



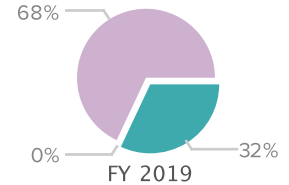
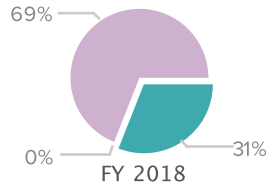
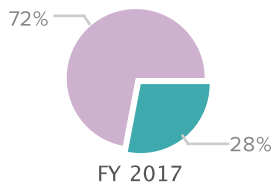
Organization Information

Organization name: The Holland Community Theatre Inc
 City: Holland Federal ID #: 237056158
 State: MI Year organization founded: 1960
 County: Ottawa Organization type: 501(c)3 nonprofit organization
 NISP Discipline: 4 - Theatre Fiscal year end date: 07-31
 NISP Institution: 5 - Performing Group - Community DUNS #: 808024228
 NTEE: A65 - Theater Full-time staff:
 Applicant is not audited or reviewed by an independent accounting firm. Paid FTEs: 0
 A display value of -0% signifies a value of less than +/- 0.5%

Unrestricted Activity	FY 2017	FY 2018	% Change	FY 2019	% Change
Unrestricted Operating Revenue					
Earned Program	\$49,994	\$55,216	10%	\$56,809	3%
Earned Non-program	\$6,499	\$6,573	1%	\$7,709	17%
Total Earned Revenue	\$56,493	\$61,789	9%	\$64,518	4%
Investment Revenue		\$0	n/a	\$22	n/a
Contributed Revenue	\$21,951	\$27,277	24%	\$30,500	12%
Total Unrestricted Operating Revenue	\$78,444	\$89,066	14%	\$95,040	7%
Less in-kind	(\$125)	(\$180)	44%	(\$0)	-100%
Total Unrestricted Operating Revenue Less In-kind	\$78,319	\$88,886	13%	\$95,040	7%
Expenses by Functional Total					
Program	\$19,800	\$23,815	20%	\$21,556	-9%
Fundraising	\$763		-100%	\$2,653	n/a
General & Administrative	\$49,359	\$51,238	4%	\$59,250	16%
Total Operating Expenses	\$69,922	\$75,053	7%	\$83,459	11%
Less in-kind	(\$125)	(\$180)	44%	(\$0)	-100%
Total Operating Expenses Less In-kind	\$69,797	\$74,873	7%	\$83,459	11%
Net Unrestricted Activity - Operating	\$8,522	\$14,013	64%	\$11,581	-17%
Net Unrestricted Activity - Non-operating			n/a		n/a
Total Net Unrestricted Activity	\$8,522	\$14,013	64%	\$11,581	-17%
Net Restricted Activity			n/a		n/a
Net Total Activity	\$8,522	\$14,013	64%	\$11,581	-17%

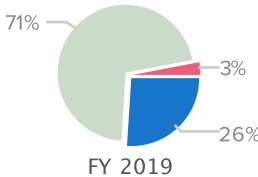
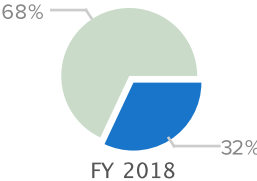
Revenue by Source

- Earned
- Investment
- Contributed



Expenses by Functional Grouping

- Program
- General & Administrative
- Fundraising



Revenue Details

	FY 2017	FY 2018	FY 2019	FY 2019	FY 2019
Operating Revenue	Total	Total	Total	Unrestricted	Restricted
Earned - Program					
Membership revenue	\$1,260	\$1,220	\$1,205	\$1,205	
Performance subscriptions - full	\$4,928	\$5,605	\$4,895	\$4,895	
Single ticket sales	\$40,865	\$45,550	\$42,431	\$42,431	
Group ticket sales	\$2,241	\$2,841	\$2,156	\$2,156	
Tuitions and registration fees	\$650	\$0	\$60	\$60	
Other program revenue	\$50	\$0	\$6,062	\$6,062	
Total earned - program	\$49,994	\$55,216	\$56,809	\$56,809	\$0
Earned - Non-program					
Food and concessions	\$2,369	\$2,563	\$2,820	\$2,820	
Advertising revenue	\$3,620	\$3,840	\$2,575	\$2,575	
Space rentals	\$255	\$120	\$50	\$50	
Other rentals	\$255	\$50	\$20	\$20	
Other earned revenue			\$2,244	\$2,244	
Total earned - non-program	\$6,499	\$6,573	\$7,709	\$7,709	\$0
Total earned revenue	\$56,493	\$61,789	\$64,518	\$64,518	

