

Financial Benchmark Analysis

	A	B	C	D	E	F
1	Prepared By: Jacob Alspaw	Ronald McDonald House of Cleveland		RMH Columbus	RMH St. Louis	RMH Philadelphia
2	Year	2012	2013	2013	2013	2013
3	Summary Information					
4	Income Statement					
5	Total Financial Income	\$3,813,308	\$2,808,117	\$4,672,149	\$3,358,154	\$13,155,280
6	Total Financial Expenses [with depreciation]	\$6,007,005	\$2,464,654	\$2,602,464	\$3,460,261	\$3,769,995
7	Financial Net Income [w. Deprec.]					
8	Bottom Line!	(\$2,193,697)	\$343,463	\$2,069,685	(\$102,107)	\$9,385,285
9	Balance Sheet					
10	Assets	\$23,274,433	\$24,214,989	\$21,510,488	\$16,173,936	\$24,466,436
11	"Liquid" Assets	\$16,695,771	\$11,419,694	\$8,865,985	\$5,794,676	\$14,659,457
12	% "Liquid" Assets	71.73%	47.16%	41.22%	35.83%	59.92%
13	"Liquid" & Theoretically "Available" Assets	\$15,686,261	\$10,410,184	\$7,805,767	\$5,176,937	\$14,161,957
14	% "Liquid" & Theoretically "Available" Assets	67.40%	42.99%	36.29%	32.01%	57.88%
15	"Liquid" & Immediately "Available" Assets	\$12,282,789	\$7,674,704	\$4,568,159	\$4,681,111	\$5,037,462
16	% "Liquid" & Immediately "Available" Assets	52.77%	31.69%	21.24%	28.94%	20.59%
17	Liabilities	\$11,843,994	\$12,201,946	\$1,052,936	\$2,645,860	\$130,923
18	Leverage: % of Assets Owed = Debt Level	50.89%	50.39%	4.89%	16.36%	0.54%
19	Net Assets	\$11,430,439	\$12,013,043	\$20,457,552	\$13,528,076	\$24,335,513
20	"Worth": % of Assets	49.11%	49.61%	95.11%	83.64%	99.46%
21						
22	Income					
23	Direct Public Support	\$3,612,165	\$2,801,322	\$4,672,450	\$2,350,910	\$12,852,556
24	% of Total Income	94.73%	99.76%	100.01%	70.01%	97.70%
25	Indirect Public Support	\$0	\$0	\$24,279	\$0	\$72,303
26	% of Total Income	0.00%	0.00%	0.52%	0.00%	0.55%
27	Government Grants	\$0	\$0	\$0	\$0	\$0
28	% of Total Income	0.00%	0.00%	0.00%	0.00%	0.00%
29	Program Services	\$247,854	\$193,059	\$0	\$75,003	\$10,240
30	% of Total Income	6.50%	6.88%	0.00%	2.23%	0.08%
31	Membership Dues	\$0	\$0	\$0	\$0	\$0
32	% of Total Income	0.00%	0.00%	0.00%	0.00%	0.00%
33	Income from Investments	\$113,058	\$87,782	\$53,396	\$97,039	\$63,465
34	% of Total Income	2.96%	3.13%	1.14%	2.89%	0.48%
35	Income Selling Securities	\$139,222	\$87,951	(\$9,859)	\$168,665	\$24,820
36	% of Total Income	3.65%	3.13%	-0.21%	5.02%	0.19%
37	Income Selling Other Assets	(\$8,726)	(\$75,609)	(\$68,117)	\$0	\$0
38	% of Total Income	-0.23%	-2.69%	-1.46%	0.00%	0.00%
39	Special Events	(\$353,333)	(\$309,956)	\$0	\$626,410	\$103,648
40	% of Total Income	-9.27%	-11.04%	0.00%	18.65%	0.79%
41	Sales	\$63,068	\$23,568	\$0	\$0	\$33,909
42	% of Total Income	1.65%	0.84%	0.00%	0.00%	0.26%
43	Other	\$0	\$0	\$0	\$40,127	(\$5,661)
44	% of Total Income	0.00%	0.00%	0.00%	1.19%	-0.04%
45	Total	\$3,813,308	\$2,808,117	\$4,672,149	\$3,358,154	\$13,155,280
46						
47	Expenses					
48	Program Services Expenses	\$5,531,753	\$1,735,454	\$1,808,186	\$2,649,718	\$2,938,802
49	% of Total Expenses	92.09%	70.41%	69.48%	76.58%	77.95%
50	Administration	\$256,180	\$377,604	\$262,897	\$385,469	\$378,456
51	% of Total Expenses	4.26%	15.32%	10.10%	11.14%	10.04%
52	Fundraising	\$219,072	\$351,596	\$531,382	\$425,074	\$452,737
