

## AGENDA

CHW Example: Two types of Dashboards/Scorecards CHW is using and exploring:

- 1) **Lagging Indicators** – Monthly Financial Summary
- 2) **Leading Indicators** – Monthly Revenue Drivers and Weekly Scorecard

Benefits CHW discovered from these scorecards

Questions / Discussion prompts for my peers:

- 1) Tell me about how your organization thinks about dashboards, or an anecdote about how you selected your KPIs
- 2) How do you tell your financial story aside from an audit report or monthly set of Balance Sheet / P&L?
- 3) Practical examples of how a metric lead to an alternative decision, idea, or course of action
- 4) What would your weekly number be? What about your direct reports?

*If you can't measure it, you can't improve it. – Peter Drucker*

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## HANDOUTS

- **Monthly Financial Summary** (2 Pages)
- **Revenue Indicators** (1 Page)
- **Weekly Leadership Scorecard** (1 Page)

## RELEVANT RESOURCE

<https://blog.eosworldwide.com/blog/everyone-has-a-number>.

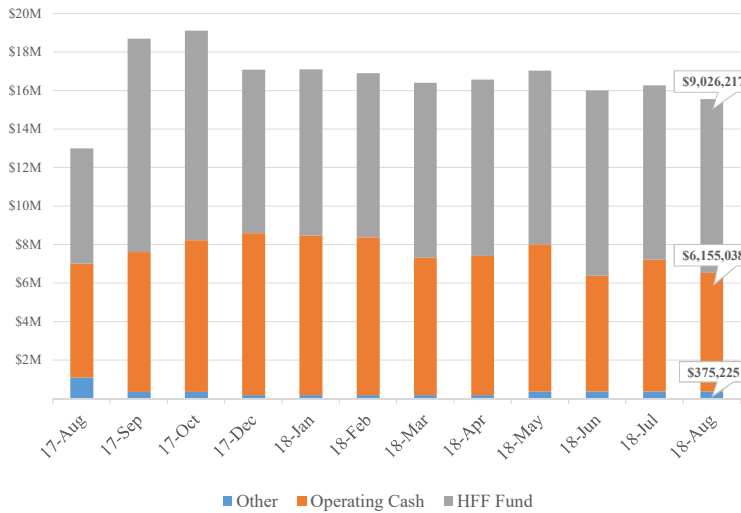
# CHW August Financial Summary

Data is through 8/31/2018 unless otherwise indicated.

## Liquidity

Measures the ability to pay bills and invest in growth. Think Cash is King.

