



Benchmarking and Religious Organizations

Understanding and Reporting Performance
October 1, 2015

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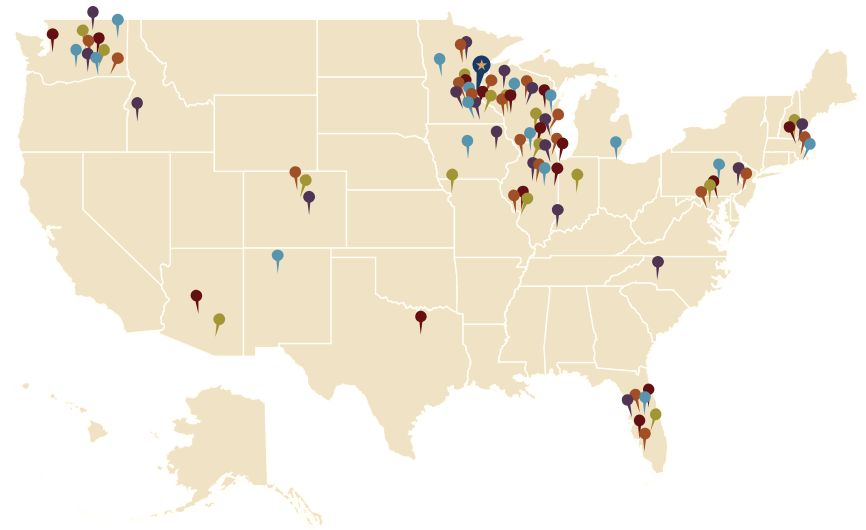
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About CliftonLarsonAllen

- A professional services firm with three distinct business lines
 - Wealth Advisory
 - Outsourcing
 - Audit, Tax, and Consulting
- 3,600 employees
- Offices coast to coast
- With more than 50 years of experience in the nonprofit sector, we have one of the largest nonprofit practices in the country



Speaker Introductions

- **Tim Murphy**

Tim Murphy is a principal at CLA. He and his consulting team serve as outsourced CFO's and consultants to nonprofits from Washington, DC to the state of Washington. Since 1990, Tim has worked with trade associations, community foundations, missions agencies, relief and development organizations, media ministries, churches and denominational offices, and social service agencies.

- **Jeff Roberts**

Jeff Roberts has worked with the nonprofit community for 25 years. Jeff has a passion for helping nonprofits excel through better use of systems and technology, providing reliable financial information in a timely way to help nonprofits make better financial decisions. Jeff currently serves as a controller and outsourced CFO for our religious clients.



Learning Objectives

At the end of this session, you will be able to:

- Identify key financial and non-financial performance indicators in your organization
- Explain the benefits of internal and external benchmarking
- Review several examples of dashboards including best practices for presentations



Why should we measure?

- Drucker Quote: “What’s measured improves”
- Without measurement it is difficult to assess your organization’s performance
- Caution: Not all metrics are created equal (possible to measure the wrong thing), and...
- You can have too many measures. Focus on the essential.



Measurement and Religious Organizations

- While we agree measurement is an excellent feedback tool, there are some challenges in the context of a religious organization:
 - How do we measure “spiritual” qualities or results?
 - Numbers may not tell the whole story
 - Drucker also said “Your role is a personal one. It is the relationship with people...the creation of a community”
- Measure? Yes. Only measure? No.



Key Performance Indicators

- David Parmenter's book "Key Performance Indicators" is highly recommended for additional reading on the topic
- Definitions:
 - Key Result Indicator – tells you how/what you have done
 - ◇ Frequently financial – Current YTD contributions vs. PYTD
 - ◇ Cannot help with direction into what actions are successful.
 - ◇ Often lagging, not forward looking
 - KPI's are different...



Key Performance Indicators

- Key Performance Indicator – tells you what to do to “increase performance dramatically” (Parmenter)
- Characteristics of Key Performance Indicators:
 - Are non-financial measures
 - Are measured frequently (24/7, daily, weekly)
 - Acted on by senior leadership
 - Are measures that tie responsibility to a team
 - Have significant impact
 - Have been tested for positive impact



Key Performance Indicators

- Examples of Key Performance Indicators from the for-profit world:
 - # of sales appointments this month vs. last month
 - # of customer complaints (measured daily)
 - # of planes departing late 5 min or more (measured daily)
 - Employee Satisfaction
- **Timely** measurement is key – data will stale quickly



KPI's for religious organizations

- Nonfinancial KPI's
 - Indicators for constituent engagement
 - ◇ Attendance, Enrollment
 - ◇ Conversions, Baptisms
 - ◇ # of volunteers (# of new volunteers, # of lapsed volunteers)
 - ◇ # of complaints
 - Indicators of program output
 - ◇ # of meals served
 - ◇ # of participants in program
 - ◇ # of graduates



KPI's for religious organizations

- Nonfinancial KPI's
 - Indicators for program **outcomes**
 - ◇ # of graduates of discipleship program **actually mentoring others**
 - ◇ # of missions trip participants who are **actively involved in missions today**
 - ◇ # of graduates of recovery program **currently employed**
 - Indicators for Staff Satisfaction & Engagement
 - ◇ Employee Turnover
 - ◇ Absenteeism
 - ◇ Use survey to help measure buy-in, engagement