Contributed	FY 2017	FY 2018	FY 2019	FY 2019	FY 2019
	Total	Total	Total	Unrestricted	Restricted
Trustee & board	\$998	\$331	\$5,800	\$5,800	
Individual	\$6,178	\$7,708	\$11,677	\$11,677	
Corporate	\$200	\$633	\$23	\$23	
Foundation	\$0	\$0	\$0	\$0	
City government	\$500	\$500	\$500	\$500	
State government	\$10,500	\$17,600	\$12,500	\$12,500	
In-kind operating contributions	\$125	\$180	\$0	\$0	
Other contributions	\$3,450	\$325	\$0	\$0	
Net assets released from restriction	\$0	\$0	\$0		
Total contributed revenue	\$21,951	\$27,277	\$30,500	\$30,500	
Operating investment revenue	\$0	\$0	\$22	\$22	
Total operating revenue	\$78,444	\$89,066	\$95,040	\$95,040	
Total operating revenue less in-kind	\$78,319	\$88,886	\$95,040	\$95,040	
Transfers and re-classifications					
Total non-operating revenue	\$0	\$0	\$0		
Total revenue	\$78,444	\$89,066	\$95,040	\$95,040	
Total revenue less in-kind	\$78,319	\$88,886	\$95,040	\$95,040	

Expense Details

	FY 2017 Total	FY 2018 Total	% Change	FY 2019 Total	% Change	FY 2019 Program	FY 2019 Fundraising	FY 2019 General & Administrative
Personnel expenses - Operating								
Independent contractors	\$8,921	\$9,142	2%	\$8,482	-7%	\$0	\$0	\$8,482
Professional fees	\$0	\$0	n/a	\$7,000	n/a	\$0	\$0	\$7,000
Total personnel expenses - Operating	\$8,921	\$9,142	2%	\$15,482	69%	\$0	\$0	\$15,482
Non-personnel expenses - Operating								
Advertising and promotion	\$1,416	\$2,377	68%	\$2,130	-10%	\$0	\$0	\$2,130
Conferences and meetings	\$594	\$0	-100%	\$0	n/a	\$0	\$0	\$0
Dues and subscriptions	\$551	\$1,232	124%	\$1,036	-16%	\$0	\$0	\$1,036
Insurance	\$4,881	\$4,991	2%	\$5,091	2%	\$0	\$0	\$5,091
Occupancy costs	\$22,279	\$21,943	-2%	\$24,545	12%	\$0	\$0	\$24,545
Office and administration	\$1,604	\$1,538	-4%	\$1,544	0%	\$0	\$0	\$1,544
Printing, postage and shipping	\$4,520	\$2,212	-51%	\$5,101	131%	\$2,237	\$0	\$2,864
Royalties, rights and reproductions	\$0	\$9,502	n/a	\$9,963	5%	\$9,963	\$0	\$0
Productions and events costs	\$17,903	\$16,130	-10%	\$10,891	-32%	\$9,356	\$1,535	\$0
Interest expense	\$2,401	\$2,161	-10%	\$1,881	-13%	\$0	\$0	\$1,881
Other operating expenses	\$1,577	\$550	-65%	\$1,948	254%		\$1,118	\$830
Depreciation	\$3,275	\$3,275	0%	\$3,847	17%			\$3,847
Total non-personnel expenses - Operating	\$61,001	\$65,911	8%	\$67,977	3%	\$21,556	\$2,653	\$43,768
Total operating expenses	\$69,922	\$75,053	7%	\$83,459	11%	\$21,556	\$2,653	\$59,250
Non-operating personnel expenses	\$0	\$0	n/a	\$0	n/a			
Non-operating non-personnel expenses	\$0	\$0	n/a	\$0	n/a			
Total expenses	\$69,922	\$75,053	7%	\$83,459	11%	\$21,556	\$2,653	\$59,250
Total expenses less in-kind	\$69,797	\$74,873	7%	\$83,459	11%			
Total expenses less depreciation	\$66,647	\$71,778	8%	\$79,612	11%			
Total expenses less in-kind and depreciation	\$66,522	\$71,598	8%	\$79,612	11%			

