

## Library of Sample Dashboard Indicators

This library of sample indicators is illustrative of the types of indicators organizations have used. They do not represent best practices nor are they necessarily recommended. The appropriateness of indicators will vary greatly based on the type of organization, its strategic direction and the specific management and leadership questions it is currently addressing.

Category	Indicator	Target	Range Key		
<b>Fund Development</b>			<b>Celebrate</b>	<b>Monitor</b>	<b>Act Now</b>
	New major donors	5 or more	5 or more	3	2
	Major donors introduced by a board member	5 or more	5 or more	3	2
	Donors who gave \$100+ last yr.; renewed this yr.	56% or more	> 56%	40-55%	< 30%
	Fundraising event revenue - net	> \$20,000	> \$20,000	\$18K- 20K	< = \$15,000
	Surplus / deficit compared to budget	within 3%	w/in 3%	3-10%	>10%
	Unrestricted liquidity	> 1.0	> 1.0	1	< 1.0
	Unrestricted contributions (funding diversity)	20% or more	>= 20%	10-20%	< 10%
	On track to meet individual goal	\$550K	>550	500-550	<500
	Board Giving	100%	100%	90-100%	<90%
	Advisory Board Giving	75%	80-100%	60-80%	<60%
	Board involvement	100%	100%	90-100%	<90%
	# of new foundations	10	10 to 12	7 to 9	<6
	# of new individuals	75	70-80	60-70	<60
	# of donors who give \$1K plus	70	65-75	55-65	<55
	Percent of Board Members making annual gift	100%			
	% increase of total \$ individual contributions	5%	5% or >	4%-(-4%)	-5%
	% increase of total # of individual donors	5%	5% or >	4%-(-4%)	-5%
	Board members actively cultivating MD prospects	80%			
	New major donors (\$10k +) by 12/07	20			
	Number new individual donors	TBD			
	Number of existing grants re-funded	60%			
	Number of new grants funded	6 / year			
	Total dollars raised	\$251K	>\$190K	\$165-190K	<\$165K
	Total individual donors	350	350+	345-350	<345
	Contributed income to budget (as % of budget)	100%	> 100%	90-100%	< 90%
	Total dollars raised by auxiliary	\$25K	>\$20K	\$10-20K	<\$10K
	Total unrestricted dollars raised through grants	\$60K	>\$60K	\$50-60K	<\$50K
	Students served by temporarily restricted grants	1,600	1,600+	1200-1600	1,200
	Total School subsidy: School income minus School + Mgmt & Gen'l expense	\$105K	<\$105K	\$105-115K	>\$115K
	Camp gross profit margin	10%	>10%	5-9%	<5%
	Total cost to mission output (# children reached at X cost)	\$35	\$30	\$31-35	>\$35K
	Months cash on hand	3	>3	1.5-2.9	<1.5
	Number of new corporate donors/sponsors	5 / year			
	Number of corporate activities at sites	4 / quarter			
	Diversity of funding sources: % Government grants	50%	35-50%	50-65%	>65%
	Diversity of funding sources: % Foundation	30%	35-45%	20-35%	<20%
	Diversity of funding sources: % Individual	20%	20-25%	15-20%	<15%
	Total Number of Individual Donors	50	50	40	<25