53	% of Total Expenses	3.65%	14.27%	20.42%	12.28%	12.01%
54	Total	\$6,007,005	\$2,464,654	\$2,602,464	\$3,460,261	\$3,769,995
55						
56	Human Resource Expenses					
57	Compensation of officers, directors, etc.	\$107,492	\$136,233	\$0	\$412,309	\$119,904
58	Other Salaries and Wages	\$606,536	\$647,924	\$0	\$937,753	\$1,377,866
59	Total Costs of Salaries and Wages	\$714,028	\$784,157	\$0	\$1,350,062	\$1,497,770
60	Pension Plan Contributions	\$52,185	\$54,766	\$0	\$0	\$0
61	Other Employee Benefits	\$108,011	\$146,932	\$0	\$159,271	\$142,186
62	Total Employee Benefit Expenditures	\$160,196	\$201,698	\$0	\$159,271	\$142,186
63	Payroll Taxes	\$66,010	\$70,816	\$0	\$98,755	\$114,391
64	Total Employee Costs	\$940,234	\$1,056,671	\$0	\$1,608,088	\$1,754,347
65						
66	Professional Fundraising Fees		\$0	\$0	\$0	\$0
67	Other Professional Fees	\$97,309	\$206,881	\$1,397,655	\$0	\$47,438
68	Total Personnel Costs [on staff and contracted]	\$1,037,543	\$1,263,552	\$1,397,655	\$1,608,088	\$1,801,785
69						

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1	Prepared By: Jacob Alspaw	Ronald McDonald House of Cleveland		RMH Columbus	RMH St. Louis	RMH Philadelphia
2	Year	2012	2013	2013	2013	2013
70	Assets					
71	Cash and Equivalents	\$9,474,024	\$4,161,834	\$3,115,668	\$811,711	\$1,392,018
72	% of Total Assets	40.71%	17.19%	14.48%	5.02%	5.69%
73	Accounts Receivables	\$0	\$0	\$134,070	\$45,769	\$122,495
74	% of Total Assets	0.00%	0.00%	0.62%	0.28%	0.50%
75	Grants, Pledges and Other Receivables	\$3,403,472	\$2,735,480	\$3,103,538	\$450,057	\$9,002,000
76	% of Total Assets	14.62%	11.30%	14.43%	2.78%	36.79%
77	Receivables from Insiders	\$0	\$0	\$0	\$0	\$0
78	% of Total Assets	0.00%	0.00%	0.00%	0.00%	0.00%
79	Inventory for Sale or Use	\$0	\$0	\$0	\$0	\$19,593
80	% of Total Assets	0.00%	0.00%	0.00%	0.00%	0.08%
81	Prepaid Expenses	\$33,487	\$32,415	\$0	\$13,268	\$82,261
82	% of Total Assets	0.14%	0.13%	0.00%	0.08%	0.34%
83	Investments	\$3,784,788	\$4,489,965	\$2,510,709	\$4,473,871	\$3,863,474
84	% of Total Assets	16.26%	18.54%	11.67%	27.66%	15.79%
85	Fixed Assets	\$6,578,662	\$12,795,295	\$12,644,503	\$10,379,260	\$9,806,979
86	% of Total Assets	28.27%	52.84%	58.78%	64.17%	40.08%
87	Other	\$0	\$0	\$2,000	\$0	\$177,616
88	% of Total Assets	0.00%	0.00%	0.01%	0.00%	0.73%
89	Total	\$23,274,433	\$24,214,989	\$21,510,488	\$16,173,936	\$24,466,436
90						
91	Liabilities					
92	Accounts Payable	\$877,996	\$1,233,413	\$962,873	\$153,904	\$130,923
93	% of Total Liabilities	7.41%	10.11%	91.45%	5.82%	100.00%
94	Grants Payable	\$0	\$0	\$0	\$0	\$0
95	% of Total Liabilities	0.00%	0.00%	0.00%	0.00%	0.00%
96	Deferred Revenue	\$41,998	\$44,533	\$90,063	\$0	\$0
97	% of Total Liabilities	0.35%	0.36%	8.55%	0.00%	0.00%
98	Loans from Insiders	\$0	\$0	\$0	\$0	\$0
99	% of Total Liabilities	0.00%	0.00%	0.00%	0.00%	0.00%
100	Tax-Exempt Bonds	\$0	\$0	\$0	\$0	\$0
101	% of Total Liabilities	0.00%	0.00%	0.00%	0.00%	0.00%
102	Mortgages and Notes	\$10,924,000	\$10,924,000	\$0	\$2,311,670	\$0
103	% of Total Liabilities	92.23%	89.53%	0.00%	87.37%	0.00%
104	Other	\$0	\$0	\$0	\$180,286	\$0
