# Activity: KPI Identification

* Identify up to 10 potential KPIs for your organization. Try to cover all functions of your organization by identifying at least 1, but not more than 3, KPIs in at least of 5 the categories below.
* You may use the table below to brainstorm your potential KPIs and how you might be able to assess and report out on them.

**Sample Key Performance Indicators**

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| **Financial Health** | **Fundraising & Grants Management** |
| * Liquid Unrestricted Net Assets (LUNA, also known as Operating Reserves)
* Net asset composition
* Days or months of cash on hand
* Organization-wide operating surplus/deficit
* Operating surplus/deficit by Program
* Operating revenue mix
* Expense mix
* Days Receivable
 | * Percentage of government grant remaining
* Funding award status (% awarded, submitted, pending submission)
* Contract compliance rate (% fully compliant)
* Number of funders/donors by type (government, foundation, individual, etc.)
* Donor retention rate (i.e. repeat donors from year to year)
* Percentage of Board members fulfilling give/get requirement
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| **Governance & Risk Management** | **Marketing & Communications** |
| * Form 990 filed on time
* Data security system periodically verified
* On-time completion of safety drills or other relevant practices
* Board composition (e.g. skill sets and represented groups)
* Represented groups: % of Board members that identify as BIPOC/non-cis gender identities/LGBTQ/other under-represented
* Skill sets
* Board engagement rate (number of activities attended/period)
 | * Number of unique website visitors
* Average time visitors spend on website
* Website page view and bounce rates
* Social media traffic
* Social media engagement (e.g. likes)
* Number of materials downloaded
* Media placements and press coverage
* Newsletter subscription growth rate

Marketing in non-traditional platforms (e.g. Spanish language new media)  |
| **Information Technology** |  **Facilities & Capital Projects**  |
| * Number of helpdesk support requests
* Average response time to helpdesk requests
* Percentage of server storage available
* Bandwidth utilization rate
* Server down time
* Hardware failure rate
 | * Capital campaign/financing progress vs. goal
* Maintenance costs per square foot
* Cost of office space per employee
* Average repair response time
* Percent of space utilized
* Number of user complaints
* Days ahead or behind schedule
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| **Programs & Service Delivery** | **Outreach and Advocacy** |
| * Changes in knowledge, skills, abilities, and/or behaviors (e.g. pre- and post- scores)
* Client satisfaction rate
* Volunteer hours per period
* Program staff utilization rates
* Cost per service or unit
* Number of clients served
* Program attendance
* Program enrollment
* Vendor Selection
* % of vendors (number of vendors) that are BIPOC/women owned/community-based small business (vs. large chains)
* % of payables dollars that go to BIPOC/women owned/community-based small business
 | * Number of community events held
* Number of advocates trained
* Number of community commitments made vs. completed
* Percentage of activities where community feedback is requested
* Response time to inquiries
* Community event attendance rates
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| **People & HR** |
| * Employee turnover/retention rate
	+ Comparison between white and BIPOC staff (and other marginalized segments)
* Employee satisfaction/engagement scores
	+ Comparison between white and BIPOC staff (and other marginalized segments)
* Average performance rating
* Time to fill vacancies
* Hours of staff training offered and completed
* Average absenteeism
* Number of workers’ compensation claims
* Cost of HR services/Employee
* Restorative Leave: Average PTO days taken vs PTO days accumulated by levels of staff/segments of staff
* Pay Differentials
	+ Pay gap between highest and lowest paid staff (wage ratio)
	+ Ratio of average pay for BIPOC vs. White staff
	+ Pay range within a similar level/position
* Employee Resource Groups: Number of hours staff spend on DEI initiatives
* DEI Training
	+ Number of hours staff spent in DEI trainings
	+ Number of trainings offered by organization around DEI
* Recruitment Process
	+ % of BIPOC individuals along phases of the recruitment process
	+ Number of applicants
	+ Number of people interviewed
	+ Number of offers
	+ Number of hired staff
* Decision Makers: % of Senior Management that identify as BIPOC/non-cis gender identities/LGBTQ/other under-represented vs. rest of staff
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| **Key Performance Indicator** | **Category** | **Data** | **Alignment** | **Visual** |
| i.e. Months of cash on hand, LUNA | i.e. Financial Health, Programs & Service Delivery | Can it be objectively measured?Is the data consistently available?What is the data source?Who will report on it? | What does it tell us?Will it help measure progress?What will be done as a result? | How will it be displayed?Is there a target to measure against?Is last year/period comparison important?How frequently will it change? |
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