KPI's for religious organizations

- Financial Metrics for Religious Organizations
 - Donation Income Related
 - ◇ Average gift (Total donation income / # of total donors)
 - ◇ Donor Churn (# of lost donors / # of total donors)
 - ◇ Donor Lifetime Value (Avg gift / Donor churn rate)
 - ◇ Donor acquisition cost (\$ spent on acquisition / # of new donors)
 - ◇ Attendee/Member to Donor Ratio (Church)
 - Program Service Related
 - ◇ Revenue per participant
 - ◇ Cost per participant



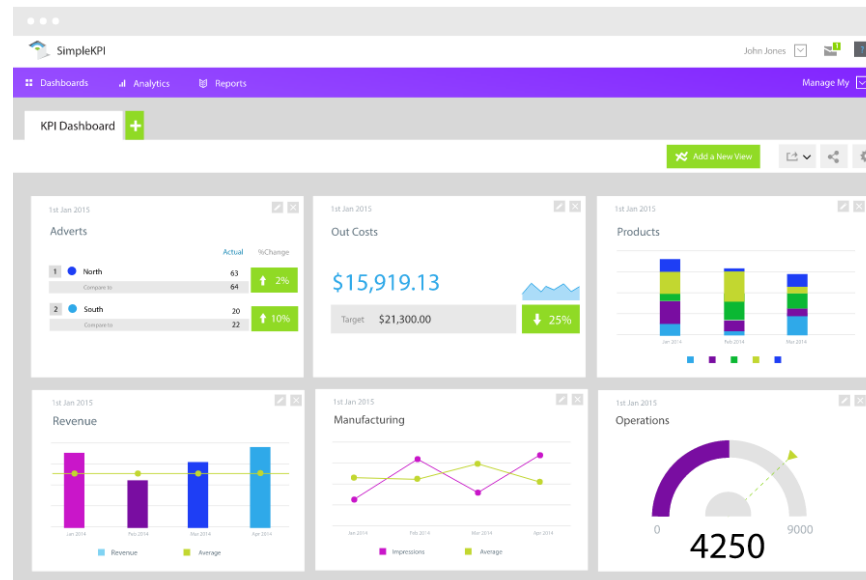
KPI's for religious organizations

- Financial Metrics for Religious Organizations
 - Other Valuable Financial Metrics:
 - ◇ Defensive Interval – $\text{Operating cash} / \text{Average annual expenses}$
 - ◇ Current Ratio – $\text{Current assets} / \text{Current Liabilities}$
 - ◇ Debt Ratio – $\text{Total Debt} / \text{Total Assets}$
 - ◇ Savings Rate – $\text{Income minus Expense} / \text{Total Expense}$
 - ◇ Revenue per FTE, Expense per FTE
 - ◇ Benefits cost as a percent of total compensation



KPI's for religious organizations

- Build your KPI Database
 - Software solutions:
 - ◇ Used to be very expensive but now web-based solutions are becoming more affordable
 - ◇ Typically allow for dashboards, multi-user access, etc.



KPI's for religious organizations

- Build your KPI Database
 - Software solutions:
 - ◇ Domo, SimpleKPI, Geckoboard, Cyfe
 - ◇ Some software focusing on religious orgs (primarily churches)
 - Church Metrics www.churchmetrics.com
 - Church Numbers www.churchnumbers.com
 - Excel Solution – house data in MS Excel and build graphs as a dashboard for reporting. Several examples – google “KPI tracking in Excel” Chandoo.org has a 6 part tutorial.
- Finally, Report/Update frequently!



Benchmarking

- What is benchmarking?
 - Webster: “something that serves as a standard by which others may be measured or judged”
- Why should you benchmark?
 - Numbers are meant to be compared!
 - Most effective measures of financial health are built on relationships evaluated over time
 - Provide a way to evaluate, collaborate, and take action
 - Form of objective feedback (vs. subjective)