105	% of Total Liabilities	0.00%	0.00%	0.00%	6.81%	0.00%
106	Total	\$11,843,994	\$12,201,946	\$1,052,936	\$2,645,860	\$130,923
107	Percentage of Assets	50.89%	50.39%	4.89%	16.36%	0.54%
108						
109	Net Assets					
110	Unrestricted	\$3,325,117	\$10,865,999	\$15,118,412	\$12,441,945	\$13,565,504
111	% of Total Net Assets	29.09%	90.45%	73.90%	91.97%	55.74%
112	Temporarily Restricted	\$7,095,812	\$137,534	\$4,278,922	\$468,392	\$10,272,509
113	% of Total Net Assets	62.08%	1.14%	20.92%	3.46%	42.21%
114	Permanently Restricted	\$1,009,510	\$1,009,510	\$1,060,218	\$617,739	\$497,500
115	% of Total Net Assets	8.83%	8.40%	5.18%	4.57%	2.04%
116	Total	\$11,430,439	\$12,013,043	\$20,457,552	\$13,528,076	\$24,335,513
117	Percentage of Assets	49.11%	49.61%	95.11%	83.64%	99.46%
118						
119	Special Analysis					
120	Liquidity Analysis					
121	Cash and Equivalents as a % of Annual Expenses	157.72%	168.86%	119.72%	23.46%	36.92%
122						
123	Receivables as a % of Total Income	89.25%	97.41%	69.30%	14.76%	69.36%
124						
125	Accounts Receivables as a % of Program Service Income and Government Grants	0.00%	0.00%	--	61.02%	1196.24%
126						
127	Days in Receivable (Accounts Receivable / ((Program Service Income + Government Grants) / 365 days))	0.00	0.00	--	222.73	4,366.28
128						
129	Other Receivables as a % of Total Accrued Contributions	94.22%	97.65%	66.08%	19.14%	69.65%
130						
131	Fundraising Analysis					
132	\$ Contributions Raised per \$ Fundraising Cost	\$13.88	\$6.09	\$7.84	\$6.00	\$27.78
133						
134	Total Revenue Raised per \$ Fundraising Cost	\$16.41	\$6.99	\$7.79	\$6.90	\$28.06
135						
136	% Total Fundraising Costs Attributed to Internal Fundraising Efforts	100.00%	100.00%	100.00%	100.00%	100.00%
137						
138	% Total Fundraising Costs Attributed to External Fundraisers	0.00%	0.00%	0.00%	0.00%	0.00%
139						

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1	Prepared By: Jacob Alspaw	Ronald McDonald House of Cleveland		RMH Columbus	RMH St. Louis	RMH Philadelphia
2	Year	2012	2013	2013	2013	2013
140						
141	Leverage Analysis					
142	Liabilities as a % of Total Assets	50.89%	50.39%	4.89%	16.36%	0.54%
143						
144	Percentage of Total Liabilities that are Current Liabilities	7.77%	10.47%	100.00%	5.82%	100.00%
145						
146	Liabilities as a % of Fixed Assets	180.04%	95.36%	8.33%	25.49%	1.33%
147						
148	Net Assets as a % of Total Assets	49.11%	49.61%	95.11%	83.64%	99.46%
149						
150	Current Ratio = Current Liabilities as a % of Current Assets	7.13%	18.44%	16.57%	11.65%	1.23%
151						
152	Accounts Payable as a % of Cash and equivalents	9.27%	29.64%	30.90%	18.96%	9.41%
153						
154	Accounts Payable compared to Cash and equivalents + Accounts Receivables	9.27%	29.64%	29.63%	17.95%	8.64%
155						
156	% of Annual Expenses in Accounts Payable	14.62%	50.04%	37.00%	4.45%	3.47%
157						
158	Liabilities as a % of Expenses	197.17%	495.08%	40.46%	76.46%	3.47%
159						
160	Sustainability Analysis					
161	Working Capital	\$11,990,989.00	\$5,651,783.00	\$5,300,340.00	\$1,166,901.00	\$10,487,444.00
162						
163	Average Daily Expenses	\$16,457.55	\$6,752.48	\$7,130.04	\$9,480.17	\$10,328.75
164						