Balance Sheet

Assets	FY 2017	FY 2018	% Change	FY 2019	% Change
Current assets					
Cash	\$12,962	\$24,307	88%	\$36,946	52%
Receivables	\$0	\$0	n/a	\$0	n/a
Investments			n/a		n/a
Prepaid expenses & other	\$2,062	\$4,649	125%	\$1,327	-71%
Total current assets	\$15,024	\$28,956	93%	\$38,273	32%
Non-current investments					
Fixed assets (net)	\$128,353	\$126,228	-2%	\$122,381	-3%
Other non-current assets	\$0	\$0	n/a	\$0	n/a
Total non-current assets	\$128,353	\$126,228	-2%	\$122,381	-3%
Total assets	\$143,377	\$155,184	8%	\$160,654	4%
Liabilities & Net Assets	FY 2017	FY 2018	% Change	FY 2019	% Change
Liabilities					
Accounts payable & other	\$0	\$0	n/a	\$18	n/a
Loans & other debt			n/a		n/a
Deferred revenue			n/a		n/a
Total current liabilities	\$0	\$0	n/a	\$18	n/a
Non-current liabilities	\$43,868	\$38,947	-11%	\$33,747	-13%
Total liabilities	\$43,868	\$38,947	-11%	\$33,765	-13%
Net assets					
Unrestricted			n/a	\$126,889	n/a
Restricted			n/a		n/a
Total net assets	\$99,509	\$116,237	17%	\$126,889	9%
Total liabilities & net assets	\$143,377	\$155,184	8%	\$160,654	4%

Balance Sheet Metrics

	FY 2017	FY 2018	FY 2019
Months of Operating Cash	2	4	5
Total working capital	\$15,024	\$28,956	\$38,255
Current Ratio	n/a	n/a	2,126.28
Debt Service Impact	66%	55%	43%
Unrestricted Net Assets Net of Property, Plant and Equipment			
Operating Margin	11%	16%	12%
Depreciation as a % of Fixed Assets	n/a	n/a	n/a
Leverage Ratio			

Months of Operating Cash represents the number of months an organization can operate at current average monthly expense levels with existing cash and cash equivalents. $Cash + Cash\ Equivalents / (Total\ Expense / 12)$. The ratio is calculated using total numbers since this organization does not have a disaggregated balance sheet.

Total Working Capital consists of the resources available for operations, and in this report is calculated as total current assets minus total current liabilities since this organization does not have a disaggregated balance sheet. This calculation of working capital may differ from your internal calculations. Adequate working capital provides financial strength and flexibility to your organization, the ability to meet obligations as they come due, and the ability to take more risks, knowing there is a cushion to fall back on

Current Ratio (Current Assets divided by Current Liabilities) determines the organization's ability to pay current debt using current assets. The higher the ratio, the more capable the organization is of paying its obligations. The ratio is calculated using unrestricted numbers only.