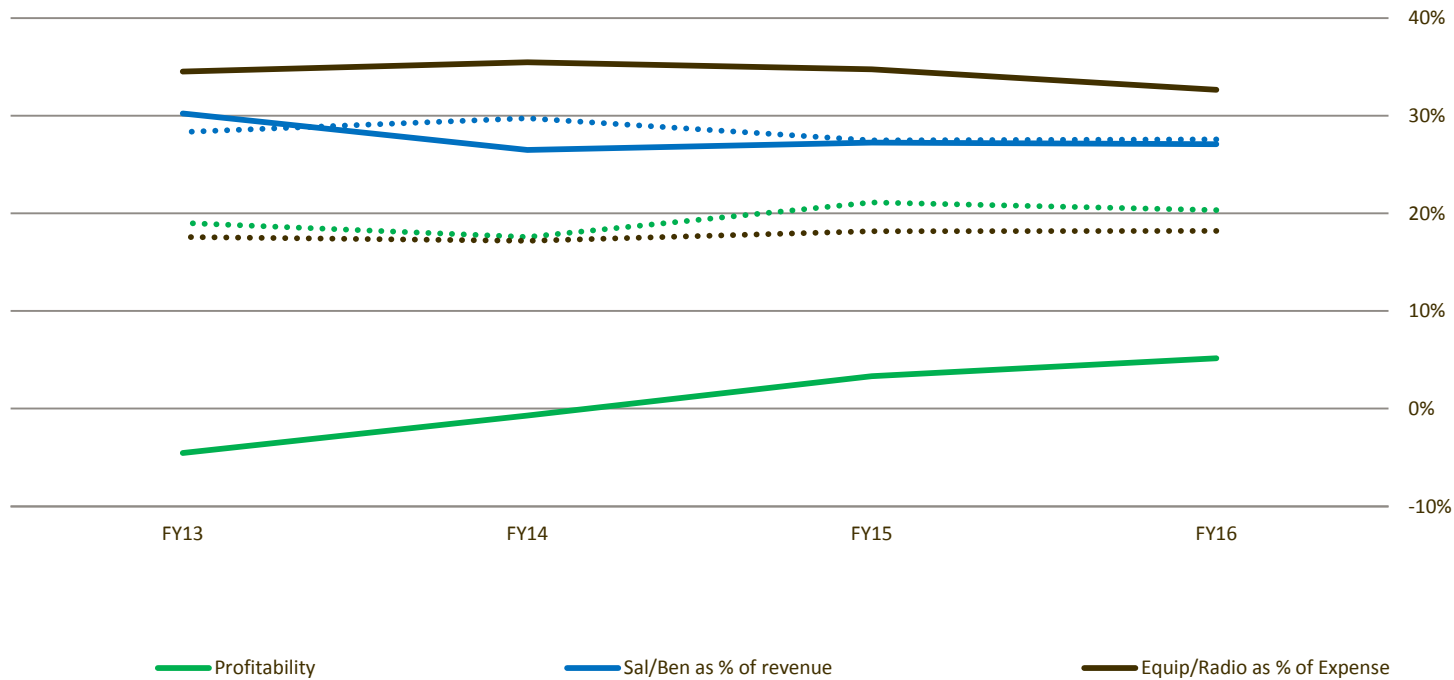
Benchmarking

- What are the primary types of benchmarking:
 - **Internal benchmarking** – compare metrics of similar departments or business units within your organization.
 - ◇ *Example: Religious radio station entity with multiple locations should use internal benchmarking to compare profitability, costs, efficiency among locations.*
 - ◇ Works well when your organization has business units that are similar.



Internal Benchmarking Example

Historical Performance – Station X



Benchmarking

- What are the primary types of benchmarking:
 - **External benchmarking** – compare your organization to publically available information and industry data.
 - ◇ Guidestar's Financial Scan (evaluates 990's) – See Example
 - ◇ May be association or church groups that could provide some benchmarking data (ECFA, NACBA, Diocesan resources, Denomination resources)



Benchmarking

- What to Benchmark? Consider these impact areas:
 - Management effectiveness
 - Financial Sustainability
 - Community Engagement
 - Program Performance



Dashboards – What to do with all the Data?

- Principles of Great Dashboard Design
 - No Scrolling – seeing everything on a single screen is powerful.
 - Give context – what is the data compared to?
 - Don't give too many data points
 - Select the right chart. Make sure charts illustrate the point



7,886

memberships

IMA Membership

The total number of active IMA member households.

OCT 14, 2011

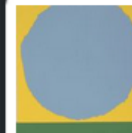
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\$347,390,766

Total Size of the IMA's Endowment

The year to date (July 31, 2011) gross value of the IMA's endowment.

OCT 7, 2011

[MORE](#)


14

works of art

New Works on View

The number of new works on view in the IMA's galleries for the month of September 2011.

OCT 3, 2011

[MORE](#)


39,893

visitors

The Toby Attendance

The total attendance number for Tobias Theater.

OCT 1, 2011

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38658

KWH per day

Energy Consumption

The IMA's average daily energy consumption for August 2011.

SEP 12, 2011

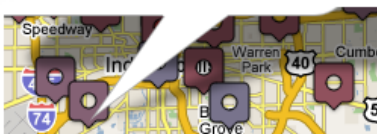
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284,805

visits

U.S. Pavilion Attendance

The number of visits to the U.S. Pavilion at the Venice Biennale

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Museum Admissions

An interactive map of admissions by zip code

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334,272

visits

Attendance YTD

Visitors to the IMA this year.

