

| 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  |            |              |
| Fund Development   |   |             | Celebrate  | Monitor    | Act Now      |
|  | 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   |                |             |
|----------|---|-------------|-------------|----------------|-------------|
| Programs |   |             | Celebrate   | Monitor        | Act Now     |
|          | # 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%        |
| Finances |   |             | Celebrate   | Monitor        | Act Now     |
|          | 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                                     |        |            |           |             |
| Facility/Residential |  |        | Celebrate  | Monitor   | Act Now     |
|                      | 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 >    |
| revised June 2009    |  |        |            |           |             |