Category	Indicator	Target	Range Key		
	Amount of Individual Contributions	\$15,000	\$15,000	\$10,000	<\$7,500
	Fundraising goals met by committee	100%	90-100	71-89	70 or <
	Number of grants submitted	7	>8	8-5	<5
	# Corporations donating >\$1000	13	>14	14-9	<9
	Total Number of Foundation/Corporate Grants	10	10	80	<6
	Total Amount of Foundation/Corporate Grants	\$155,000	\$155,000	\$125,000	<\$100,000
<b>Human Resources/Internal Processes</b>			<b>Celebrate</b>	<b>Monitor</b>	<b>Act Now</b>
	Staff retention	80%	80%	70%	60%
	Compensation study	7-Feb	7-Feb	>Feb-07	< Feb-07
	Morale	>4	4+	4-Mar	<4
	Turnover	<20%	<20%	20-35%	>35%
	Management team meetings	80%	>79%	60-79%	0-60%
	Team events	2	2	1	0
	Professional Development	80%	80%+	60-80%	<60%
	Degree of trust, cooperation, teamwork	80%	3.5+	3-3.4	<3.0
	Staff Evaluations	100%	100%	70-100%	<70%
	Staff Satisfaction (survey scale 1-5)	5	4.5 - 5	3.5-4.5	< 3.5
	Percent of on-time performance evaluations	100%			
	Number of professional development offerings	3 / year			
	Processes documented & evaluated	3	>3	2	<1
	Staff performance goals met	100%			
	Staff Turnover Rate	25%	25%	30%	>35%
	Staff Evaluations Completed	100%	100%	90%	<85%
	Staff members feel appreciated and valued	100%	90-100	81-99	80 or <
	Salaries and benefits are competitive	50%ile	50%ile or >	---	50%ile or <
	Staff members' needs are addressed in timely manne	100%	90-100	81-99	80 or <
	Staff work clearances completed	100%	100%	90%	<85%
	Staff training completed	100%	100%	90%	<85%
<b>Boards/Governance</b>			<b>Celebrate</b>	<b>Monitor</b>	<b>Act Now</b>
	Attendance at board meetings	90%	90%	80%	70%
	New nominees meeting criteria	80%	80%	70%	60%
	Focus on strategy and generative issues	75%	75%	60%	< 50%
	Total board members	14	>11	10 to 11	6
	Board skill sets filled	5			
	Board Composition (Consituent Groups & Skill Sets)	TBD			
	Leadership positions filled	6	>5	4	<4
	Advisory board members	10	>9	7 to 8	<6
	Quorum at Board meeting	100%	100%	75%	<50%
	Board Action Follow-up Completed	80%	80%	70%	<60%
	New Board Member Recruitment	3	3	2	1
	% of board member giving	100%	100	95-100	95 or <
	Board Member participation in annual giving	100%	100%	90%	<80%
	Board Satisfaction (survey scale 1-5)	5	4.5 - 5	3.5-4.5	< 3.5
	Board effectiveness (from survey)	TBD			
	Board engagement (av.# activities/bm/qtr)	3+	> 3	2-3	< 2

Category	Indicator	Target	Range Key		
<b>Programs</b>			<b>Celebrate</b>	<b>Monitor</b>	<b>Act Now</b>
	# of outreach presentations	35	35	< 30	20
	# of mediation cases opened	500	500	375-500	<= 375
	# of training cases opened	100	100	< 90	70
	# of facilitation cases opened	50	50	< 45	35
	Average client satisfaction	4.8	4.8	4.3 - 4.0	< 4.0
	Strengthening neighborhoods program	Mtgs 2/year	Met 2x/Qtr.	met 1-2x/qtr.	Met <1x/qtr
	# of facilitation cases with civic engag't component	25	25	16 - 23	15
	Classrooms served	848-948	>840	798-840	<798
	Number of students served	19,500	>19,000	18-19,000	<18,000
	Teachers and docents trained	848	>848	748-848	<748
	Customer satisfaction	4	4+	3	<3
	New schools	10	10+	5 to 9	4
	ARTboxes sold	548	535-650	500-535	<500,>650
	Develop 12 mo.master calendar	Feb '07			
	Recruit new board member to champion each event	1 / event			
	Participants report satisfaction with program services on a scale of "Great to Poor"	75%	75%	70%	65%
	Participants will report benefit from service activities as indicated on a scale of "Great to Poor"	80%	80%	<75%	<70%
	Staff maintain 100% of designated case loads	96%	96%	<90%	<80%
	Follow-up phone calls within 2 weeks of program	10 prgms			
	Integrate peer learning and exchange	100%	100%	80-99%	<80%
	% of mentors who find the program worthwhile				
	% of mentors who would mentor again				
	% of teachers reporting that org helped them stay in teaching				
	% of teachers who implemented new instructional practices				
	% of teachers who assume leadership roles				
	Survey respondents would would take another class	80%	>80%	75-79%	<75%
	Survey respondents would recommend to others	80%	>80%	75-79%	<75%
	13 out of 14 programs meet service deliverables	13	13	<12	<11
	Subcontract agencies will maintain regular attendance at collaborative meetings	100%	100%	<90%	<80%
<b>Finances</b>			<b>Celebrate</b>	<b>Monitor</b>	<b>Act Now</b>
	Days Cash on Hand (current)	30	100+	31-99	<30
	Burn Rate (rolling 12-mo. average cash. Expense vs. total cash/investments)	10	>10	10-8	<8
	Total revenue	1,487,000	>target	100-90% target	<90% target
	Total expense	1,446,000	< target	0-10% target	>10% target
	Projected year end cash (in weeks)	10 wks	> 10 wks	8-10 wks	< 8 wks
	Months Operating Reserve	3.3	3.0+	2.0-3.0	<2.0