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Today's attendance

775

entrances

Today's attendance

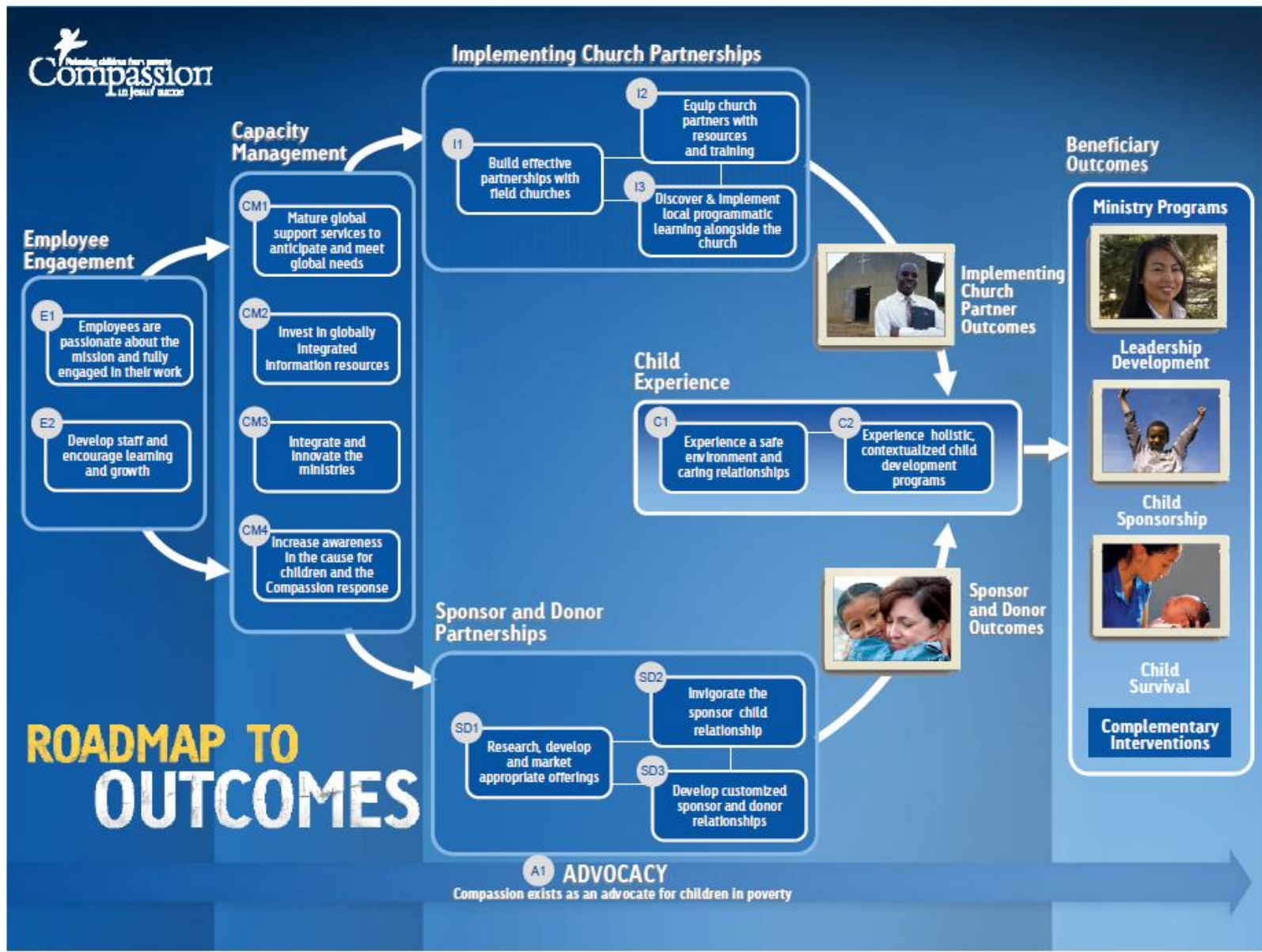
The number of people who have entered the

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Grace Community Church

Grace Community Church
Scorecard - FOT (w/ Budget)
August, 2011

	Month					Recent Trend	Fiscal YTD					YTD Trend
	Budget	Actual	v. PM	v. PY	v. Budget		Budget	Actual	v. PM	v. PY	v. Budget	
Attendance <small>(Weekend Adults + GKC Kids)</small>												
Weekly Average		4,741	21.5%	2.8%		Up		4,606		0.8%		Up
<small>12-Month Rolling Average</small>								4,606		0.8%		Up
Giving												
GMF Contributions	\$ 850,000	\$ 893,922					\$ 8,350,000	\$ 8,278,280				
Weekly Average	\$ 212,500	\$ 223,481	89.0%	26.1%	5.2%	Up	\$ 160,577	\$ 159,198		9.4%	-0.9%	Mixed
<small>12-Month Rolling Average</small>								\$ 159,198		9.4%		Up
# Givers								2,952		2.9%		Up
<small>12-Month Rolling Average</small>								2,952		2.9%		Up
Average/Giver (Annualized)								\$ 2,804		6.3%		Up
<small>12-Month Rolling Average</small>								\$ 2,804		6.3%		Up
GMF Spending												
GMF - GBTW	\$ 42,500	\$ 44,668			5.1%		\$ 418,000	\$ 413,914			-1.0%	
GMF - Compensation	\$ 442,914	\$ 428,242			-3.3%		\$ 5,650,000	\$ 5,250,171			-7.1%	
GMF - Administration	\$ 113,311	\$ 499,760			341.1%		\$ 1,500,177	\$ 1,844,481			23.0%	
GMF - Executive	\$ 4,833	\$ 6,393			32.3%		\$ 58,000	\$ 61,745			6.5%	
GMF - Communications	\$ 8,262	\$ 12,989			57.2%		\$ 99,138	\$ 90,275			-8.9%	
GMF - Worship/Connecting	\$ 5,119	\$ 7,540			47.3%		\$ 61,430	\$ 72,613			18.2%	
GMF - GKC	\$ 4,109	\$ 13,463			227.6%		\$ 49,305	\$ 45,863			-7.0%	
GMF - Student Ministries	\$ 7,579	\$ 9,965			31.5%		\$ 90,950	\$ 97,980			7.7%	
GMF - Growth & Groups	\$ 15,133	\$ 12,780			-15.5%		\$ 202,900	\$ 171,817			-15.3%	
GMF - Outreach & Leadership Development	\$ 7,925	\$ 15,739			98.6%		\$ 95,100	\$ 91,238			-4.1%	
GMF - Capital Purchases	\$ 10,417	\$ 46,172			343.2%		\$ 125,000	\$ 104,709			-16.2%	
Total GMF Spending	\$ 662,102	\$ 1,097,711	56.7%	29.4%	65.8%	Unfav	\$ 8,350,000	\$ 8,244,806		9.1%	-1.3%	Fav
Giving less Spending	\$ 187,898	\$ (203,789)				Unfav	\$ -	\$ 33,474			\$ 33,474	Fav
Cash Position												
Total Cash/Investments								\$ 2,290,349				
Less:												
Imagize (Restricted)								\$ -				
Other (Restricted)								\$ 130,891				
Mgt Designated - Op Reserve								\$ 862,897				
Mgt Designated - Repair/Rep/Improve Reserve								\$ 629,762				
Mgt Designated - Other								\$ 270,176				
Total Restricted/Designated Funds								\$ 1,879,526				
Balance Sheet Items - A/P, Accruals, Invest. Losses								\$ (33,261)				
Running Surplus/(Loss)								\$ 444,084				Fav



