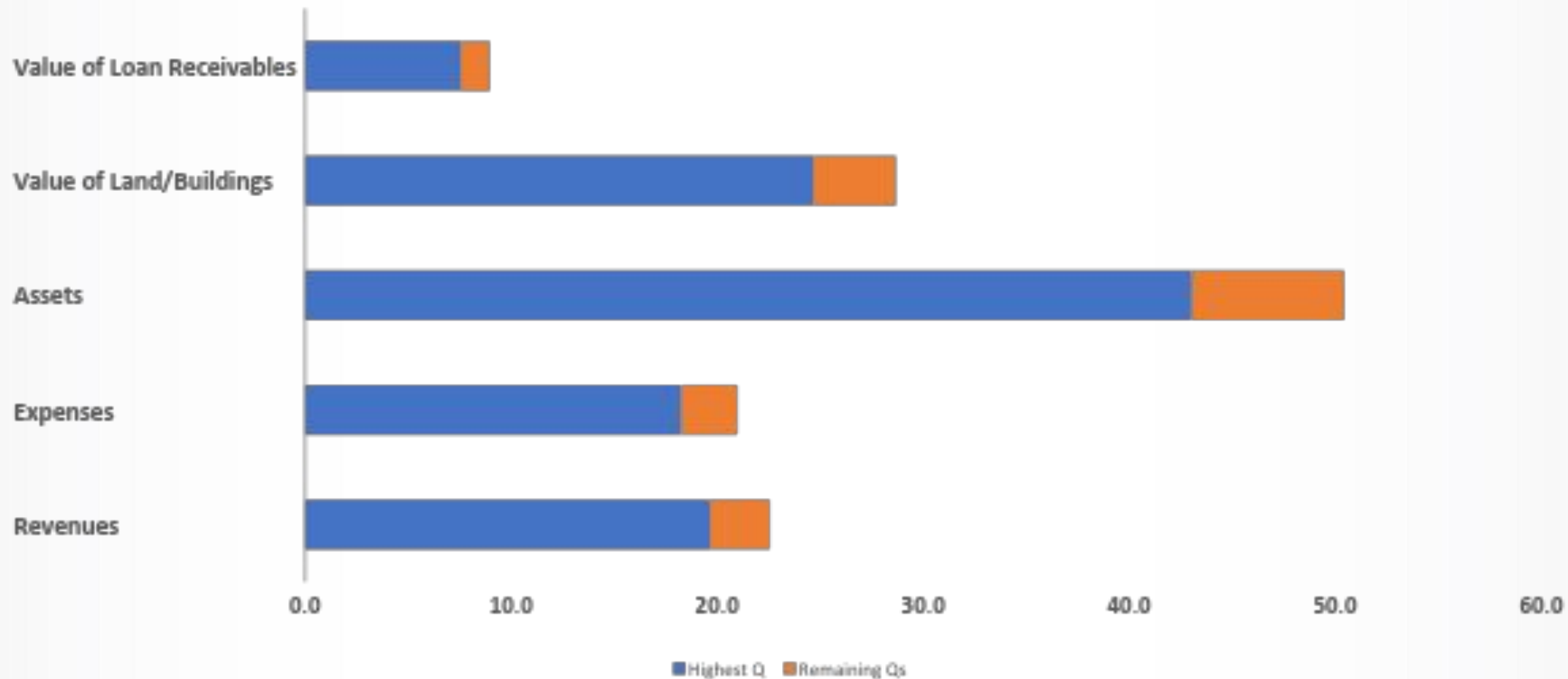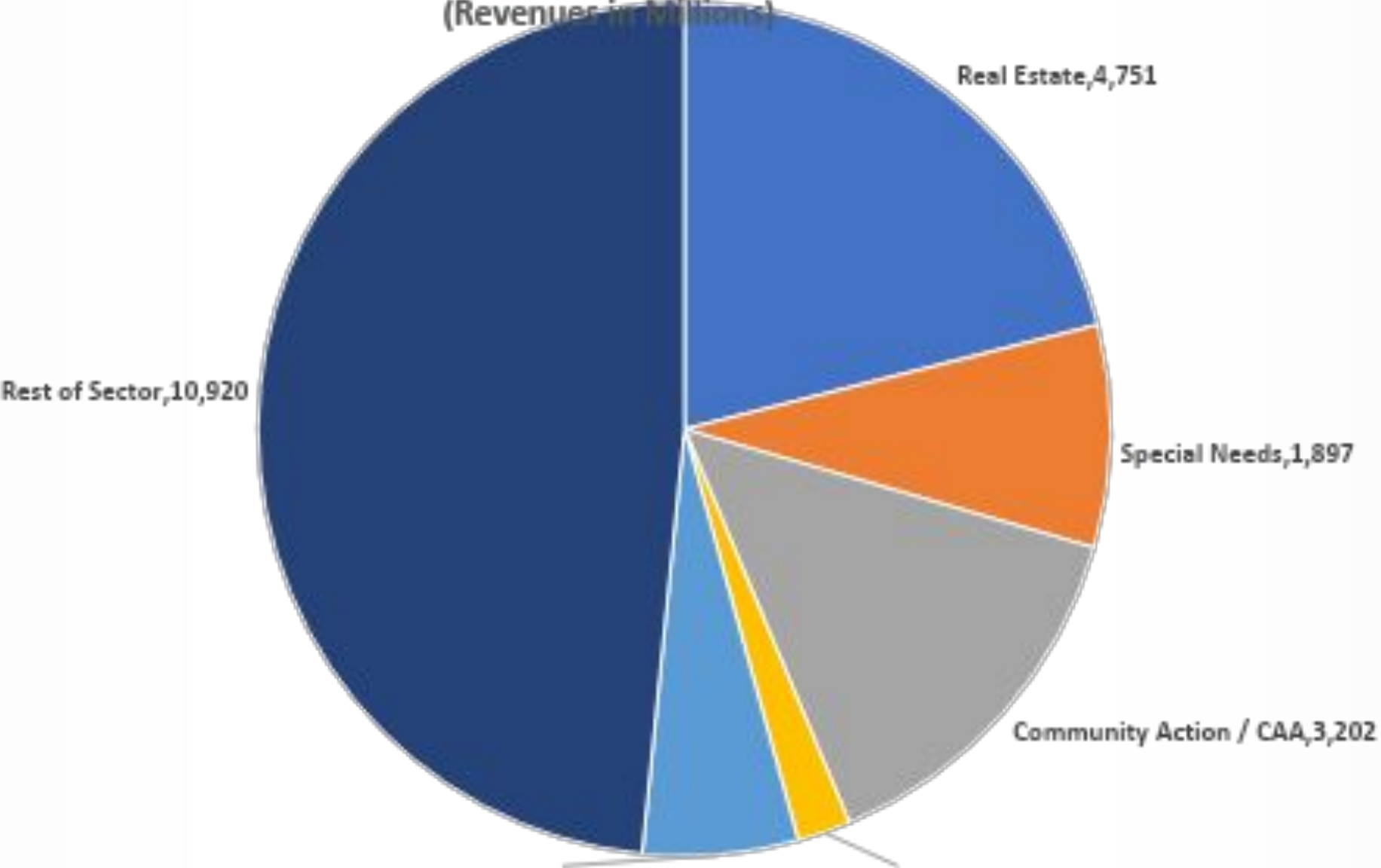Top Quartile Shares of Selected Financial Characteristics
(Dollars in Billions)

