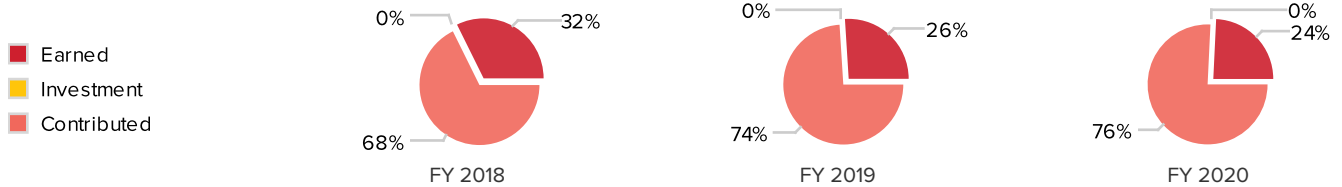


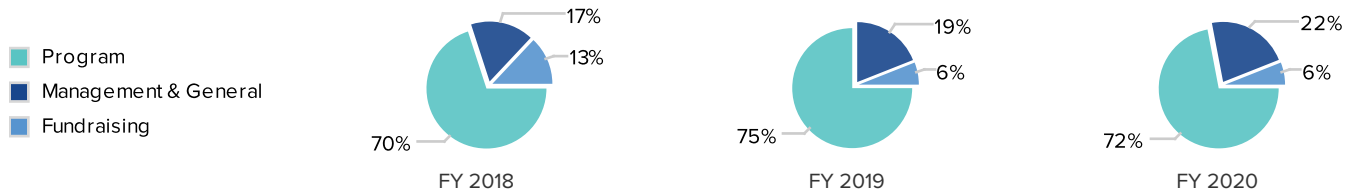
Financial Summary

Unrestricted Activity	FY 2018	FY 2019	% Change	FY 2020	% Change
Unrestricted operating revenue					
Earned program	\$100,966	\$92,595	-8%	\$54,681	-41%
Earned non-program	\$67,483	\$43,407	-36%	\$53,369	23%
Total earned revenue	\$168,449	\$136,002	-19%	\$108,050	-21%
Investment revenue	\$2,304	\$1,437	-38%	\$1,913	33%
Contributed revenue	\$347,937	\$389,935	12%	\$332,601	-15%
Total unrestricted operating revenue	\$518,690	\$527,374	2%	\$442,564	-16%
Less in-kind	\$82,565	\$86,313	5%	\$86,203	-0%
Unrestricted operating revenue less in-kind	\$436,125	\$441,061	1%	\$356,361	-19%
Operating expenses					
Program	\$337,951	\$340,613	1%	\$299,456	-12%
Management & general	\$82,499	\$85,892	4%	\$89,852	5%
Fundraising	\$64,896	\$24,965	-62%	\$24,903	-0%
Total operating expenses	\$485,346	\$451,470	-7%	\$414,211	-8%
Less in-kind	\$82,565	\$86,313	5%	\$86,203	-0%
Unrestricted operating expenses less in-kind	\$402,781	\$365,157	-9%	\$328,008	-10%
Unrestricted change in net assets - operating	\$33,344	\$75,904	128%	\$28,353	-63%
Unrestricted change in net assets	\$33,344	\$75,904	128%	\$28,353	-63%
Restricted change in net assets	-\$12,780	-\$15,531	-22%	\$84,004	641%
Total change in net assets	\$20,564	\$60,373	194%	\$112,357	86%

Unrestricted Operating Revenue by Source



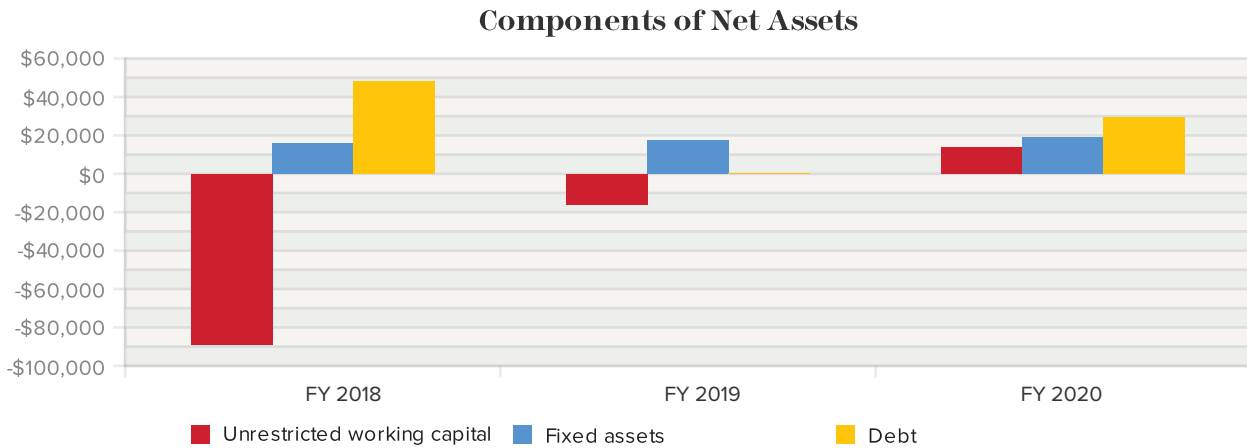
Operating Expenses by Functional Grouping



Balance Sheet

Unrestricted Activity	FY 2018	FY 2019	% Change	FY 2020	% Change
Assets					
Total current assets	\$178,436	\$193,015	8%	\$356,132	85%
Total long-term/non-current assets	\$38,760	\$26,057	-33%	\$28,090	8%
Total assets	\$217,196	\$219,072	1%	\$384,222	75%
Liabilities					
Total current liabilities	\$111,123	\$52,626	-53%	\$105,419	100%
Total long-term/non-current liabilities		\$0	n/a		n/a
Total liabilities	\$111,123	\$52,626	-53%	\$105,419	100%
Net assets					
Unrestricted	-\$71,534	\$4,370	106%	\$32,723	649%
Restricted	\$177,607	\$162,076	-9%	\$246,080	52%
Total net assets	\$106,073	\$166,446	57%	\$278,803	68%
Total liabilities & net assets	\$217,196	\$219,072	1%	\$384,222	75%

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



Expense Ratios

	FY 2018	FY 2019	% Change	FY 2020	% Change
Three Months of Operating Cash	\$121,336	\$112,868	-7%	\$103,553	-8%
Full Cost	\$573,848	\$489,092	-15%	\$478,129	-2%

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)

