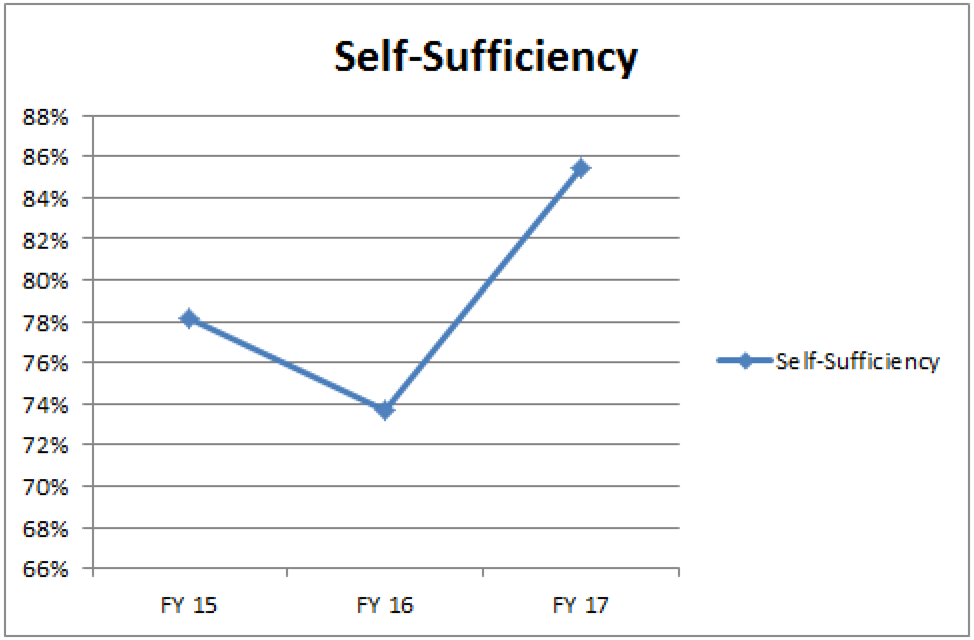
Three Dimensions

Dimension	Time-frame	Strategy	Organizational Objectives	Financial Objectives	Measure
Distress	Intermediate term	Defend against stress	Manage sufficient cash flow, pay bills on time	Current services level	Liquid Funds Indicator, Revenue Ratios
Capacity	Short term	Build structure	Withstand economic shock; manage risk	Manage risk through resource building and organizational structure	Equity Ratio, Savings Indicator
Sustainability	Long term	Buffering, Manipulating environment (policy work), long-term survival	Growth; service expansion; long-term survival	Expand activities; manage profitability; build profits	Return on Assets, Savings Indicator, Debt Ratio

Self-Sufficiency

The self-sufficiency ratio measures the percentage of operating expense that is covered by earned revenue (non-grant revenue).

Self-Sufficiency = (total revenue - grant income)/(total operating expenses)

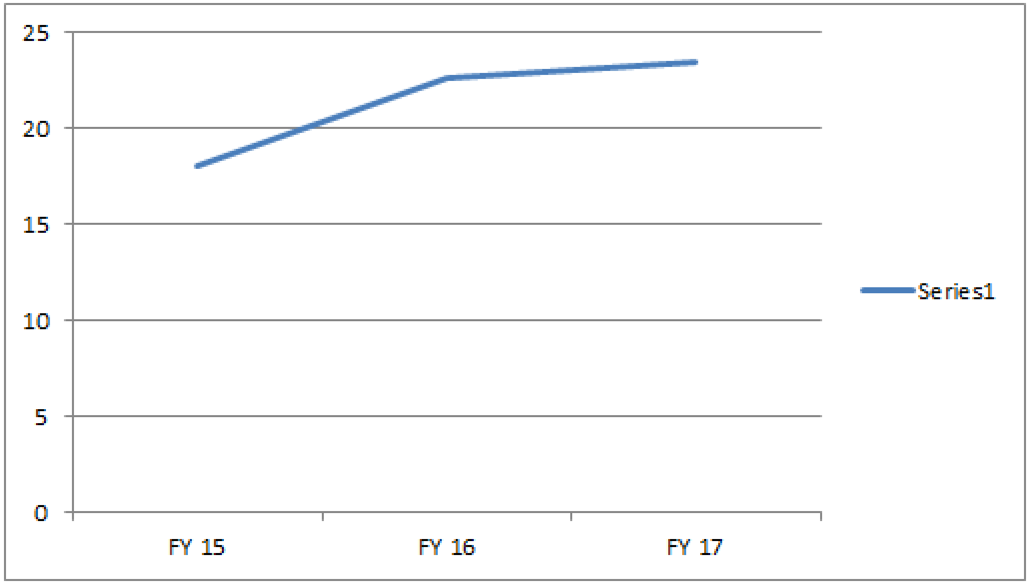


	FY 15	Change	FY 16	Change	FY 17
Self-Sufficiency	78%	-6%	74%	16%	85%

Liquid Funds Indicator

The liquid funds indicator determines the number of months of expenses that can be covered by existing assets, once assets with restrictions and pledge assets have been removed.