165	Days Expenses covered by Cash on Hand	575.66	616.34	436.98	85.62	134.77
166						
167	Days Expenses covered by Cash and Accounts Receivables	575.6643718	616.34	455.78	90.45	146.63
168						
169	Days Expenses covered by Cash and All Receivables	782.47	1,021.45	891.06	137.92	1,018.18
170						
171	Days Income Needed To Cover Annual Expenses	574.9750151	320.3565628	203.311016	376.098078	104.6004475
172						
173	Days Organization Made a Profit (Loss)	(209.98)	44.64	161.69	(11.10)	260.40
174						
175	Total Profit Margin	-57.53%	12.23%	44.30%	-3.04%	71.34%
176						
177	Days Expenses covered by Investment Reserves	229.97	664.94	352.13	471.92	374.05
178						
179	Fixed Assets compared to Investment Reserves [Minus Permanently Restricted Endowment]	237.05%	367.63%	871.74%	269.16%	291.36%
180						
181						
182	Human Resource Analysis					
183	% of Salary and Wages Cost to Total Expenses	11.89%	31.82%	0.00%	39.02%	39.73%
184						
185	% of Employee Benefit Cost to Total Expenses	2.67%	8.18%	0.00%	4.60%	3.77%
186						
187	Total Employee Costs as a % of Total Expenses	15.65%	42.87%	0.00%	46.47%	46.53%
188						
189	Total Personnel Costs as a % of Total Expenses	17.27%	51.27%	53.71%	46.47%	47.79%
190						
191	Capitalization Analysis					
192	Investments compared to Tax Exempt Bond Liability	0.00%	0.00%	0.00%	0.00%	0.00%
193						
194	Investments compared to Permanently Restricted Net Assets	374.91%	444.77%	236.81%	724.23%	776.58%
195						
196	Fixed Assets - Related Liabilities compared to Unrestricted Net Assets	-130.68%	17.22%	83.64%	64.84%	72.29%
197						

Financial Benchmark Analysis

	A	G
1	Prepared By: Jacob Alspaw	"New" 990 Instructions
2	Year	About where to find this on the new 990 [Fiscal Years ending 12/31/08 and thereafter]. The 990 form changes somewhat every year, so pay attention to the line descriptions, not just the line numbers.
3	Summary Information	
4	Income Statement	
5	Total Financial Income	Part VIII, Line 12 Column A -- Take number from Column A / Total Revenue. Equals Part I Line 12 Current Year. This is total revenue, including noncash contributions, Unrelated Business Income Taxable [UBIT], income from investments -- the whole thing! This is what will be reported as total income on the organization's financial statements.
6	Total Financial Expenses [With depreciation]	Part IX, Line 25 Column A - Take number from Column A / Total Expenses. Equals Part I Line 18 Current Year. This is what will be reported as total expenses on the organization's financial statements.
7	Financial Net Income [w. Deprec.] Bottom Line!	Should equal Part I Line 19, but it will figure itself out. This is the total financial income or loss from operations. This is the figure that will be reported in the organization's financial statements.
8		
9	Balance Sheet	
10	Assets	Part X Line 16 Column B. Equals Part I Line 20 End of Year
11	"Liquid" Assets	These are the amount and percentage of assets [resources] that are somewhat liquid [can reasonably be turned into cash]. The formula is Assets - Fixed Assets. These are usually the types of liabilities incurred to build fixed assets.