Cash Reserves



Month's Expense Coverage of Operating Cash

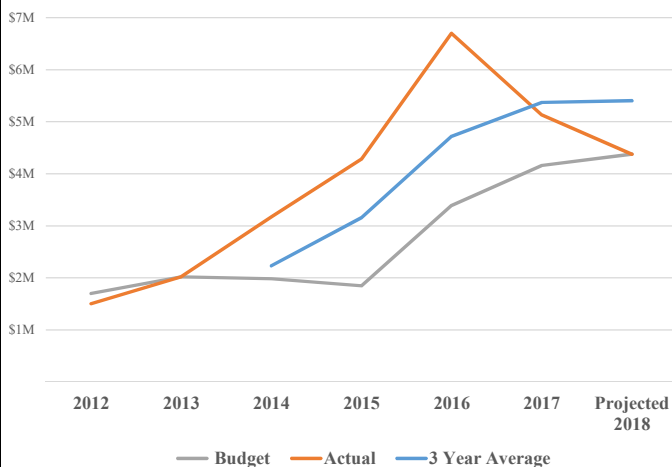


Other Operating Cash HFF Fund

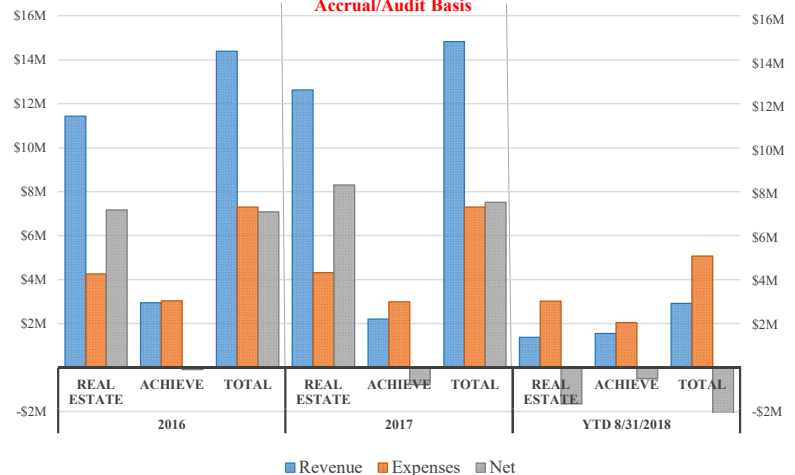
## Sustainability

If we can generate enough revenue, we can cover all our costs. Diversity and Variability help.

Cash Developer Fee

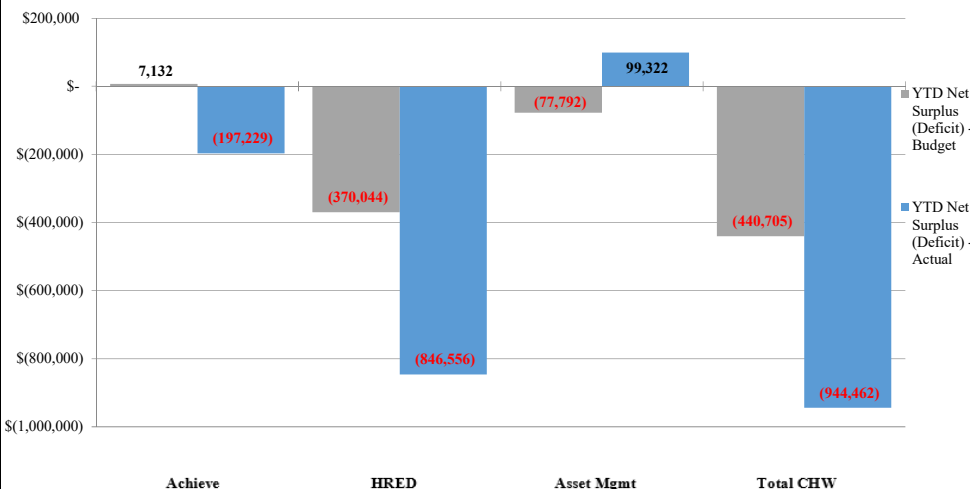


Line of Business Model



## Budget to Actual Bottom Line Results

As of 08/31/2018  
Budget to Actual Net Surplus (Deficit)  
By Line of Business  
Cash Basis



## Kay's Corner

**Liquidity:** As of August 2018, CHW has 9 months of operating expense liquidity which is substantially over its internal goal of six months. Strong developer fee receipts and timely completion of recent development projects have led to this surplus, which puts CHW in a strong position to continue its aggressive pursuit of growth opportunities as well as funding reserves for unanticipated cash needs.

**Sustainability:** CHW's goal for these metrics is to have a positive Total Net Income on the combined lines of business. 2016 and 2017 each resulted in several million dollars of positive net surplus and our goal is to have 2018 do as well.

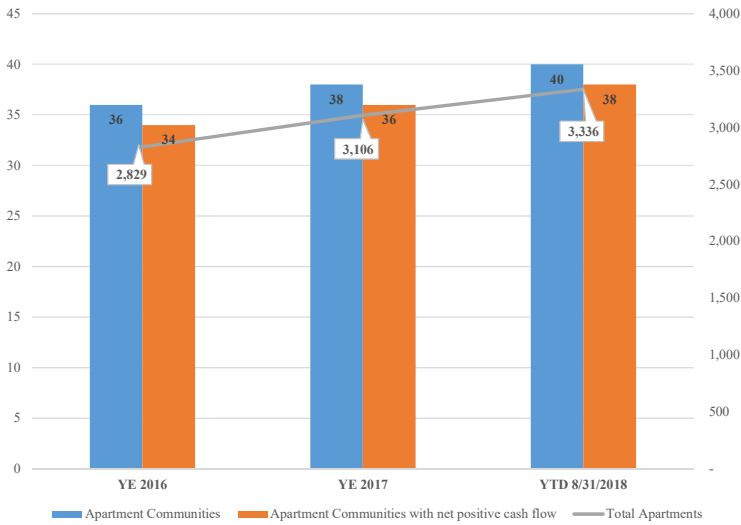
**Budget to Actual:** Finally, CHW's goal is to meet or beat our annual budget within each line of business and overall. For the current year-to-date period, CHW is \$500K below the annual budget.