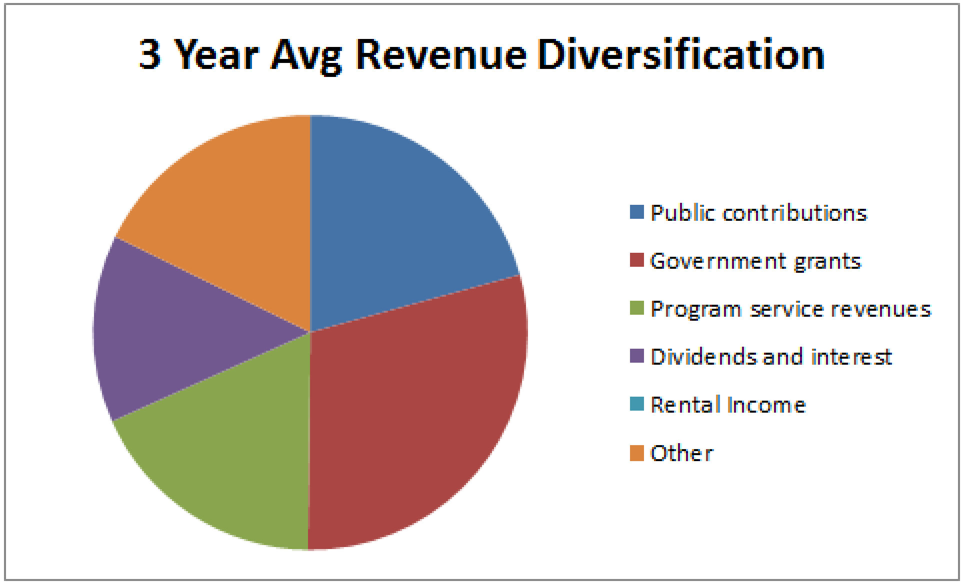
LFI = (total net assets - restricted net assets - pledged assets - fixed assets)/ Avg Monthly Expenses



	FY 15	Change	FY 16	Change	FY 17
Liquid Funds Indicator	18.08173	25%	22.62941	4%	23.44181

Revenue Ratios

Revenue ratio helps determine how diversified your revenue streams are.