Category	Indicator	Target	Range Key		
	Overhead %	22% or less	18-21%	21-25%	>25%
	Revenues within 10% of budget	within 10%	w/in 10%	w/in 20%	>20%
	Expenses within 10% of budget	within 10%	w/in 10%	w/in 20%	>20%
	Months Cash-on-Hand	3	3	2.5	<2
	Net Surplus Deficit YTD compared to YTD Budgeted	0%	0	-0.05	>-10%
	Current Ratio				
	DSO: Revenue/Average Receivable Balances	55 days	55 days	70 days	>90 days
<b>Marketing/Communications</b>			<b>Celebrate</b>	<b>Monitor</b>	<b>Act Now</b>
	# of press hits	50	45-55	35-45	<35
	% readership of partner e-newsletter	50%	45-55	35-45	<35
	Media hits	2 / quarter			
	Web site hits	60,000+	> 60,000	50 - 60,000	< 50,000
	Editorial Board Visits	3 / year			
	Tours of external groups	20 / year			
	Average daily website visits	200	>240	160-240	<160
	Newsletter subscribers	2,500	2,750	2,500	2,000
	Community events	10	>9	6 to 9	<6
	Marketing/outreach goals met by committee	100%	90-100	71-89	70 or <
	Number of public events invited to perform at	5	>5	3 to 4	>3
	Agency interviews	6	>10	5-Oct	<5
	Newsletter subscription growth	400	>400	350 to 399	>350
	Advocacy presentations/articles/events for community members	6	>5	4 to 5	<2
<b>Volunteer Management</b>			<b>Celebrate</b>	<b>Monitor</b>	<b>Act Now</b>
	Total number of volunteers	1850 / year			
	Total number of volunteer hours	18000 / year			
	Overall quality of volunteer experience	3.5 / 4			
	Retention of volunteers	60%			
	Team Leader program implementation/recruitment	5 / year			
<b>Technology</b>			<b>Celebrate</b>	<b>Monitor</b>	<b>Act Now</b>
	Current month's data entered by 10th of following month	80%			
	Click through traffic newsletter to web	25%	>25%	18 to 24%	>18%
	All gifts acknowledged within ten days of receipt	80%			
	Number of recipients of newsletter opening up email	35%	30-35%	20-30%	<20%
	Number of new contacts signing up for listserv on our website	TBD			
	Number of downloads of publications	TBD			
	Website visitor loyalty	returns 3x/qtr	90-100%	75-89%	<75%
	Number of new constituents added	TBD			
<b>Membership</b>			<b>Celebrate</b>	<b>Monitor</b>	<b>Act Now</b>
	New members	12	10-12+	8-10	<8

Category	Indicator	Target	Range Key		
	Member Retention	75%	70-75%	60-70%	<60%
	# of unique pageviews of the members-only website	600	600+	350-500	<350
	Send follow-up membership info to non-members within 2 weeks	100%	100%	80-99%	<80%
	Members driving the work				
<b>Facility/Residential</b>			<b>Celebrate</b>	<b>Monitor</b>	<b>Act Now</b>
	Average response time of work order completion	24 hrs	24hrs or <	25-71 hrs	72 hrs or >
	% of apts. that meet universal design standards	TBD			
	Apt. vacancy to fill rate	7 days	7 or <	8-14 days	15 or >
	Apt. vacancy to readiness rate	7 days	7 or <	8-14 days	15 or >
	Resident satisfaction rating (from survey)	90%	90-100%	81-99%	80% or <
	Resident contentment rating (from survey)	90%	90-100%	81-99%	80% or <
	% of infrastructure problems repeated	0	1-10%	9-20%	21% or >
	% of reactive (vs total time) maintenance time spent	0.25	25% or <	24-74%	75% or >
<i>revised June 2009</i>					