# CHW August Financial Summary

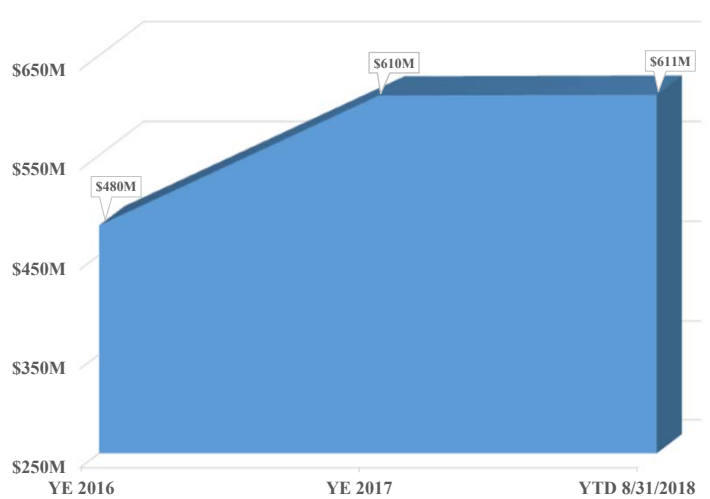
Data is through 8/31/2018 unless otherwise indicated.

## Portfolio Quality of what we own and is it growing?

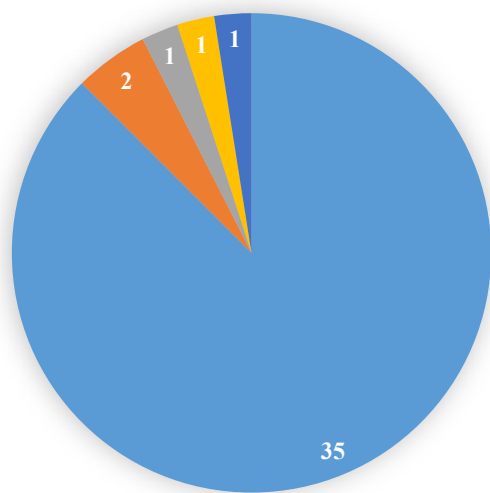
### Portfolio Growth



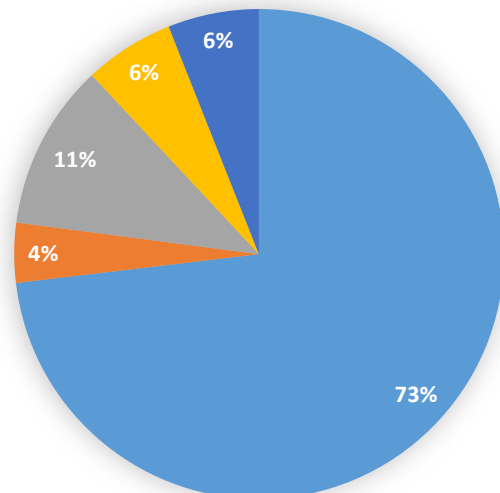
### Total Assets under Control



### Number of Communities - 40



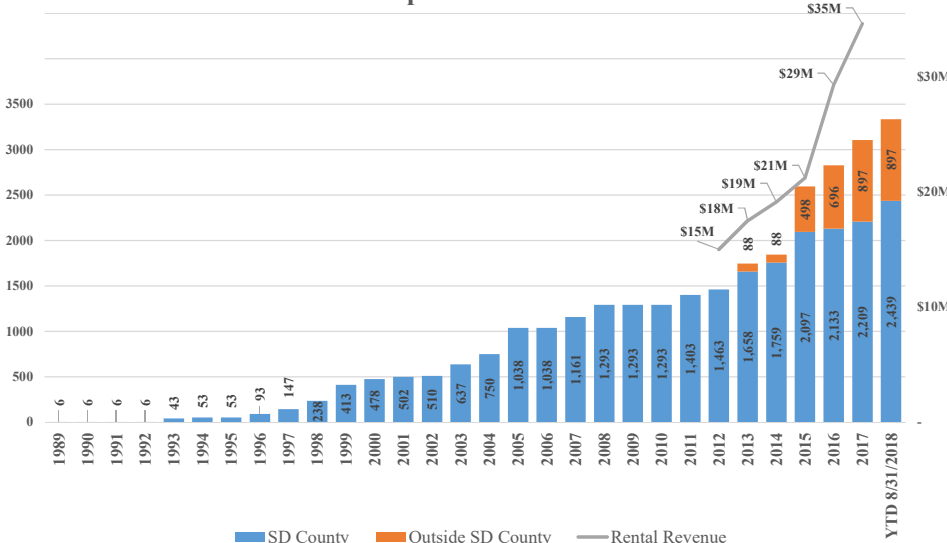
### Percentage of Apartment Homes - 3,336 Total



■ San Diego County ■ Los Angeles County ■ Fresno County ■ Contra Costa County - Bay Area ■ Santa Clara County - Bay Area

## Interesting Facts

### CHW Growth in Apartments and Rental Revenue



## Sue's Space

CHW's multiyear strategic plan, created in 2016, set a goal of 5,000 units by 2020. Due to unforeseen market and political factors in 2017, only 277 new units were added to the portfolio