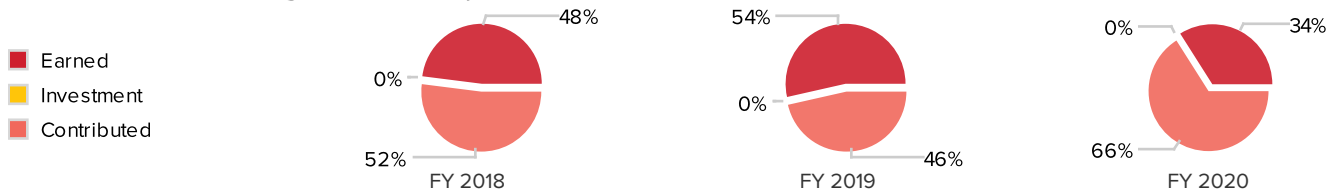


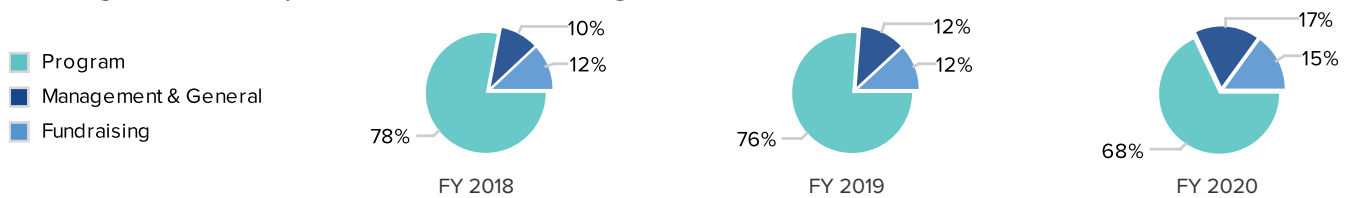
Financial Summary

Unrestricted Activity	FY 2018	FY 2019	% Change	FY 2020	% Change
Unrestricted operating revenue					
Earned program	\$224,294	\$230,751	3%	\$64,500	-72%
Earned non-program	\$31,787	\$30,554	-4%	\$6,313	-79%
Total earned revenue	\$256,081	\$261,305	2%	\$70,813	-73%
Investment revenue	\$832	\$1,108	33%	\$187	-83%
Contributed revenue	\$280,172	\$226,225	-19%	\$137,847	-39%
Total unrestricted operating revenue	\$537,085	\$488,638	-9%	\$208,847	-57%
Less in-kind			n/a	\$0	n/a
Unrestricted operating revenue less in-kind	\$537,085	\$488,638	-9%	\$208,847	-57%
Operating expenses					
Program	\$435,049	\$422,619	-3%	\$200,087	-53%
Management & general	\$57,195	\$64,948	14%	\$50,234	-23%
Fundraising	\$67,821	\$64,549	-5%	\$44,415	-31%
Total operating expenses	\$560,065	\$552,116	-1%	\$294,736	-47%
Less in-kind			n/a	\$0	n/a
Unrestricted operating expenses less in-kind	\$560,065	\$552,116	-1%	\$294,736	-47%
Unrestricted change in net assets - operating	-\$22,980	-\$63,478	-176%	-\$85,889	-35%
Unrestricted change in net assets	-\$22,980	-\$63,478	-176%	-\$85,889	-35%
Restricted change in net assets	\$14,400	\$55,572	286%	\$129,719	133%
Total change in net assets	-\$8,580	-\$7,906	8%	\$43,830	654%

Unrestricted Operating Revenue by Source



Operating Expenses by Functional Grouping

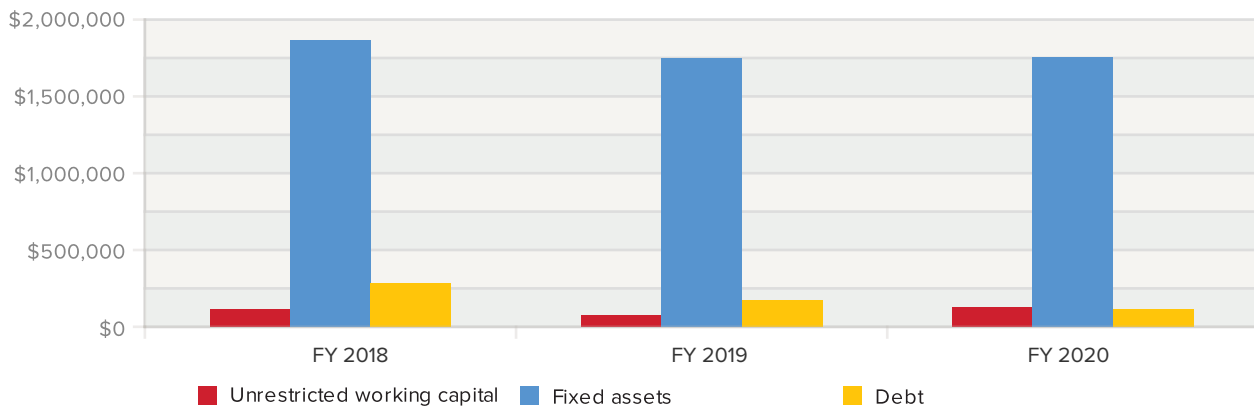


Balance Sheet

Unrestricted Activity	FY 2018	FY 2019	% Change	FY 2020	% Change
Assets					
Total current assets	\$146,926	\$212,467	45%	\$187,022	-12%
Total long-term/non-current assets	\$1,994,516	\$1,809,103	-9%	\$1,816,963	0%
Total assets	\$2,141,442	\$2,021,570	-6%	\$2,003,985	-1%
Liabilities					
Total current liabilities	\$33,562	\$37,025	10%	\$37,600	2%
Total long-term/non-current liabilities	\$262,076	\$146,647	-44%	\$84,657	-42%
Total liabilities	\$295,638	\$183,672	-38%	\$122,257	-33%
Net assets					
Unrestricted	\$1,712,000	\$1,678,550	-2%	\$1,802,121	7%
Restricted	\$133,804	\$159,348	19%	\$79,607	-50%
Total net assets	\$1,845,804	\$1,837,898	-0%	\$1,881,728	2%
Total liabilities & net assets	\$2,141,442	\$2,021,570	-6%	\$2,003,985	-1%

This graph shows trends in the components of net assets, including working capital, fixed assets and debt.

Components of Net Assets



Expense Ratios

	FY 2018	FY 2019	% Change	FY 2020	% Change
Three Months of Operating Cash	\$140,016	\$138,029	-1%	\$73,684	-47%
Full Cost	\$630,678	\$627,200	-1%	\$351,443	-44%

Three Months of Operating Cash is the amount of cash or other reserves the organization would need to have on hand to operate for 90 days without any additional earned or contributed revenue.

Full Cost (Expenses + One Month of Savings + Loan Repayments) as conceived by the Nonprofit Finance Fund, expands the definition of expenses to include “hidden costs” such as depreciation on fixed assets, debt repayments, and one month's worth of expenses as a surplus to act as a cushion or contribute to savings, such as for a future rainy day or a strategic opportunity. Though covering the full costs of doing business every year is aspirational for most organizations, doing so ensures longer-term sustainability and vibrancy.

The line in the graph shows whether unrestricted revenue covers total cash expenses each year. If the expense line is below the top of the stacked bars, your organization is likely maintaining and building a healthy enterprise that is supportive of your organization’s mission and programs.

Unrestricted Coverage of Expenses

- Investment income
- Contributed revenue
- Earned revenue
- Non-operating revenue
- Expenses (before depreciation)