12	% "Liquid" Assets	
13	"Liquid" & Theoretically "Available" Assets	
14	% "Liquid" & Theoretically "Available" Assets	These are the amount and percentage of assets [resources] that are somewhat liquid [can reasonably be turned into cash] and are not tied up in Permanently Restricted Net Assets [Endowment]. The formula is Assets - Fixed Assets - Permanently Restricted Net Assets
15	"Liquid" & Immediately "Available" Assets	
16	% "Liquid" & Immediately "Available" Assets	These are the amount and percentage of assets [resources] that are somewhat liquid [can reasonably be turned into cash] and are not tied up in Fixed Assets, Receivables or Permanently Restricted Net Assets [Endowment]. The formula is Assets - Fixed Assets - Permanently Restricted Net Assets - Receivables
17	Liabilities	Part X Line 26 Column B. Equals Part 1 Line 21 End of Year
18	Leverage: % of Assets Owed = Debt Level	This is a rough calculation of how greatly the organization is in debt -- or leveraged. This does NOT tell us the type of debt.
19	Net Assets	Part X Line 33 Column B. Equals Part 1 Line 22 End of Year. Will figure itself based upon the Balance Sheet formula: Assets = Liabilities + Net Assets
20	"Worth": % of Assets	Worth: % of Assets Not Owed to Someone Else. There are NOT funds! The are assets; resources. They may be available to spend [liquid] or tied up in fixed assets
21		
22	Income	This income includes both cash and noncash income!
23	Direct Public Support	Add Part VIII Lines 1c, 1d and 1f
24	% of Total Income	And this line will figure itself out!
25	Indirect Public Support	Part VIII Line 1a - Federated Campaigns
26	% of Total Income	And this line will figure itself out!
27	Government Grants	Part VIII Line 1e - Government Grants
28	% of Total Income	And this line will figure itself out!
29	Program Services	Part VIII Line 2g Column A - Total Program Services
30	% of Total Income	And this line will figure itself out!
31	Membership Dues	Part VIII Line 1b - Membership Dues
32	% of Total Income	And this line will figure itself out!
33	Income from Investments	Part VIII Lines 3, 4, 5 Column A -- Investment Income + Royalties
34	% of Total Income	And this line will figure itself out!
35	Income Selling Securities	Part VIII Line 7c (i) Securities
36	% of Total Income	And this line will figure itself out!
37	Income Selling Other Assets	Part VIII Line 7c (ii) Other
38	% of Total Income	And this line will figure itself out!
39	Special Events	Part VIII Line 8c Column A - Special Events
40	% of Total Income	And this line will figure itself out!
41	Sales	Part VIII Lines 6d, 9c, and 10c Column A - Rents, Gaming and Inventory Sales
42	% of Total Income	And this line will figure itself out!
43	Other	Part VIII Line 11e Column A - Other Revenue
44	% of Total Income	And this line will figure itself out!
45	Total	This line will fill in itself! It should equal line 4 of the spreadsheet! Should also equal Part VIII Line 12 Column A
46		
47	Expenses	
48	Program Services Expenses	Part IX Line 25 Column B
49	% of Total Expenses	And this line will figure itself out!
50	Administration	Part IX Line 25 Column C
51	% of Total Expenses	And this line will figure itself out!
52	Fundraising	Part IX Line 25 Column D
53	% of Total Expenses	And this line will figure itself out!
54	Total	This line will fill in itself! It should equal line 5 of the spreadsheet! Should also equal Part IX Line 25 Column A
55		
56	Human Resource Expenses	Make sure you take your numbers from Column A
57	Compensation of officers, directors, etc.	Part IX Line 5 Column A
58	Other Salaries and Wages	Part IX Lines 6 and 7 Column A
59	Total Costs of Salaries and Wages	This will fill itself out. It is the total the organization pays in employee salaries and wages.
60	Pension Plan Contributions	Part IX Line 8 Column A
61	Other Employee Benefits	Part IX Line 9 Column A
62	Total Employee Benefit Expenditures	This will fill itself out. It is the total the organizations pays in employee benefits, like health insurance.
63	Payroll Taxes	Part IX Line 10 Column A
64	Total Employee Costs	This will fill itself out. It is the total the organization pays for all direct employee related expenses.
65		
66	Professional Fundraising Fees	Part IX Line 11e, Column A. This is what the organization pays for contract fundraisers. NOTE: Internal staff and costs are not included here.
67	Other Professional Fees	Part IX Line 11 a, b, c, d, f, and g, Column A. This is what the organization pays for contract legal, accounting/auditing, and other professional consultants. These are not employees
68	Total Personnel Costs [on staff and contracted]	This is the total the organization pays for all internal (staff) and external (consultants) human resources (expertise) to run their nonprofit.
