Impact

Program Delivery – *Social Service*

- # of beneficiaries served
- Attendance rate
- Beneficiary satisfaction rate
- Staff / board satisfaction with individual programs
- % of programs leveraging community input
- # and % of clients served with positive outcome
- % difference between client and overall population outcome
- Learning hours completed
- % of referrals who receive services
- % of clients who complete program
- # of sites
- Utilization rate (e.g., units, beds)
- Changes in knowledge, skills, attitudes & behaviors
- Beneficiary growth over time

Program Delivery – *Arts & Culture*

- New works/productions developed
- Collaboration rate
- Audience attendance
- Audience retention rate
- First-time attendee conversion rate
- # of ticket buyers / new & returning
- # of subscribers / new & returning
- % of buyers who are donors / volunteers

Collaboration

- # of stakeholders engaged on issue
- # of partnerships & collaborations / % active
- Partnership satisfaction rate
- # of collaborative actions taken
- # of common practices implemented
- Changes in community norms
- # of media mentions

Advocacy

- # of legislative activities / efforts
- # of outreach activities
- # of policymakers engaged with through meetings
- # of advocates trained
- # of advocacy trainings
- # of bills filed/passed successfully
- # of bills amended with favorable language / passed
- # of harmful bills filed/fought successfully

Brand

Marketing & Communications

- # of website page views
- Landing page conversion rate
- Email open and click-through rates
- # of media placements and press coverage
- # of social media message posts
- % with social media engagement
- Digital engagement duration rate
- Staff / board satisfaction with marketing & communications

Community Events

- # of community events held
- Community event attendance rates
- Stakeholder recognition / satisfaction
- # of public speaking appearances

Revenue

Fundraising

- # of gifts asked / secured by channel
- # of Grants submitted / success rate
- # of donors / growth rate by donor size
- Revenue per donor / average gift size
- Donor retention rate
- Fundraising event ROI
- Staff / board satisfaction with fundraising

Financial

- Budget-to-actuals
- % of programs meeting budget targets
- Year-over-year revenue growth
- Operating surplus/deficit
- Months of cash reserves
- Liquid unrestricted net assets
- Program efficiency (overheads ratio)
- Earned revenue vs. contributed revenue ratio
- Endowment growth rate
- Cost per attendee / participant
- Staff/board satisfaction with financial management
- Board comfort with financial oversight

Operations

Facilities and Capital Projects

- Maintenance costs per square foot
- Cost of office space per employee
- Average repair or work order response time
- % of space utilized
- Staff / board satisfaction with facilities
- # of user complaints
- Days ahead or behind schedule
- Project stages completed

Governance

Governance

- Board meeting attendance rates
- % of board members active on committees
- % of board members who donate
- Board member satisfaction rates
- Staff satisfaction with board
- Board diversity rates
- Monitoring & discussion of strategic support of fundraising and other events
- Evidence of public promotion of organization
- # of policies approved / updated
- Bylaws are up-to-date & followed

Risk Management

- # of risks identified
- % of risks mitigated
- # of risks that occurred
- Staff / board satisfaction with risk management

Culture

Human Resources & Volunteer Management

- New hire turnover (within 6 – 12 months)
- Overall employee turnover (voluntary and involuntary)
- Offer acceptance rate
- Employee / volunteer engagement survey scores
- Pay equity and salary benchmarking results
- Benefits utilization rate
- % of employees who are satisfied with compensation
- % of employees reporting satisfaction with internal communications
- % of employees who are satisfied that values are embedded in the organization
- Employee / volunteer retention rate
- Employee / volunteer satisfaction rate
- % of performance goals met
- Absenteeism rate
- Hours in staff training or development
- Volunteer hours served per period
- Training completion rate
- Leadership pipeline strength (internal promotions vs. external hires)
- # of compliance incidents (labor violations, claims received for things like harassment)
- Staff satisfaction with HR / talent department