Segmentation of Top 400 Groups
(Revenues in Millions)

Real Estate, 4,751

Special Needs, 1,897

Community Action / CAA, 3,202

Rest of Sector, 10,920

Financial Characteristics and Metrics by Year, 2001–19

	2010	2013	2016	2019
N =	5,602	4,971	5,175	5,074
Financial Characteristics				
Total revenue (median)	$881,752	$933,472	$1,054,982	$1,023,201
Total expenses (median)	$854,732	$962,356	$939,914	$955,224
Total assets (median)	$2,399,592	$2,632,798	$2,656,071	$2,685,836
Net assets (median)	$948,237	$1,145,569	$1,171,172	$1,250,021
Total liabilities (median)	$871,612	$992,323	$918,582	$873,120
Flow Metrics (5)				
*Share with negative net income	44%	47%	45%	46%
Margin (net income/total revenue)	3%	1%	1%	1%
Self-sufficiency ratio	38%	39%	39%	39%
Net income to total assets ratio	3%	2%	2%	2%
Net assets to total revenue ratio	175%	201%	215%	222%
Assets and Leverage Metrics (5)				
Months of cash on hand (median)	-	2.55	2.78	3.13
*Share with < 3 months of cash on hand	-	55%	52%	48%
Endowment ratio	52%	0.52	0.53	0.55
Debt-to-asset ratio (median)	41%	0.40	0.38	0.35
*Share of insolvent CBDOs	13%	13%	13%	13%