69		

Financial Benchmark Analysis

	A	G
1	Prepared By: Jacob Alspaw	"New" 990 Instructions
2	Year	About where to find this on the new 990 [Fiscal Years ending 12/31/08 and thereafter]. The 990 form changes somewhat every year, so pay attention to the line descriptions, not just the line numbers.
70	Assets	Use the amounts in Column (B): End of Year. The numbers in Column (A) show us the "Before" picture -- what the organization looked like before this year started.
71	Cash and Equivalents	Part X Lines 1 and 2 Current Assets.
72	% of Total Assets	And this line will figure itself out!
73	Accounts Receivables	Part X Line 4 Current Assets.
74	% of Total Assets	And this line will figure itself out!
75	Grants, Pledges and Other Receivables	Part X Line 3 and 7 May be Current and/or Long-Term Assets. We will count them as Current Assets in analyses.
76	% of Total Assets	And this line will figure itself out!
77	Receivables from Insiders	Part X Lines 5 and 6 May be Current and/or Long-Term Assets. We will count them as Current Assets in analyses.
78	% of Total Assets	And this line will figure itself out!
79	Inventory for Sale or Use	Part X Line 8 Current Assets.
80	% of Total Assets	And this line will figure itself out!
81	Prepaid Expenses	Part X Line 9 Current Assets.
82	% of Total Assets	And this line will figure itself out!
83	Investments	Part X Lines 11, 12, 13, and 14 Long-Term Assets.
84	% of Total Assets	And this line will figure itself out!
85	Fixed Assets	Part X Line 10c Long-Term Assets.
86	% of Total Assets	And this line will figure itself out!
87	Other	Part X Line 15 May be Current and/or Long-Term Assets. We will count them as Long-Term Assets in analyses.
88	% of Total Assets	And this line will figure itself out!
89	Total	This line will fill in itself! Should equal Part X Line 16 B End of Year and line 14 of this spreadsheet!
90		
91	Liabilities	Use the amounts in Column (B): End of Year. The numbers in Column (A) show us the "Before" picture -- what the organization looked like before this year started.
92	Accounts Payable	Part X Line 17 Current Liabilities.
93	% of Total Liabilities	And this line will figure itself out!
94	Grants Payable	Part X Line 18 Current Liabilities.
95	% of Total Liabilities	And this line will figure itself out!
96	Deferred Revenue	Part X Line 19 Current Liabilities.
97	% of Total Liabilities	And this line will figure itself out!
98	Loans from Insiders	Part X Line 22 Can be Current Liabilities or Long-Term Liabilities. We will count as Current.
99	% of Total Liabilities	And this line will figure itself out!
100	Tax-Exempt Bonds	Part X Line 20 Usually Long-Term Liabilities.
101	% of Total Liabilities	And this line will figure itself out!
102	Mortgages and Notes	Part X Lines 21, 23 and 24 Usually Long-Term Liabilities.
103	% of Total Liabilities	And this line will figure itself out!
104	Other	Part X Line 25 Usually Long-Term Liabilities.
105	% of Total Liabilities	And this line will figure itself out!
106	Total	This line will fill in itself! Should equal Part X Line 26 B End of Year and line 15 of this spreadsheet!
107	Percentage of Assets	This indicates what percentage of an organization's assets are leveraged -- that is, that they owe money on.
108		
109	Net Assets	Use the amounts in Column (B): End of Year. The numbers in Column (A) show us the "Before" picture -- what the organization looked like before this year started. Remember, Net Assets are not the same as Assets. Assets are what the organization owns. Net Assets are what the organization owns after it pays all its debts.
110	Unrestricted	Part X Line 27, OR Lines 30, 31 and 32 [Not Both!!!!]
111	% of Total Net Assets	And this line will figure itself out!
112	Temporarily Restricted	Part X Line 28 These are net assets that can only be used for specific donor-designated purposes. Often, although not always, funds here indicate resources provided for specific programs or to fund a capital (building) campaign.
113	% of Total Net Assets	And this line will figure itself out!
114	Permanently Restricted	Part X Line 29 These are net assets that by donor designation can only be used for endowment -- cannot be spent, but its income can support operations. The nonprofit may have other "endowment" funds that the Board has designed as endowment, but those funds are not counted here because the Board can change its mind and spend those funds in the future.
115	% of Total Net Assets	And this line will figure itself out!