Objective	Strategic Measure	Frequency	As of	Current Value	Target	Historical Data			Trend	Notes
CHILD EXPERIENCE						-1	-2	-3		
C1a	Experience a safe environment and caring relationships	Safety Audit Scores	Q	Jun-10	↓ 86.4%	90.0%	86.5%	86.4%	86.4%	
C1b	Experience a safe environment and caring relationships	Project Staff to Child Ratio Audit Score	Q	Jun-10	↑ 88.0%	90.0%	86.1%	87.5%	87.5%	
C2	Experience holistic, contextualized child development programs	Ave. Project Participation	Q	Jun-10	↓ 86.0%	90.0%	88.0%	87.0%	85.0%	
IMPLEMENTING CHURCH PARTNERSHIPS										
I1	Build effective partnerships with field churches	Partnership & Analysis Collaboration Tool (PACT) Results	RQ							13% of ICP's in system; wait until 25%; Target date - end of FY11
I2	Equip church partners with resources and training	Program Implementation Spend per Beneficiary	A	Jun-10	↑ 276.05	260.00	241.92	262.60	248.43	USD \$/Yr
I3	Implement local programmatic learning alongside the church	Subset of PACT Tool questions on programmatic learning	RQ							13% of ICP's in system; wait until 25%; Target date - end of FY11
SPONSOR & DONOR PARTNERSHIPS										
SD1	Research, develop & market appropriate offerings	Market Penetration – market share of Protestant Christians	A	Jan-11	● 1.3%	10.0%				Data from IPD's Partner Profile Research
SD2	Invigorate the sponsor child relationship	Days between sponsor and beneficiary communications	M	Dec-10	● ↑ 71.40	60.00	73.26			Piloting with USA only
SD3	Develop customized sponsor and donor relationships	Net Promoter	A	Oct-10	58.2	58.2				USA Only AU = 67.1; CA = 79
CAPACITY MANAGEMENT										
CM1	Mature global support services to anticipate and meet global needs	Support Function Survey	TBD							
CM2	Invest in globally integrated information resources	Information Asset Health Survey	A	Jul-10	● 3.32	4.00				Greg Hollmann has detailed report
CM3	Integrate and innovate the ministries	TBD	TBD							
CM4	Increase awareness in the cause for children and the Compassion response	Brand Awareness Index (Aided & Unaided)	A	Jun-10	↑ 13%	13%	12%	12%	14%	USA Only
EMPLOYEE ENGAGEMENT										
E1	Employees are passionate about the mission and fully engaged in their work	Gallup Employee Engagement Survey Grand Mean	A	Oct-10	↑ 4.15	4.29	4.12	4.02		
E2	Develop staff and encourage learning and growth	Gallup Q12 – "learn & grow"	A	Oct-10	↑ 4.18	4.30	4.13	4.09		
ADVOCACY										
A1	Compassion exists as an advocate for children in poverty	TBD	TBD							

Frequency : M = Monthly, Q = Quarterly, RQ = Rolling Quarterly; A = Annually



Key Metrics	Actuals Dec 09 - Dec 10	Rolling 12 Month	Actual FYTD	% of Previous FYTD	Forecast FYTD	FYTD % of Budget	FYTD % of Forecast	Poor	Successful	Excellent	Range -/+
BENEFICIARIES											
Net Sponsorship Growth (CSP, CDSP & LDP)		67,857	29,437	83	37,534	52	78				5%
Total Sponsorships (CSP, CDSP & LDP)		1,102,190	1,133,635	106	1,141,717	98	99				5%
Un-sponsored Rate % (CSP, CDSP & LDP)		10.4	9.8	86	10.1	97	--				10%
Average Number Months Un-sponsored (CDSP)		5.0	4.8	92	4.5	107	--				10%
Child Departure Rate % (CDSP Annualized)		8.7	8.6	103	8.5	101	--				10%
SUPPORTERS											
Sponsorship Cancellation Rate %		10.8	10.6	95	10.7	99	--				10%
Sponsorship Delinquency Rate % (> 60 days delinquent)		3.4	3.4	93	3.7	91	--				10%
Sponsorship Correspondence Rate %		70.1	70.0	99	71.0	99	--				10%
FINANCIAL											
Total Revenue (in thousands)		542,339	278,000	114	268,326	103	104				5%
Grant Expense (in thousands)		344,867	181,153	120	184,467	96	98				5%
Non-Grant Expense (in thousands)		161,326	79,531	106	82,817	90	96				-10/+5%
STAFF											
Staff Turnover (CI) %		10.4	10.4	112	13.0	80	--				10%
Absenteeism - % of GMC Payroll (Sick) Days		2.31	2.33	103	3.0	78	--				10%
Active Q12 Impact Plans %	Not Available										10%



