

**Tool 9.3** Nonprofit Balanced Scorecard Menu of Indicators

<p><i>Financial Health</i></p> <ul style="list-style-type: none"> <li>• Balanced budget</li> <li>• Cashflow</li> <li>• Administrative costs/program costs</li> <li>• Revenue diversification</li> <li>• Donations</li> <li>• Endowment</li> <li>• Long-term funding</li> <li>• Value of assets</li> </ul>	<p><i>Stakeholder Satisfaction</i></p> <ul style="list-style-type: none"> <li>• Client satisfaction</li> <li>• Staff satisfaction</li> <li>• Board of trustees satisfaction</li> <li>• Community perception</li> <li>• Repeat use of services by clients</li> <li>• Staff turnover</li> </ul>
<p><i>Process Efficiency</i></p> <ul style="list-style-type: none"> <li>• Staff response time</li> <li>• Time client served by agency</li> <li>• Cost of service</li> <li>• Cost of service per client</li> <li>• Quality of response to client</li> <li>• Office appearance</li> <li>• Task completed when promised</li> </ul>	<p><i>Infrastructure Capacity</i></p> <ul style="list-style-type: none"> <li>• Knowledge/skills of staff</li> <li>• Staff-to-client ratio</li> <li>• Strategic plan</li> <li>• Policies aligned with mission</li> <li>• Information technology aligned with mission</li> <li>• Physical resources aligned with mission</li> </ul>

**Mission**

*Outputs*

- Number of people served
- Number served from target populations
- Programs offered

*Outcomes*

- Community safety
- Access to education
- Healthy people
- Healthy environment
- Efficient/safe transportation
- Affordable housing
- Community involvement
- Growing/sustainable economy
- Diverse cultural opportunities