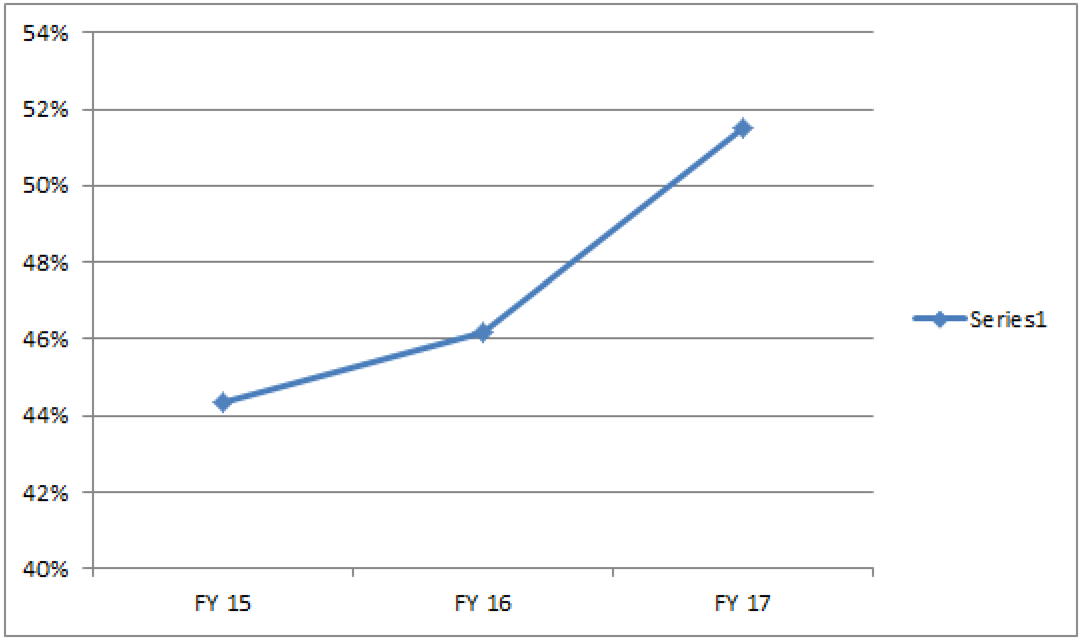


	FY 15	*Change*	FY 16	*Change*	FY 17	3 year Avg
Revenue Ratios						
Public contributions	8%	162%	21%	52%	33%	21%
Government grants	38%	-43%	21%	39%	30%	29%
Program service revenues	16%	36%	21%	-20%	17%	18%
Dividends and interest	13%	41%	18%	-37%	11%	14%
Rental Income	0%	#DIV/0!	0%	#DIV/0!	0%	0%
Other	26%	-26%	18%	-47%	10%	18%
Total Revenue	8,601,960	-20%	6,855,575	86%	12,779,419	9,412,318

Equity Ratios

The equity ratio measures the proportion of total assets that are financed by equity (net income/grants), as opposed to creditors (debt).
A higher percentage = more flexibility and capacity and less vulnerability

Equity Ratio = assets - liabilities / total assets

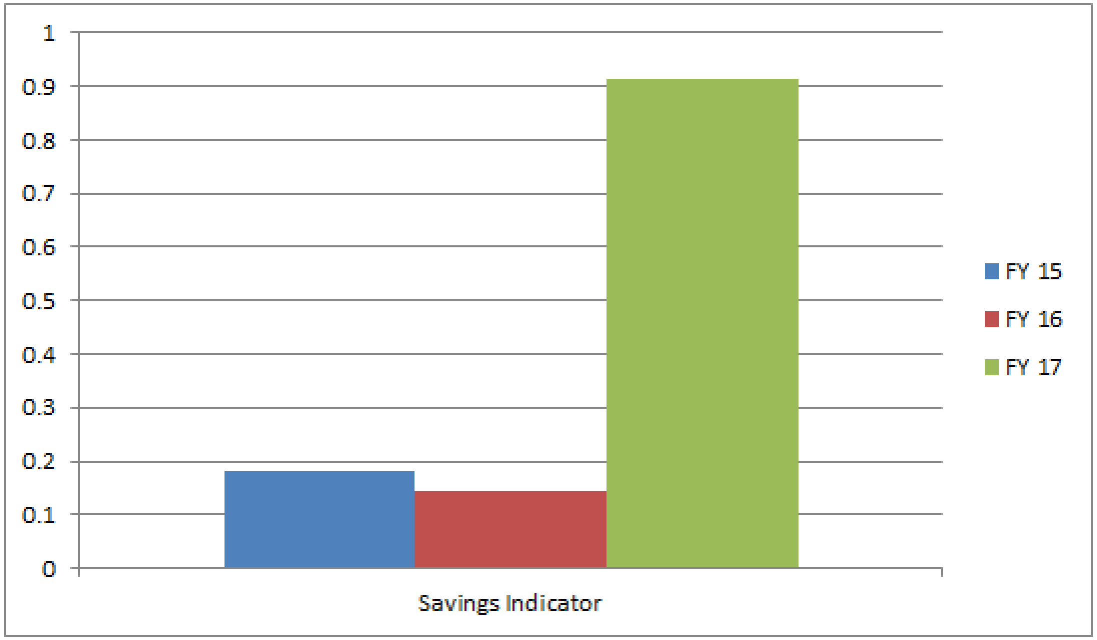


	FY 15	Change	FY 16	Change	FY 17
Equity Ratio	44%	4%	46%	12%	51%

Savings Indicator

The savings indicator measures the increase or decrease in the ability of an organization to add to its net assets. Values greater than one indicate an increase in savings. The savings indicator is a simple way to determine if an organization is adding to or using up its net asset base.