116	Total	This line will fill in itself! Should equal Part X Line 33 B End of Year and line 16 of the spreadsheet!
117	Percentage of Assets	This indicates what percentage of an organization's assets they own without debt.
118		
119	Special Analysis	
120	Liquidity Analysis	Liquidity refers to how well the organization can pay its bills and sustain its operations.
121	Cash and Equivalents as a % of Annual Expenses	This will figure itself out. Use for analysis as to how much of its annual expenses the organization has on hand. If this number is 8.3%, for example, that means it can pay for one month's of expenses (1/12th of the year) with its cash on hand. Does your organization have enough? Too much? Why?
122		
123	Receivables as a % of Total Income	This will figure itself out. Use for analysis as to how much of its annual income has yet to collect. How much of their annual income is still in the hands of others and has not come to them to enable them to pay bills and run the organization? This figure includes grants and pledges receivable which may be due over several years, as well as accounts receivable.
124		
125	Accounts Receivables as a % of Program Service Income and Government Grants	This will figure itself out. Use for analysis as to how much of its program service income [services it has charged for] and government grants it has to collect yet. How much of this income is still in the hands of others and has not come to them to enable them to pay bills and run the organization?
126		
127	Days in Receivable (Accounts Receivable / ((Program Service Income + Government Grants) / 365 days))	This will figure itself out. Use for analysis as to how many days it takes for the organization to collect its program service income and government grants that it has billed but not yet received? What does this say about the organization's liquidity?
128		
129	Other Receivables as a % of Total Accrued Contributions	This will figure itself out. Use for analysis as to how much of its annual accrued contribution income it has to collect yet and has not come to them to enable them to pay bills and run the organization. Problem: Some of these receivable promises were made in previous years, so were included in the organization's income in the years they were promised and not this year.
130		
131	Fundraising Analysis	
132	\$ Contributions Raised per \$ Fundraising Cost	This will give an indication of how effectively Fundraising Costs are being used to solicit contributions.
133		
134	Total Revenue Raised per \$ Fundraising Cost	This will give an indication of how effectively Fundraising Costs are being used to solicit overall revenue.
135		
136	% Total Fundraising Costs Attributed to Internal Fundraising Efforts	This is the percentage of the total organizational fundraising expenses that is attributed to internal efforts. As with the percentage below, there is no better or worst with these percentages. Much will depend on how the majority of your funds are raised, where your concentration is on the donor pyramid, and your organization's life cycle and staffing.
137		
138	% Total Fundraising Costs Attributed to External Fundraisers	This is the percentage of the total organizational fundraising expenses that is attributed to external fundraisers.
139		

Financial Benchmark Analysis

	A	G
1	Prepared By: Jacob Alspaw	"New" 990 Instructions
2	Year	About where to find this on the new 990 [Fiscal Years ending 12/31/08 and thereafter]. The 990 form changes somewhat every year, so pay attention to the line descriptions, not just the line numbers.
140		
141	Leverage Analysis	Leverage refers to how much debt the organization has yet to pay back. Remember, the only way to pay back debt is to make enough profit and/or to already have enough saved [in cash and/or investments].
142	Liabilities as a % of Total Assets	This will figure itself out. How much of all that the organization owns (total assets) does it owe to others (total liabilities)? This is an overall measure of organizational leverage.
143		
144	Percentage of Total Liabilities that are Current Liabilities	This will figure itself out. This tells us what percentage of the organization's total liabilities need to be paid this coming year.
145		
146	Liabilities as a % of Fixed Assets	How much of the organization's liabilities are tied up in Fixed Assets, which can most likely NOT be liquidated without reducing the organization's programming. The higher this is, the more difficult it will be for the organization to pay off its debt.
147		
148	Net Assets as a % of Total Assets	This will figure itself out. How much of all that the organization owns (total assets) does it own free and clear -- without debt. This is another overall measure of organizational leverage. This percentage and the one above should equal 100%.
149		
150	Current Ratio = Current Liabilities as a % of Current Assets	This will figure itself out. Can it pay the debt it owes within the next year [and sometimes sooner] with the assets it expects to turn into cash within the next year [and sometimes sooner]? This is a very rough estimate of the organization's ability to sustain itself short-term. Smaller is better. If the % is over 100%, that means the organization has more debt due this year than it has very liquid assets. They still might be able to pay this with long term assets, so this number does not automatically mean the organization is in trouble.