during last year, reducing the likelihood of reaching the strategic plan goal on the 2020 timeline. That said, CHW is starting off 2018 strong with National City executing an exclusive negotiating agreement (ENA) on 12/15/2017 for CHW's acquisition of two senior towers. This will add another 301 apartments in 2018-2019. And we have officially added 230 apartments in 2018 with the completion of new construction projects Mission Cove Seniors (138) and Paradise Creek II (92).

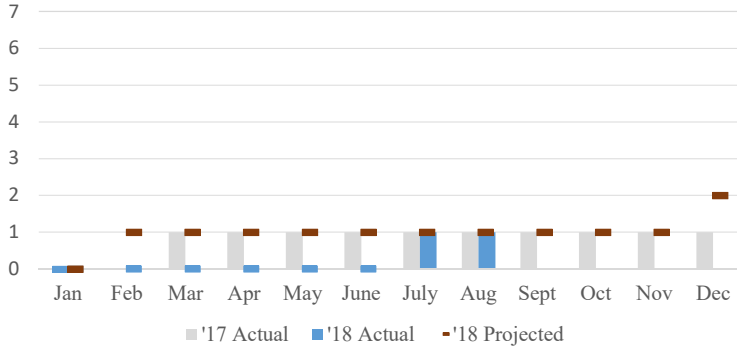
# CHW August Revenue Indicators

Data is through 8/31/2018 unless otherwise indicated.

## HRED

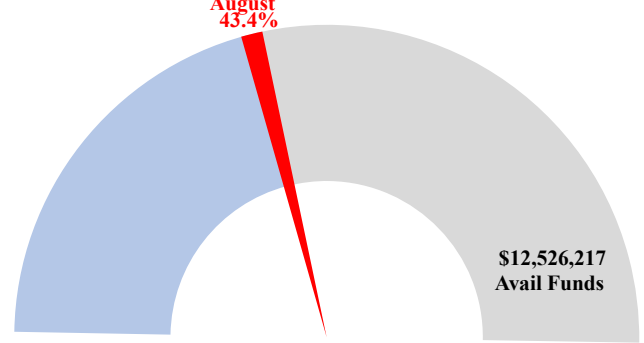
Indicator of future revenue from developer fees, interest income, acquisition fees, loan fees.

### YTD Acquisitions



Indicator of revenue from interest income, acquisition fees, loan fees.