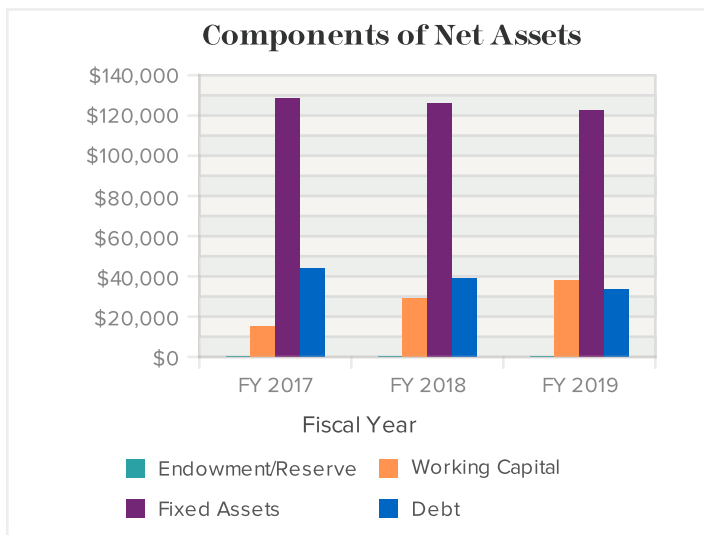
Debt Service Impact (Total Debt Service including principal and interest divided by Total Expense) calculates the % of an organization's total expenses applied to the total debt-service burden, e.g. a mortgage).

Unrestricted Net Assets Net of Property, Plant and Equipment (Unrestricted Net Assets - (Net Fixed Assets - Mortgage Debt)) shows what the organization's unrestricted net assets would be if they did not own any property, or have any debts associated with that property. Because this calculation is based on unrestricted values for net assets and fixed assets, if an organization fills out a single column balance sheet and does not separate fixed assets into restricted and unrestricted categories, this value will be blank

Operating Margin (Change in Net Assets divided by Total Unrestricted Operating Revenue) is a measurement of the organizations efficiency in operating. The higher the margin, the more sustainable the organization because it's using more reliable sources of revenue to operate. Low ratios indicate that an organization is using revenue sources with a higher degree of variability and uncertainty. Negative operating margins highlight losses, and an organization's need to increase revenue, decrease expenses, or both, to be sustainable over time.

Depreciation as a % of Fixed Assets indicates the potential need for replacement or repair of fixed assets (such as buildings, furniture, office equipment, sets and props); especially significant for organizations that own a building or carry a long-term lease.

Leverage Ratio (Total Debt divided by Total Assets) measures what proportion of your assets are supported by debt. A number in excess of 50% may indicate liquidity problems, or reduced capacity for future borrowing.



Attendance

In-person Participation	FY 2017	FY 2018	% Change	FY 2019	% Change
In-person participation - paid	3,797	4,092	8%	3,825	-7%
In-person participation - free	537	619	15%	512	-17%
Total in-person participation	4,334	4,711	9%	4,337	-8%

Types of In-person Attendance	FY 2017	FY 2018	% Change	FY 2019	% Change
Performance tickets	4,225	4,596	9%	4,265	-7%
Open rehearsal tickets	50	70	40%	60	-14%
Registrants for classes/workshops	59	45	-24%	12	-73%
Total in-person participation	4,334	4,711	9%	4,337	-8%

Attendance Ages	FY 2017	FY 2018	% Change	FY 2019	% Change
Children (18 and under)	648	545	-16%	549	1%
Seniors	1,152	919	-20%	1,452	58%
Adults	2,534	3,247	28%	2,336	-28%

Other Participation	FY 2017	FY 2018	% Change	FY 2019	% Change

Staffing

Staff & Non-Staff Statistics	FY 2017	FY 2018	% Change	FY 2019	% Change
Number of part-time or one-time volunteers	350	401	15%	342	-15%
Part-time or one-time volunteers - FTEs		5.83	n/a	5.48	-6%
Independent contractors	3	3	0%	3	0%

Artistic Staff & Non-Staff Statistics	FY 2017	FY 2018	% Change	FY 2019	% Change

This organization has not provided data on artistic staff. This may be because the organization does not hire artistic staff or the organization's annual expenses are under \$50,000, and they are therefore only required to complete the short form of the DataArts Survey.

Program Activity

	FY 2017	FY 2018	% Change	FY 2019	% Change
Distinct productions	7	8	14%	6	-25%
Total performances	66	69	5%	59	-14%
Open rehearsals	7	7	0%	6	-14%
Works developed		1	n/a		-100%
Distinct classes/workshops	2	1	-50%	1	0%
Distinct class series/courses	2	0	-100%		n/a
Total classes/class sessions	14	2	-86%	1	-50%
Space - hours rented		5	n/a	1	-80%
Pieces of equipment provided for rental		30	n/a		-100%