The Operating Index

A NATIVE CONSTRAINT PUBLICATION

EXAMPLE HEALTH

EIN: 00-0000000, Health Care (NTEE E)
For the years ended June 30, 2022 through 2025

A fictitious organization. Every figure is invented.

The Operating Index

This report sets an organization's reported finances against its field across four years. The financial statements are ranked against the sector. The measures drawn from them are ranked against a cohort of similar organizations. The report states position and movement. It draws no conclusion.

PROVENANCE

A filed figure comes from the organization's public Form 990. Peer figures come from the IRS record, the e-file releases and the annual extract together, and refresh as the IRS releases. A figure not drawn from a filing is marked. A filing that does not reconcile is held, not issued.

FINANCIAL STATEMENTS

Two statements are shown for four years, the years ended June 30, 2022 through 2025: the statement of financial position and the statement of activities. Figures are in U.S. dollars. The years ended June 30, 2022 through 2024 come from the filed Form 990. The year ended June 30, 2025 is from finalized financial statements and marked. A year ahead of filing ranks against the most recent filed field. Each line is ranked against the sector, every Health Care organization (NTEE E) that filed for that year.

MEASURES

The measures are computed from the statements. Each is ranked against a cohort of 148 organizations: those in the same sector and closest in revenue. A ratio is comparable only among organizations of similar scale. A year whose field is still filling is ranked against the most recent resolved field. No single level is right for every organization.

COMMENTARY

The commentary is assembled by a fixed rule, not generated. The same data produces the same reading, and nothing is invented or rephrased beyond what the figures support. It walks the statements in order and closes on the measures. A measure is called rising or falling only when the movement is consistent across the years. An erratic figure is reported as volatile, not forced into a trend. A reading at a four-year high or low, or in the top or bottom tenth of its cohort, raises a question, set in italic below the line. The question rises from the organization's own figures and states no finding.

NO ASSURANCE PROVIDED

This report is not an audit, review, or compilation, and no opinion or assurance is provided. The figures are reported by the organization and are not verified. Reconciliation is a condition of issue, not a verification.

Native Constraint

July 3, 2026

EXAMPLE HEALTH
STATEMENT OF FINANCIAL POSITION

As of June 30, 2022 through 2025

	2022	2023	2024	2025*
ASSETS				
Cash & Equivalents	3,762,640 77th	4,160,740 79th	4,536,300 80th	4,910,000 81st
Investments	1,013,990 60th	1,008,300 60th	1,083,690 61st	1,028,005 59th
Receivables	550,000 50th	580,000 51st	600,000 52nd	620,000 53rd
Property & Equipment	2,631,300 63rd	2,700,300 64th	2,664,000 63rd	2,690,000 63rd
Other Assets	200,000 47th	200,000 47th	200,000 47th	200,000 47th
Total Assets	**8,157,930** 74th	**8,649,340** 74th	**9,083,990** 75th	**9,448,005** 75th
LIABILITIES				
Payables & Accrued	516,330 63rd	524,330 63rd	576,985 64th	620,000 65th
Deferred Revenue	290,000 60th	320,000 62nd	350,000 64th	380,000 65th
Secured Debt	240,000 54th	230,000 52nd	270,000 56th	260,000 55th
Notes & Loans	60,000 41st	70,000 42nd	80,000 44th	90,000 45th
Other Liabilities	50,000 50th	60,000 51st	60,000 51st	70,000 52nd
Total Liabilities	**1,156,330** 66th	**1,204,330** 66th	**1,336,985** 67th	**1,420,000** 68th
NET ASSETS				
Without Donor Restrictions	5,951,600 74th	6,295,010 75th	6,472,005 75th	6,728,005 75th
With Donor Restrictions	1,050,000 61st	1,150,000 63rd	1,275,000 65th	1,300,000 65th
Total Net Assets	**7,001,600** 74th	**7,445,010** 75th	**7,747,005** 75th	**8,028,005** 75th