Benchmarked Financial Health Metrics for All CBDOs, 2018

Metric	Definition	Passing Rate
Negative Net Income	Share with negative net income	53%
Cash Shortage	Share with < 3 months of cash on hand	64%
Insolvency*	Liabilities > Net Assets	85%
Funding disruption*	One-year 25% drop in total revenues	87%
Finance disruption*	One-year 25% drop in total assets	91%
Current ratio	Share with short term assets/short-term liabilities < 1	91%
Program disruption*	One-year 25% drop in total expenses	93%

*Research shows these are predictive of closure

Degrees of Financial Health for all CBDOs, 2018

Number of Metrics Passed	Frequency	Percent	Cumulative Percent
0	0	0	0
1	6	.1	.1
2	34	.6	.7
3	123	2.2	2.9
4	579	10.1	13.0
5	1,337	23.4	36.4
6	1,870	32.7	69.1
7	1,771	31.0	100.1
Total	5,720	100.0	

Source: NACEDA Calculations from Urban Institute CBDO Financial Health Database

Note: Table numbers are preliminary and subject to change.

Selected Financial Health Metric Data by Organizational Size, 2018

	All CBDOs	Small ($0–$266K)	Mid-Small ($266K–$854K)	Mid-Large ($854K–$3.3M)	Large ($3.3M $479M)
N =	5,720	1,430	1,430	1,430	1,430
Flow Metrics (7)					
**Share with negative net income	47%	53%	53%	44%	36%
Net income/total assets	1.20%	0.60%	0.40%	1.60%	2.00%
Margin (net income/total revenue)	−1%	−3%	−5%	1%	3%
Net assets/total revenue	2.40	4.47	2.12	1.94	1.14
Self-sufficiency ratio (median)	20%	5%	24%	28%	17%
**One-year 25% drop in total revenues	0.12	0.20	0.12	0.10	0.06
**One-year 25% drop in total expenses	0.07	0.16	0.07	0.05	0.02
Assets and Leverage Metrics (9)					
Annual change in total assets (median)	0%	−1%	−1%	1%	2%
Assets to revenues	4.85	8.35	5.03	3.82	2.36
**Share with < 3 months of cash on hand	36%	27%	38%	32%	46%
**Share with current ratio < 1	9%	13%	14%	6%	4%
Endowment ratio (net assets/total assets)	0.53	0.57	0.45	0.54	0.54
Debt to equity*	0.1	0.03	0.06	0.1	0.21
Debt-to-asset ratio (median)	0.35	0.17	0.35	0.36	0.4
**Liabilities > Net Assets	0.15	0.23	0.22	0.11	0.05
**One-year 25% drop in total assets	0.09	0.09	0.10	0.09	0.06

Note: highlighted rows display clear trend across all indicated size categories
**Benchmarked Indicator (7 of 15 total). Note: Numbers are preliminary and subject to change.

Financial Health by CBDO Expense Quartile, 2018 - Cumulative Passing Rate

Number of Passed Metrics	Lowest Quartile	Mid-Low Quartile	Mid-High Quartile	Highest Quartile	Total
	1430	1430	1430	1430	5720
7	26.4%	27.5%	37.7%	37.1%	32.2%
6	56.9%	53.4%	69.8%	79.9%	65.0%
5	81.7%	77.0%	86.6%	92.9%	84.6%
4	94.0%	90.8%	95.0%	98.3%	94.5%
3	98.4%	98.4%	99.5%	99.6%	99.0%
2	99.7%	99.6%	100.0%	100.0%	99.8%
1	100.0%	100.0%	100.0%	100.0%	100.0%
	100.0%	100.0%	100.0%	100.0%	100.0%
Failed 2+	43.1%	46.6%	30.2%	20.1%	35.0%
Percent 3+ Failed	18.3%	23.0%	13.4%	7.1%	15.4%

Source: NACEDA Calculations from Urban Institute CBDO Financial Health Database

Financial Health for Combinations of Expenses and Assets

(Cumulative Percent Passing)

Number of Failed Metrics	HIgh Expense - Low Asset	High Expense - High Asset	Sector-wide
	1430	1430	1430
7	24.2%	39.9%	32.4%
6	61.8%	75.8%	64.8%
5	77.7%	90.5%	84.1%
4	90.4%	96.9%	94.3%
3	96.8%	99.5%	98.9%
2	99.3%	100.0%	99.8%
1	100.0%	100.0%	100.0%
	100.0%	100.0%	100.0%
Percent 2+ Failed	38.2%	24.2%	35.2%
Percent 3+ Failed	22.3%	9.5%	15.9%

Source: NACEDA Calculations from Urban Institute CBDO Financial Health Database