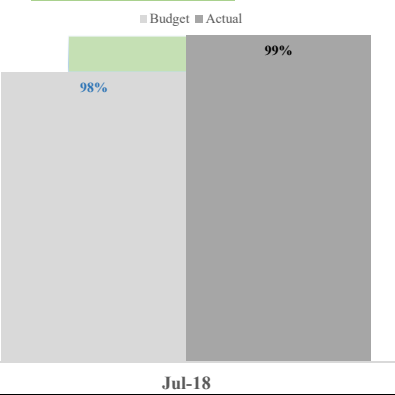
### HFF Utilization %



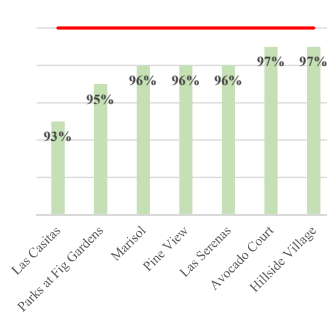
Indicator of portfolio health and potential residual cash.

### Occupancy

19 Communities with 100% Occupancy  
12 Communities with 98%-99% Occupancy



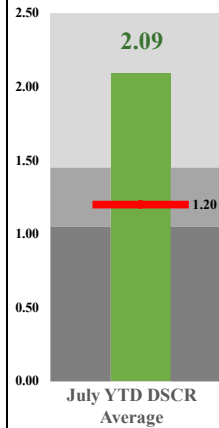
### July Occupancy under 98%



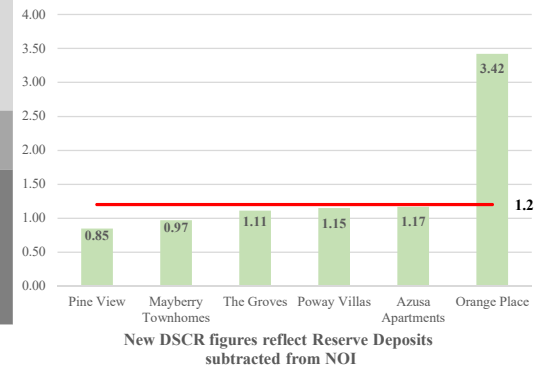
### Asset Management

### Debt Service Coverage

Indicator of portfolio health.