** 2025 is provided by management, ranked against the 2024 field.*

EXAMPLE HEALTH
STATEMENT OF ACTIVITIES

For the years ended June 30, 2022 through 2025

	2022	2023	2024	2025*
REVENUE				
Contributions & Grants	5,884,260 76th	6,142,880 77th	6,204,448 78th	6,420,000 78th
Program Revenue	933,870 57th	1,003,210 59th	1,204,660 62nd	1,340,000 64th
Investment Income	26,910 63rd	31,040 65th	44,332 68th	52,000 70th
Other Revenue	11,200 46th	12,500 47th	13,200 48th	9,000 44th
Total Revenue	**6,856,240** 72nd	**7,189,630** 73rd	**7,466,640** 74th	**7,821,000** 75th
EXPENSES				
Compensation & Benefits	4,388,770 74th	4,512,330 74th	4,769,210 75th	5,030,000 76th
Professional & Contract Services	980,000 57th	1,020,000 58th	1,100,000 60th	1,160,000 61st
Office & Technology	320,000 59th	330,000 59th	360,000 60th	380,000 61st
Occupancy & Depreciation	640,000 53rd	660,000 53rd	690,000 54th	720,000 55th
Other Expenses	216,090 45th	223,890 45th	245,435 46th	250,000 47th
Total Expenses	**6,544,860** 72nd	**6,746,220** 72nd	**7,164,645** 73rd	**7,540,000** 74th
Change in Net Assets	**311,380** 63rd	**443,410** 71st	**301,995** 65th	**281,000** 63rd

** 2025 is provided by management, ranked against the 2024 field.*

EXAMPLE HEALTH
MEASURES

For the years ended June 30, 2022 through 2025

	2022	2023	2024	2025*
Cash on Hand	6.9 65th	7.4 70th	7.6 73rd	7.8 75th

Cash and equivalents divided by monthly expense: months of runway in cash alone.

	2022	2023	2024	2025*
Operating Reserves	6.1 70th	6.4 72nd	6.4 72nd	6.4 71st

Net assets without donor restrictions, less the equity held in property and equipment, divided by monthly expense: months of reserve.

	2022	2023	2024	2025*
Surplus Margin	4.5% 44th	6.2% 50th	4.0% 47th	3.6% 45th

Surplus divided by total revenue: the share of each dollar kept.

	2022	2023	2024	2025*
Personnel Share	64% 36th	63% 38th	64% 37th	64% 37th

Compensation and benefits divided by total expense: the share of each dollar spent that goes to people.

	2022	2023	2024	2025*
Revenue Concentration	86% 63rd	85% 61st	83% 59th	82% 58th

The largest revenue stream divided by total revenue: how much the organization leans on one kind of funding.

** 2025 is provided by management, ranked against the 2024 field.*

EXAMPLE HEALTH
COMMENTARY

For the years ended June 30, 2022 through 2025

Total assets grew from $8.2M to $9.4M. Cash and equivalents rose from $3.8M to $4.9M. Deferred revenue rose from $290K to $380K. Notes and loans rose from $60,000 to $90,000.

Revenue grew 14% over the period and expenses grew 15%, both rising in each year after 2022. Program revenue grew 43%, while contributions rose 9%. Office and technology grew 19% against compensation's 15%.

Each year's surplus accumulated into net assets. The balance rolled forward without a gap, from $7.0M at the close of 2022 to $8.0M at the close of 2025.

Cash on Hand rose in each year after 2022, from 6.9 to 7.8 months, though the annual gains narrowed after 2023. Its cohort rank rose from the 65th to the 75th percentile.

> *What is the cash held for, and is holding it rather than moving it into program or reserves a deliberate choice?*

Operating reserves rose from 6.1 to 6.4 months, most of the gain in 2023, and have held near 6.4 months since 2023. Against the cohort their rank held near the 71st percentile.

The surplus margin fell from 4.5% to 3.6%, as expenses grew 15% over the period against revenue's 14%, though the annual declines narrowed after 2024. It now sits at its four-year low. Against the cohort its rank held near the 45th percentile.

> *Is the compression structural or one-time, and what returns the margin toward the earlier years?*

Personnel share held near 64% of expense and stayed below the cohort, near the 37th percentile, throughout.

Revenue concentration eased in each year after 2022, from 86% to 82%, as revenue grew, though the annual declines narrowed after 2024. Its cohort rank fell from the 63rd to the 58th percentile. 82% of revenue still comes from a single category.

> *If the largest category fell, what would carry the gap, and is the concentration built into the model or a position the organization means to change?*