Key Metrics	Actuals Dec 09 - Dec 10	Rolling 12 Month	Actual FYTD	% of Previous FYTD	Forecast FYTD	FYTD % of Budget	FYTD % of Forecast	Poor	Successful	Excellent	Range -/+
REVENUE											
GPA - IP - International Partners		164,068,512	82,993,377	126	81,409,711	98	102				5%
GPA - US - United States		376,534,574	193,856,245	110	186,916,509	104	104				5%
TOTAL REVENUE		542,338,964	277,999,835	114	268,326,220	103	104				5%
Expense Ratios											
Program Expense Ratio %		83.04	84.37	102	84.15	100	100				5%
Fundraising Expense Ratio %		9.64	8.84	91	8.70	108	102				5%
Administration Expense Ratio %		7.31	6.79	93	7.15	93	95				5%
EXPENSE											
Total Grants		344,867,284	181,153,389	120	184,466,713	96	98				5%
Total Non-Grant		161,325,940	79,530,989	106	82,816,956	90	96				-10/+5%
TOTAL EXPENSE		506,193,224	260,684,378	115	267,283,669	94	98				5%



Key Metrics	Actuals Dec 09 - Dec 10	Rolling 12 Month	Actual FYTD	% of Previous FYTD	Forecast FYTD	FYTD % of Budget	FYTD % of Forecast	Poor	Successful	Excellent	Range -/+
STAFF											
Staff Turnover (GMC) %		20.5		144	13	157	--				10%
Staff Turnover (Field) %		5.3		89	13	41	--				10%
Absenteeism - % of GMC Payroll (Sick Days)		2.31	2.33	103	3.0	78	--				10%
# Staff (Regular)		2,365	2,376	101	2,436	98	--				10%
# Staff (Temp/On Call)		45	33	75							
# Staff (Contractors)	Not Available										
Average Days to Hire (GMC-Exempt)		51	51	100	60	84	--				10%
Average Days to Hire (GMC-Non Exempt)		31	28	96	30	95	--				10%
CI Staff Tenure (Years)		6.4	6.2	92							
Classes Registered thru LMS - Total #		853	246	84							
Source Visits per CI Staff - Total #		451	220	86							
Revenue per Global Staff (US\$)	Monthly IP staff data not available										
Medical Cost per CI Staff (US\$)		3,413	1,876	105	1,710	110	--				10%
Quality of Hire %		93	94	100	90	104	--				10%
Active Q12 Impact Plans (Field) %	Not Available										
Active Q12 Impact Plans (GMC) %	Not Available										

FINANCIAL EXPENSE DASHBOARD





December 31, 2011 - Page 5



Key Metrics	Actuals Dec 09 - Dec 10	Rolling 12 Month	Actual FYTD	% of Previous FYTD	Forecast FYTD	FYTD % of Budget	FYTD % of Forecast	Poor	Excellent	Range -/+
EXPENSE										
Advocacy		2,006,577	1,746,539	N/A	2,202,336	86	79			-10/+5%
Business Services (Gross)		6,756,848	3,407,121	106	3,669,502	92	93			-10/+5%
Executive Office		6,220,226	2,130,472	101	3,624,838	126	59			-10/+5%
Finance		4,267,523	2,210,501	115	2,247,906	101	98			-10/+5%
Strategy Office		3,964,068	1,782,471	87	1,879,202	126	95			-10/+5%
Human Resources		4,271,867	2,138,192	108	2,330,336	92	92			-10/+5%
Information Technology (Gross)		35,217,538	17,285,126	86	17,927,683	86	96			-10/+5%
International Partner Development		1,845,183	925,435	95	1,100,799	79	84			-10/+5%
International Program		58,740,161	29,994,017	104	29,890,308	101	100			-10/+5%
Risk Management		1,219,126	604,028	99	631,477	94	96			-10/+5%
USA		64,975,757	31,356,806	106	31,300,326	101	100			-10/+5%
Total Grants		344,867,284	181,153,389	120	184,466,713	96	98			5%
Total Non-Grant		161,325,940	79,530,989	106	82,816,956	90	96			-10/+5%
TOTAL EXPENSE		506,193,224	260,684,378	115	267,283,669	94	98			5%



Key Indicators FY10 Q4

	Last Qtr	This Qtr
Sponsorship Cancellation Rate	10.8%	10.6% 
Retention Rate of Sponsors with Departing Child	75.2%	75.3% 
Delinquent Sponsorship Rate (>2 months delinquent)	3.4%	3.14% 
Sponsorship Correspondence Rate	70.8%	69.9% 

Executive Summary – January 2009

Great Commission Fund (GCF) income was \$3.7 million or 85.6% of budget in January. Year-to-date revenues now total \$22.7 million or 95.0% of our \$23.9 million budget, a decline from 97.1% YTD through December. The revenue shortfall in January matched the entire shortfall for the previous six months which is a concern. Ministry expense from operations was 94.1% of budget for the month with YTD spending declining to 95.9% of budget. The YTD net revenue from operations was \$173,000, compared to a budgeted net revenue of \$391,000, but an improvement of \$368,000 from the previous year.