savings indicator = (revenue - expense) / total expense

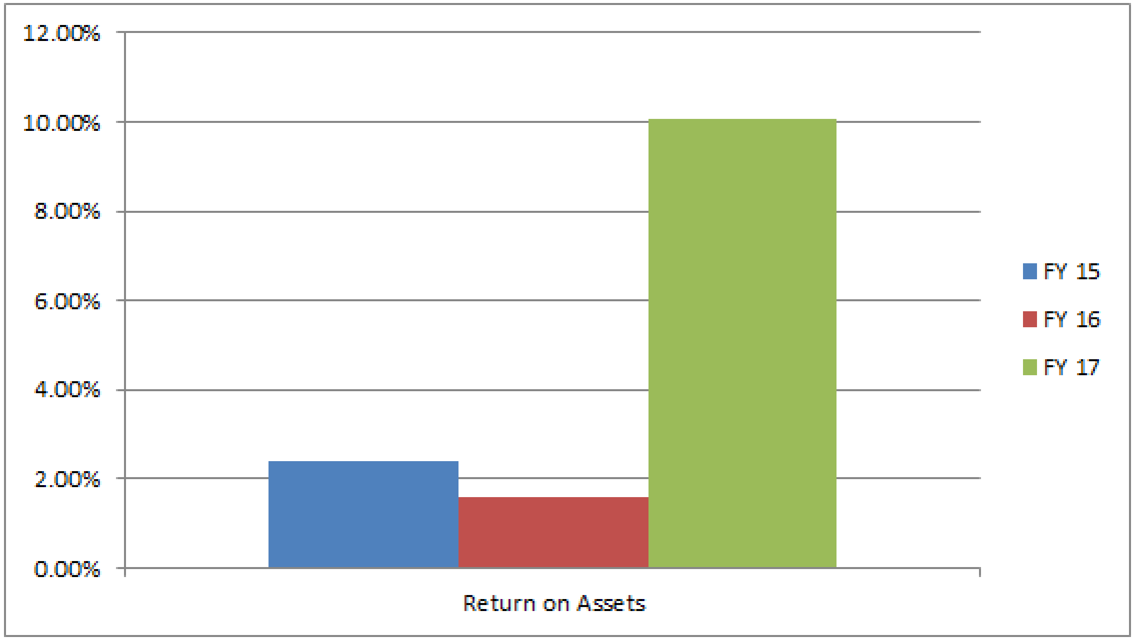


	FY 15	*Change*	FY 16	*Change*	FY 17
Savings Indicator	0.18162	-4%	0.14286	77%	0.91299

Return on Assets

Return on assets shows the percentage of profit a company earns in relation to its overall resources. It gives you an idea as to how efficient a company's management is at using its assets to generate earnings. Higher % = Higher efficiency

Return on assets = 100% x (total revenue - total expenses) / total assets

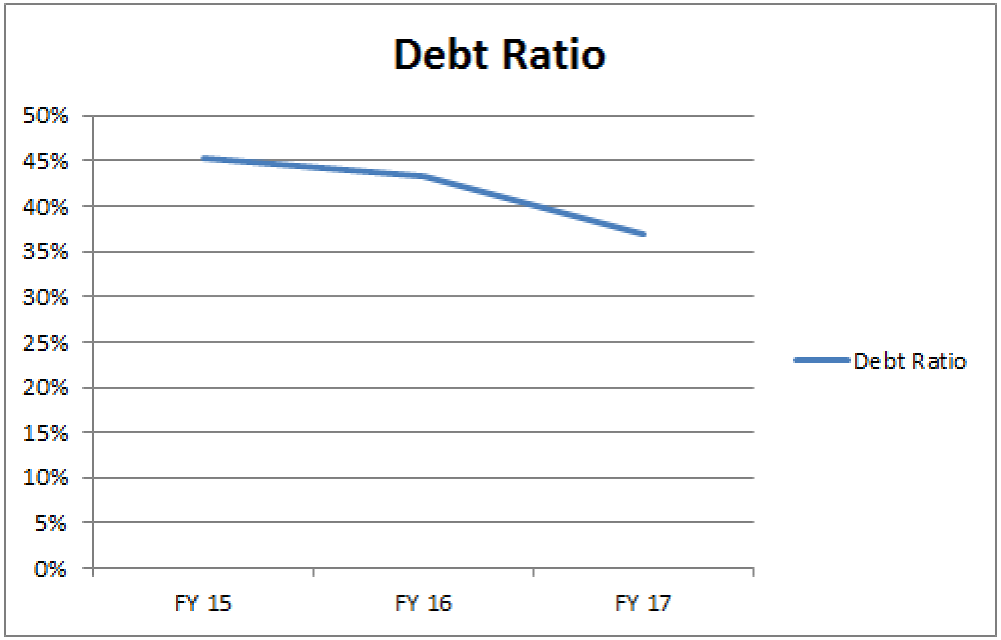


	FY 15	*Change*	FY 16	*Change*	FY 17
Return on Assets	2.42%	-1%	1.58%	8%	10.07%

Debt Ratio

The debt ratio measures the proportion of assets provided by debt. High values indicate future liquidity problems or reduced capacity for future borrowing.

debt ratio = average total debt / average total assets



	FY 15	Change	FY 16	Change	FY 17
Debt Ratio	45%	-2%	43%	-6%	37%