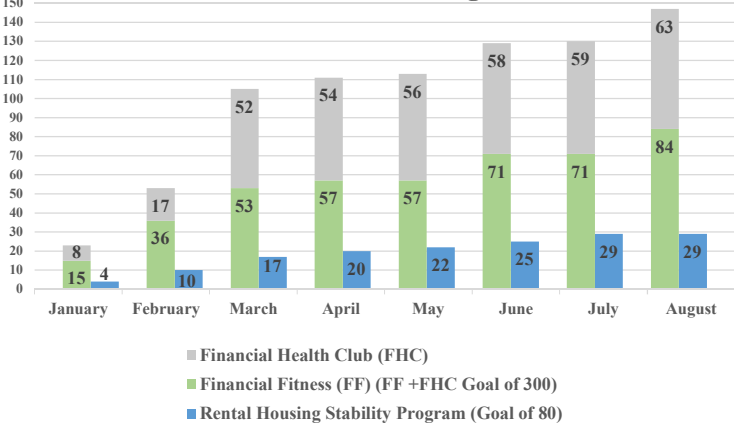


### July YTD DSCR Outliers

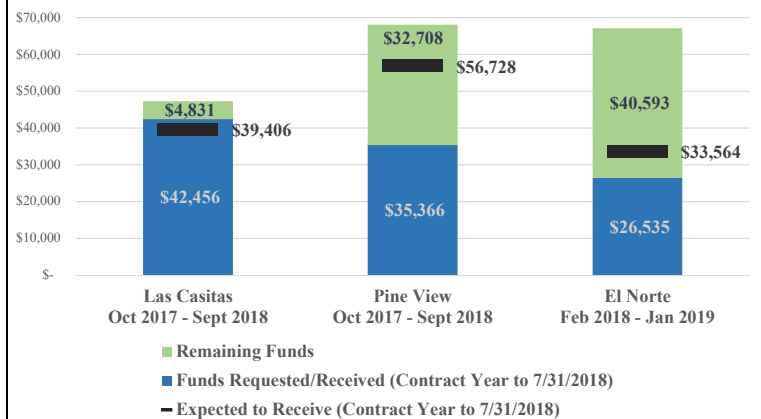


### 2018 YTD Financial Well Being Enrollments

### Achieve

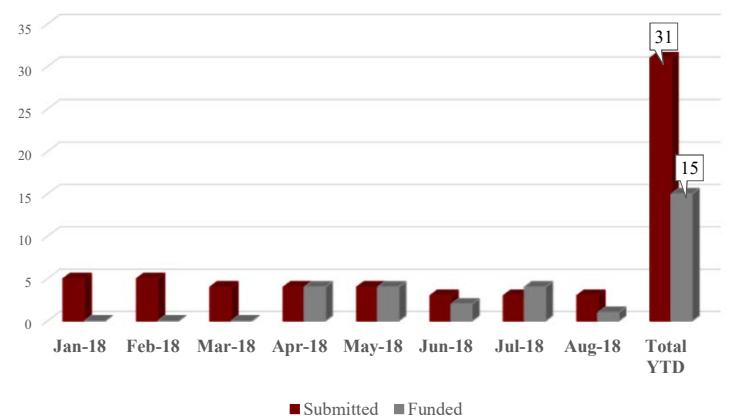


### HUD Permanent Supportive Housing

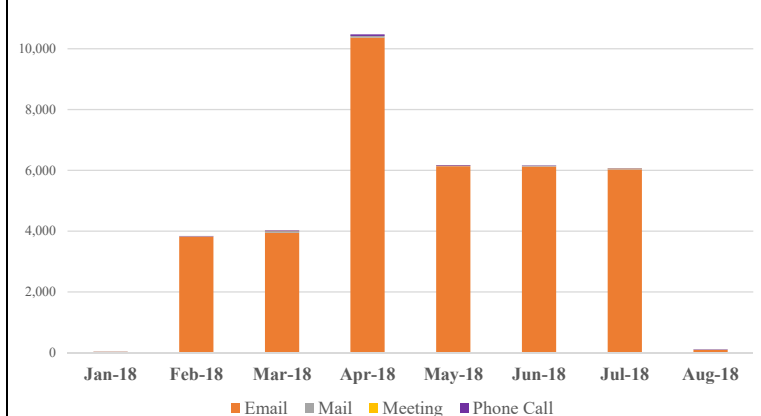


### Grant Applications

### Advancement



### Frequency of Contact with Donors



Community HousingWorks  
 CHW Scorecard  
 August 31, 2018

Title	Owner	GoalDirection	Goal	Week Beginning										Notes
				7/1/2018	7/8/2018	7/15/2018	7/22/2018	7/29/2018	8/5/2018	8/12/2018	8/19/2018	8/26/2018		
Board Engagement	CEO	EqualTo	100%							100%	0%	100%	100%	Numerator = # of meetings w/ 75% attendance Denominator = Total # meetings that week
Lv 10 mtgs and reports per week	CFO	GreaterThan	3	5	6	5	3	4	4	4	5	2	BK's (Team/Capital/MF/Homeless) or Dir Reports 3 (Acctg, HR, BI, IT)	
Occupancy. # of properties less than 95%	VP Asset Mgmt	EqualTo	0	2	2	2	1	1	1	1	1	1	1	1 Currently 2 - Parks @ Fig, Las Casitas
Study Star Enrollment	VP Resident Services	GreaterThan	280	81	90	85	94	110	145	168	202		245	Across entire portfolio. Also looking to retain 75% of 280. Another weekly score?
# of active projects currently defined as high risk	VP Real Estate Dev	EqualTo	0					1						1 Currently Ulric due to soft money commitments
# of active projects currently on schedule for dev fee, production, and staffing	VP Real Estate Dev	GreaterThan	0.8				0.82							0.82 Example: 206 Cedar land falling down city priority
YTD Grant Revenue	Dir of Advancement	GreaterThan	\$1,075,000				\$837,549							\$862,549 What about an activity based measurement?
YTD Contributions / Donations Revenue	Dir of Advancement	GreaterThan	\$500,000				\$219,618							\$269,618
Recruitment. # of positions open for more than 8 weeks	Dir of HR	EqualTo	0	4	4	3	3	3	3	3	3	2	2	