We remain in a Yellow status with revenues declining to 95.0% of budget and expenses declining to 95.9% of budget through seven months. February church revenues are trending close to 78% of budget (through February 12) which would move us into a Red status at 93.1% of budget for the eight months ending February 28. Spending is being reduced to match projected annual revenues of 92% for the year ending June 30, 2009 with further reductions possible.

Contributions. GCF contributions from churches in January decreased 19.6% compared to January 2008 and have decreased 14.2% compared to January 2007. Revenues in **nine** districts exceeded last year's levels for one month. See the District Giving Comparison report for more details. The new Great Commission Ministries (GCM) report replaces the Inclusive District Giving report to reflect overall church support for C&MA missions including CAMA Services. For the calendar year, GCM income is down \$902,000 compared to January 2008. Fiscal year church income to the GCF exceeds last year by \$677,000, a 3.5% increase, and exceeds budget by \$137,000. Contributions from individuals have decreased year over year by \$1,333,000 or 45%, and fall short of budget by \$1,254,000. As a reminder, last year's YTD individual contributions included a \$1 million gift in December 2007. Legacy income has declined by \$79,000, a decrease of 15% compared to the prior year, but is now \$47,000 over this year's reduced legacy budget (see graphs on the next page).

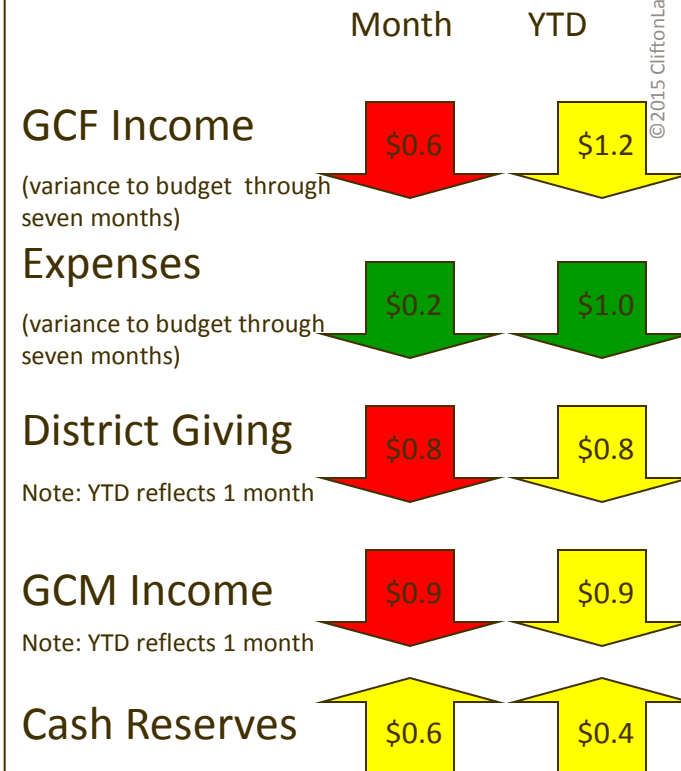
Cash Reserves. Cash reserves hold near budgeted levels and are favorable in comparison with January 2008, but continue to pace below our target of 35 days at June 30, 2009.

	Jan 09 Actual	Jan 09 Budget	June 08	Jan 08
Dollars (millions)	\$3.4	\$3.5	\$3.0	\$3.0
Days	30.2	31.2	25.9	25.4

Thank you for sharing this update with those you serve and praying for our situation.

Key Indicators to Budget

(dollars in millions)



Fast Fact

Change in January 2009 church giving versus January 2008
-19.6%

Legend

- Green = Meeting or Exceeding Plan
- Yellow = Caution
- Red = Major Problem

Great Commission Fund Jan 2009 Dashboard

For the seven months ending January 31, 2009

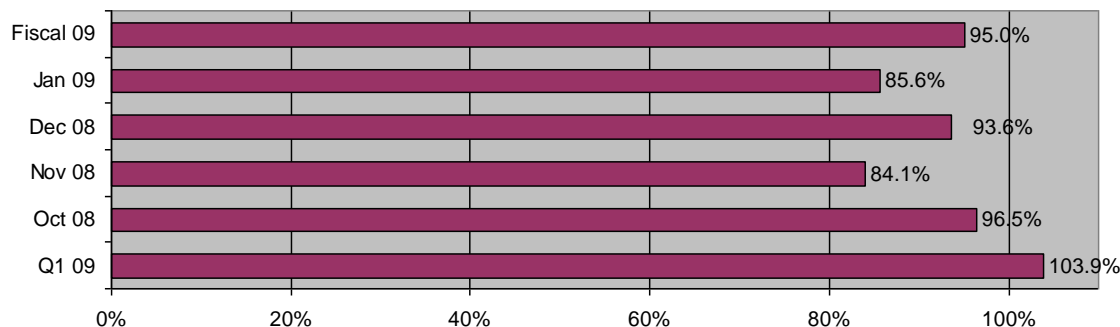
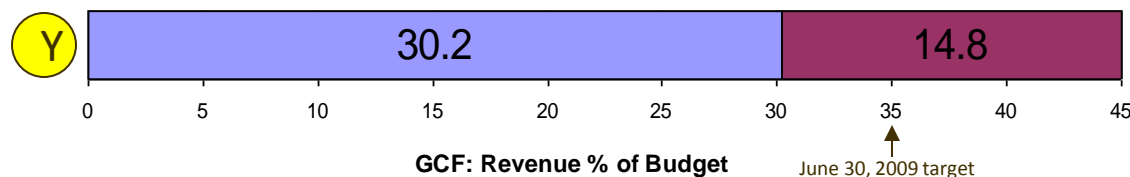
Statement of Activities