151		
152	Accounts Payable as a % of Cash and equivalents	This will figure itself out. Use for analysis as to how well the organization can pay its pending bills with cash on hand.
153		
154	Accounts Payable compared to Cash and equivalents + Accounts Receivables	This will figure itself out. Use for analysis as to how well the organization can pay its pending bills with cash on hand + funds expected from its Accounts Payable. Problem: Will the funds come in before the bills are due?
155		
156	% of Annual Expenses in Accounts Payable	This will figure itself out. Use for analysis as to how much of its total annual cash expenses the organization has in accounts payable at the end of the year. A higher figure may indicate that it is holding off paying bills because of cash flow constraints. If it has one full month's of bills, the percentage will be 8.3%.
157		
158	Liabilities as a % of Expenses	How leveraged [in debt] is this organization, in comparison with their annual expenses? What might this tell us about their liquidity? About their short-term and long-term ability to survive and/or grow?
159		
160	Sustainability Analysis	
161	Working Capital	Working capital is Current Assets - Current Liabilities. It's a measure of how much the organization has in liquid resources to "work" with. This calculation may be off, because it's assuming Pledges will be received in this next year, and that insider loans will be paid in this next year.
162		
163	Average Daily Expenses	This will figure itself out. How much accrued CASH does it cost this organization to run each day?
164		
165	Days Expenses covered by Cash on Hand	How many days can they run if they don't receive one more penny in cash income? What does this number tell you about their ability to survive, maintain and/or grow?
166		
167	Days Expenses covered by Cash and Accounts Receivables	If they were to receive all their accounts receivables right away, how long could they survive? How dependent are they on receivables?
168		
169	Days Expenses covered by Cash and All Receivables	If they were to receive all their receivables right away, how long could they survive? How dependent are they on receivables?
170		
171	Days Income Needed To Cover Annual Expenses	How many days did it take the organization to bring in enough income to cover its expenses. Equals Total Financial Expenses / (Total Financial Income/365). If the number is over 365, they ran a deficit. If the number is 365, they broke even. If the number is less than 365, they made a profit.
172		
173	Days Organization Made a Profit (Loss)	How many days of the year was the organization making money above its expenses; or operating at a loss without daily income to cover its expenses? This is another way to measure the above criteria and is, in fact, that 365 minus that number.
174		
175	Total Profit Margin	What percentage of total income was profit?
176		
177	Days Expenses covered by Investment Reserves	How much do they have put away in reserves, compared to their annual cash expenses?
178		
179	Fixed Assets compared to Investment Reserves [Minus Permanently Restricted Endowment]	Among other uses, non-endowment Investment Reserves should be saved and used to repair and replace fixed assets as they wear out, as well as to purchase more fixed assets to grow the organization. This gives an indication of how well the organization is planning for replacement and expansion. These investment reserves has already been reduced by the organization's amount of Permanently Restricted funds, which should be invested.
180		
181		
182	Human Resource Analysis	
183	% of Salary and Wages Cost to Total Expenses	This indicates how much of the organization's CASH expenses it devotes to paying employee salaries and wages.
184		
185	% of Employee Benefit Cost to Total Expenses	This indicates how much of the organization's CASH expenses it devotes to paying employee benefits.
186		
187	Total Employee Costs as a % of Total Expenses	This indicates how much of the organization's CASH expenses it devotes to caring for its employees.
188		
189	Total Personnel Costs as a % of Total Expenses	This indicates how much of the organization's CASH expenses it devotes to paying for both staff and contracted labor.
190		
191	Capitalization Analysis	
192	Investments compared to Tax Exempt Bond Liability	How much of the organization's tax exempt bond liability is secured by their investments? This is an indication of if they have the funding on hand to pay off that large debt when it comes due. If not, they need to make enough in profits to save up to pay that back.
193		
194	Investments compared to Permanently Restricted Net Assets	How much of the organization's endowment (permanently restricted funds) are secured by their investments? It should be 100% or greater, as your endowment should be invested in order to earn ongoing income for the organization.
195		
196	Fixed Assets - Related Liabilities compared to Unrestricted Net Assets	How much of the organization's unrestricted net assets are tied up in unleveraged fixed assets (Fixed Assets - Tax Exempt Bonds - Mortgages and Notes) that are not easily liquidated? If it's over 100%, the organization really does not have any cash for current, unrestricted operations.
197		