

In the summer of 2008, CHFA launched the Key Performance Indicators executive dashboard as a way to streamline strategic discussion and maintain consistent performance metrics across the organization.

Previously, there were issues with conflicting data sets and performance indicators because different divisions were pulling data at various times. This hindered progress as discussions centered on the data accuracy instead of the actual results shown.

The development process began with a brainstorm of all metrics important to our business, with the goal of narrowing the list of performance indicators to those that would give us the most insight and information about CHFA's performance at-a-glance. These Key Performance Indicators (KPIs) would be tracked on an electronic "dashboard," which would perform like an organizational control panel, allowing everyone to see the data at the same time, as of the same date, and with the same definitions.

The development of this system could not have come at a better time. Throughout the economic difficulties of the last year, CHFA's management team has been able to use the dashboard and KPIs as the basis for strategic discussion, maintaining alignment with our strategic goals and achieving swifter action.

Innovation

CHFA utilized new technology, an electronic dashboard, to achieve strategic goals. Senior Management had to agree upon and define a small set of items to track collectively. Many organizations have hundreds of items which are being reviewed to measure performance. While all of these measures may be valid, for various aspects of a business, it is hard for a management team to have focused strategic discussions when there are so many items on the table. By going through the process to narrow the CHFA set to 15 KPIs, we have greatly increased the effectiveness of our management meetings. The dashboard keeps this important information in front of them at all times, maintaining constant focus on goals and initiatives.

Ability to replicate

The KPI process is one which any organization can follow; it just takes dedication and commitment on the part of the management team to limit the final list to no more than 12-15 KPIs. The technology can be replicated easily by any other HFA.

Response to a management challenge or opportunity

For CHFA, the management challenge was to improve focus and discussions about organizational performance, which would in turn allow faster and better decisions to be made regarding strategy changes. Using the KPI dashboard has allowed us to better meet our organizational initiatives by ensuring we are all using the same data for our discussions. The results speak for themselves—through an extremely

difficult financial cycle, we have been able to stay focused on the measures which have allowed us to continue our business.

Achievement of measurable improvements in agency operations

Agency operations have improved because the KPI dashboard lets us measure indicators that drive mission performance and financial results. These metrics also determine the annual strategic objective process since projects that have the most impact on positively changing the results are included.

Benefits which outweigh costs

The cost to develop the KPI dashboard was very low and used the foundation from a previous metrics system. The technology to support the KPIs is a multi-year effort and we have made substantial investments to develop data warehouses, cleanse data, develop dashboards, and analytical tools. We have seen immediate return on our investment in the debt management and delinquency areas by quickly responding to market conditions.

Demonstration of effective use of resources

Strategic Management meetings have been much more focused and time is better utilized to achieve results.

Achievement of strategic objectives

Our organization has a five-year strategic plan for which we set annual initiatives. The KPIs are linked to our strategy. At strategic meetings, we review the latest results on the KPIs with our performance regarding the annual initiatives. We can immediately identify where there are gaps, and address them before we stray too far from our plan. We are able to keep our team moving in the same direction.