annually

- Goal: 3,500 individuals
- YTD 4th Quarter Status: 3,198 individuals served (91% of goal)

Months of Liquid Unrestricted Net Assets



Client ethnicity



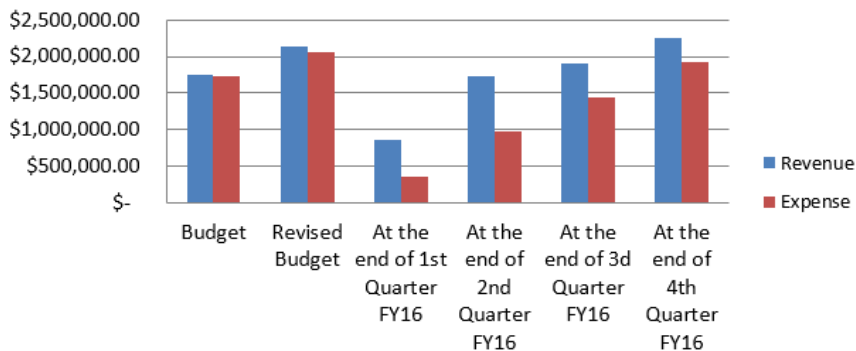
Operating Surplus (Deficit)

- Revenue goal in 2015-16 revised budget = \$2,129,331
- Total revenue YTD/ 4th quarter = \$2,256,325 (105% of goal)
- Planned revised expenses = \$2,058,445
- Expenses YTD/4th quarter = \$1,922,673 (93% of budgeted expenses)

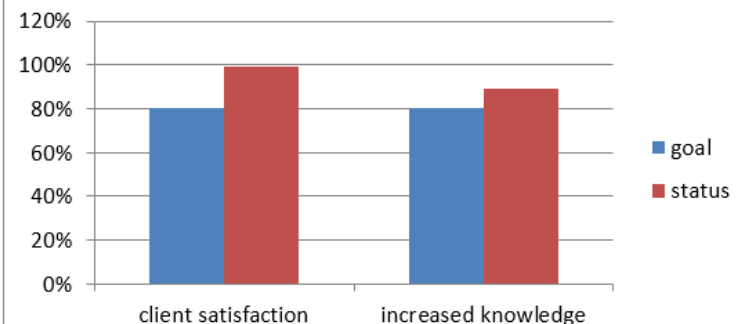
Survey at least 10% of clients served

- Goal: 350 individuals; 280 (80%) report increased awareness of community resources/services and 280 (80%) report satisfaction with services
- YTD 4th quarter status: 371 surveys collected (106% of goal)

UVFC Operating Surplus (Deficit)



Client Survey Results N=371



Resources

Resources

- ***Models and Components of a Great Nonprofit Dashboard***, Hilda Polanco, Nonprofit Quarterly, 2016:
 - **Article:** <https://nonprofitquarterly.org/2016/05/09/financial-management-models-of-a-great-nonprofit-dashboard/>
 - **Webinar Recording:** <https://nonprofitquarterly.org/2016/02/17/models-and-components-of-a-great-nonprofit-dashboard/>
- ***Why Financial Dashboards Matter, and Five Pointers to Get You Started***, Neela Pal, FMA, Forbes, 2015:
<http://www.forbes.com/sites/skollworldforum/2015/04/09/why-financial-dashboards-matter-and-five-pointers-to-get-you-started/>

Resources

StrongNonprofits.org

In collaboration with the Wallace Foundation, FMA has created a library of tools and resources to help organizations become “fiscally fit”

Four Topic Areas: [Planning](#) | [Monitoring](#) | [Operations](#) | [Governance](#)



The Wallace Foundation / Knowledge Center / Resources for Nonprofit Financial Management

Share | Print | Email

Resources for Nonprofit Financial Management

Search Financial Management Resources

Overview | **Planning** | Monitoring | Operations | Governance | All Resources

SHOWN:

- General Resources
- Tools and Templates
- Case Studies

Planning Resources for Nonprofit Financial Management

Good planning finds the most effective ways to deploy your organization's resources – and meet your overall objectives. Materials here include help with budgeting, cost calculations and cash projections.

[Strengthening the Budget Development Process](#)

Resources

Online Tutorials for StrongNonprofits.org

FMA offers complimentary orientation one-hour webinars that feature an overview of the website and drill down on several of its key resources

Upcoming webinar dates:

- November 14, 2017 at 2:00pm ET
- January 23, 2018 at 2:00pm ET

To register, or see upcoming webinar dates:

<http://fmaonline.net/events>

For a 15-minute, on-demand webinar tour of the site:

<http://fmaonline.net/SNPonDemand>



***Look for a
refresh in
Fall 2017***

Resources

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- **September 12, 2017 at 2:00pm ET**
- **November 14, 2017 at 2:00pm ET**

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- Established in 1999 to serve not-for-profit organizations around the country
- Provides customized financial management, accounting, software, organizational development, and other consulting services
- Works directly with organizations or through funder-supported management and technical assistance programs

FMA exists to build a community of individuals with the confidence and skills to lead organizations that change the world

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