	Month		Year-to-Date	
(in millions)	<u>Actual</u>	<u>Budget</u>	<u>Actual</u>	<u>Budget</u>
Revenue	3.7	4.3	22.7	23.9
Expense	3.1	3.3	22.5	23.5
Net Revenue/(Expense)	0.6	1.0	0.2	0.4

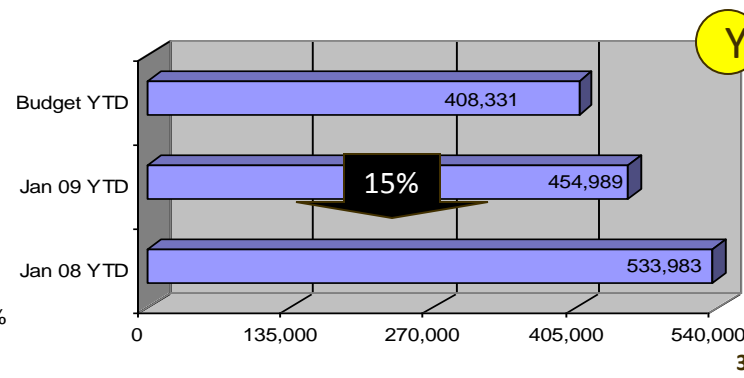
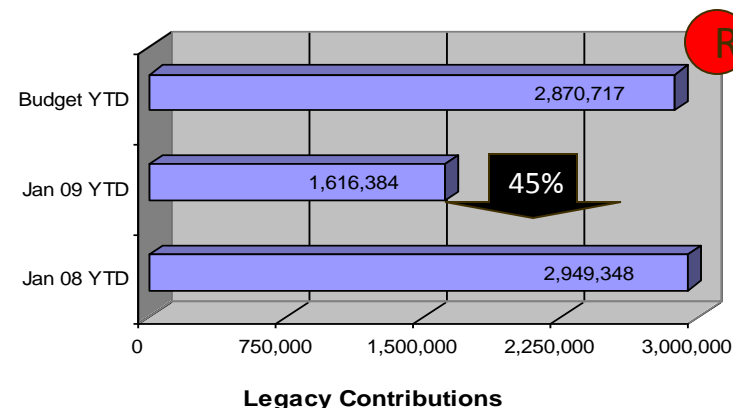
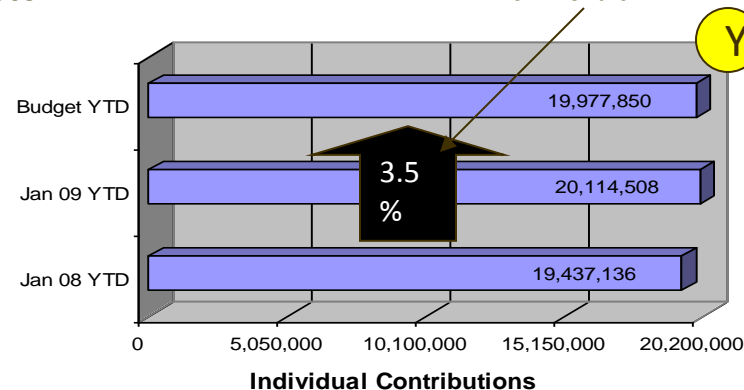
Financial Position (in millions)

	<u>Jan 31, 2009</u>	<u>June 30, 2008</u>	<u>Change</u>
Assets	\$ 125.0	\$ 126.6	\$ (1.6)
Liabilities	\$ 3.1	\$ 3.7	\$ (0.6)
Net Assets	\$ 121.9	\$ 122.9	\$ (1.0)

Available Cash Reserves: (30.2 days of cash available compared to a 45-day goal)



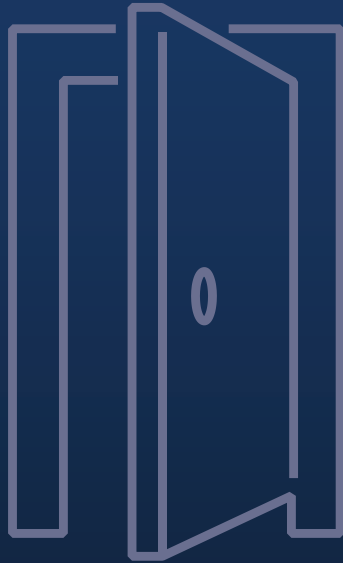
Church Contributions This was 9.8% through six months



Final thoughts...

- Decide what makes the most sense for your organization – starting with KPI's or benchmarking.
- Involve senior leadership to get buy-in, input
- Develop a plan for collecting the data
- Build your dashboard and refresh regularly!





Financial Scan?

www.claconnect.com/FinancialSCAN/

Questions?

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