INVESTORS / PROCESS DOCUMENTS

Portfolio Monitoring — Monthly Template

A monthly operating-metrics tracker for a portfolio of 10–20 companies, with a runway RAG system.

A monthly operating-metrics tracker for an investor managing a portfolio of 10–20 companies. Nine columns, updated once a month from a real, substantive check-in with each founder — not reconstructed from memory the night before a partner meeting.

WHAT "LAST CONTACT" ACTUALLY MEANS

Last Contact records the date of a **substantive update —** a call or written update where the founder shared real operating numbers, a specific risk, or a specific ask. It does not mean the date of a coffee chat, a chance meeting at an event, or a one-line "all good!" reply to a check-in email. A tracker where every company shows a recent Last Contact date but half of them are social contact only is a tracker that hides exactly the risk it exists to surface.

RUNWAY RAG SYSTEM

Runway is flagged, not just stated as a number, because a raw month count is easy to skim past in a portfolio-wide review:

FLAG	RUNWAY	MEANING
RED	< 3 months	Requires action this month — a bridge, a raise in motion, or a hard conversation about the path forward
AMBER	3–6 months	Needs a live fundraising or cost-reduction plan, even if not yet urgent
GREEN	> 6 months	No near-term action required on runway specifically

FICTIONAL WORKED EXAMPLE — FIVE PORTFOLIO COMPANIES

All company names and figures below are invented for illustration and do not describe any real portfolio.

COMPANY	MRR	MOM GROWTH	BURN / MO	RUNWAY	HEADCOUNT	KEY RISK	LAST CONTACT	NEXT ACTION
Northline Co (fictional)	USD 84,000	+11%	USD 61,000	9 mo	14	Customer concentration — one account is 35% of MRR	3 Sep	Introduce to two enterprise customers to help diversify
Verdant Labs (fictional)	USD 31,000	+4%	USD 58,000	5 mo	9	Growth has slowed for two consecutive months	28 Aug	Push for a live growth-plan review before next check-in
Fenwick Systems (fictional)	USD 12,500	-6%	USD 47,000	2 mo	7	Revenue declining, no active bridge in motion	30 Aug	Urgent call this week — bridge options and realistic runway plan
Halcyon Data (fictional)	USD 156,000	+18%	USD 92,000	11 mo	22	Hiring pace may outrun the org's ability to onboard well	10 Sep	None this month — scheduled quarterly check-in only
Riverton Health (fictional)	USD 44,000	+2%	USD 51,000	4 mo	11	Key regulatory approval delayed past original timeline	2 Sep	Confirm updated regulatory timeline directly with counsel, not just the founder's estimate

Using This Tracker

Update all nine columns from the same monthly cadence for every company — a tracker where the best-performing companies get monthly attention and the struggling ones get skipped is exactly backwards from where monitoring time is actually needed. The Key Risk column should change month to month as real risks resolve or shift; a Key Risk that reads identically for six consecutive months is itself a sign the check-ins have stopped being substantive.

Lengdon — lengdon.com — September 2026 template edition.