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

Follow the conversation on social media with our special hashtag, #BuildYourDashboard.
Today’s Panelists

Christa Gannon
Founder & CEO

Jenny Ocón
Executive Director
The Performance Measurement Cycle

Define

Tie what you measure to intended impact (Key Performance Indicators)

Implement

Be consistent in data entry and interpretation

Refine

Identify areas for improvement and develop a plan

Evaluate

Establish mechanisms to understand what is working and what isn’t

Monitor

Track trends in metrics as well as process
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
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
ABC ended the fiscal year with a net deficit of $2.9M compared to a projected deficit of $900K at the start of the year (and $23K 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.

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 its reach in this county.

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.
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.

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

### Board Member Participation

<table>
<thead>
<tr>
<th>Current Month</th>
<th>% Participation</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>June 2017</td>
<td>100%</td>
<td>100%</td>
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**FINANCIAL 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 = $434,499-5868,998
  (Monthly operating costs from revised budget = $171,537)
- Fourth quarter status: 4 months available ($857,685)

**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)

**PROGRAM KPIs**

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

**Client ethnicity**
- Latino (77%)
- White (16%)
- Unknown (5%)
- Other
- Asian
- Pacific Islander
- Native American
- African American

**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)

**Client Survey Results N=371**

- Client satisfaction
- Increased knowledge
- Goal
- Status
Resources
• **Models and Components of a Great Nonprofit Dashboard**, Hilda Polanco, Nonprofit Quarterly, 2016:
  


• **Why Financial Dashboards Matter, and Five Pointers to Get You Started**, Neela Pal, FMA, Forbes, 2015:
  
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
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
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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

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

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