



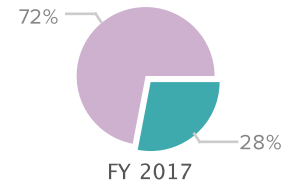
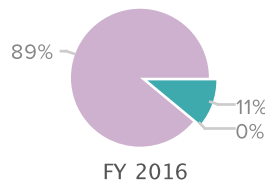
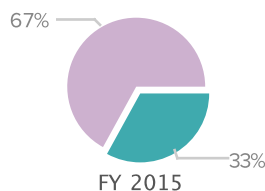
Organization Information

Organization name: Holland Civic Theatre
 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: 0
 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 2015	FY 2016	% Change	FY 2017	% Change
Unrestricted Operating Revenue					
Earned Program	\$41,352	\$54,658	32%	\$49,994	-9%
Earned Non-program	\$9,483	\$7,832	-17%	\$6,499	-17%
Total Earned Revenue	\$50,835	\$62,490	23%	\$56,493	-10%
Investment Revenue		\$0	n/a		n/a
Contributed Revenue	\$24,880	\$7,398	-70%	\$21,951	197%
Total Unrestricted Operating Revenue	\$75,715	\$69,888	-8%	\$78,444	12%
Less in-kind	(\$3,120)	(\$0)	-100%	(\$125)	n/a
Total Unrestricted Operating Revenue Less In-kind	\$72,595	\$69,888	-4%	\$78,319	12%
Expenses by Functional Total					
Program	\$23,591	\$20,358	-14%	\$19,800	-3%
Fundraising	\$191	\$0	-100%	\$763	n/a
General & Administrative	\$57,874	\$51,093	-12%	\$49,359	-3%
Total Operating Expenses	\$81,656	\$71,451	-12%	\$69,922	-2%
Less in-kind	(\$3,120)	(\$0)	-100%	(\$125)	n/a
Total Operating Expenses Less In-kind	\$78,536	\$71,451	-9%	\$69,797	-2%
Net Unrestricted Activity - Operating	-\$5,941	-\$1,563	74%	\$8,522	645%
Net Unrestricted Activity - Non-operating			n/a		n/a
Total Net Unrestricted Activity	-\$5,941	-\$1,563	74%	\$8,522	645%
Net Temporarily Restricted Activity	\$0		n/a		n/a
Net Permanently Restricted Activity	\$0		n/a		n/a
Net Total Activity	-\$5,941	-\$1,563	74%	\$8,522	645%

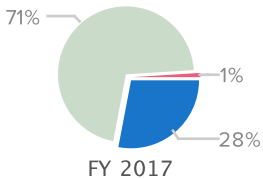
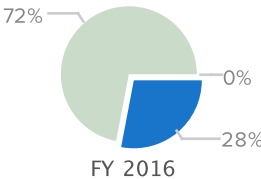
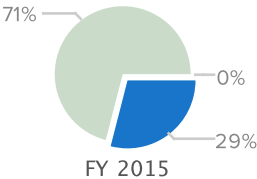
Revenue by Source

- Earned
- Investment
- Contributed



Expenses by Functional Grouping

- Program
- General & Administrative
- Fundraising



Revenue Details

	FY 2015	FY 2016	FY 2017	FY 2017	FY 2017	FY 2017
	Total	Total	Total	Unrestricted	Temporarily Restricted	Permanently Restricted
Operating Revenue						
Earned - Program						
Membership revenue	\$1,574	\$1,325	\$1,260	\$1,260		n/a
Performance subscriptions - full	\$4,945	\$5,227	\$4,928	\$4,928		n/a
Single ticket sales	\$34,728	\$40,796	\$40,865	\$40,865		n/a
Group ticket sales		\$7,127	\$2,241	\$2,241		n/a
Tuitions and registration fees	\$105	\$183	\$650	\$650		n/a
Total earned - program	\$41,352	\$54,658	\$49,994	\$49,994	\$0	n/a
Earned - Non-program						
Food and concessions	\$2,114	\$1,509	\$2,369	\$2,369		n/a
Gift shop and merchandise fees	\$2,329	\$2,263				n/a
Advertising revenue	\$4,040	\$3,515	\$3,620	\$3,620		n/a
Space rentals	\$1,000	\$375	\$255	\$255		n/a
Other rentals		\$170	\$255	\$255		n/a
Total earned - non-program	\$9,483	\$7,832	\$6,499	\$6,499	\$0	n/a
Total earned revenue	\$50,835	\$62,490	\$56,493	\$56,493		n/a

Contributed	FY 2015	FY 2016	FY 2017	FY 2017	FY 2017	FY 2017
	Total	Total	Total	Unrestricted	Temporarily Restricted	Permanently Restricted
Trustee & board	\$700	\$626	\$998	\$998		
Individual	\$4,146	\$5,622	\$6,178	\$6,178		
Corporate	\$6,110	\$650	\$200	\$200		
Foundation	\$0	\$0	\$0			
City government	\$500	\$500	\$500	\$500		
State government	\$0	\$0	\$10,500	\$10,500		
In-kind operating contributions	\$3,120	\$0	\$125	\$125		
Other contributions	\$10,304	\$0	\$3,450	\$3,450		
Net assets released from restriction	\$0	\$0	\$0			
Total contributed revenue	\$24,880	\$7,398	\$21,951	\$21,951		
Operating investment revenue	\$0	\$0	\$0			
Total operating revenue	\$75,715	\$69,888	\$78,444	\$78,444		
Total operating revenue less in-kind	\$72,595	\$69,888	\$78,319	\$78,319		
Total non-operating revenue						
Total revenue	\$75,715	\$69,888	\$78,444	\$78,444		
Total revenue less in-kind	\$72,595	\$69,888	\$78,319	\$78,319		

Expense Details

	FY 2015 Total	FY 2016 Total	% Change	FY 2017 Total	% Change	FY 2017 Program	FY 2017 Fundraising	FY 2017 General & Administrative
Personnel expenses - Operating								
Independent contractors	\$0	\$6,987	n/a	\$8,921	28%			\$8,921
Total personnel expenses - Operating	\$0	\$6,987	n/a	\$8,921	28%			\$8,921
Non-personnel expenses - Operating								
Advertising and promotion	\$6,270	\$2,397	-62%	\$1,416	-41%			\$1,416
Conferences and meetings	\$1,598	\$0	-100%	\$594	n/a		\$94	\$500
Dues and subscriptions	\$597	\$1,011	69%	\$551	-45%			\$551
Insurance	\$4,952	\$5,051	2%	\$4,881	-3%			\$4,881
Occupancy costs	\$22,041	\$22,280	1%	\$22,279	-0%			\$22,279
Office and administration	\$6,551	\$1,832	-72%	\$1,604	-12%			\$1,604
Printing, postage and shipping	\$3,592	\$531	-85%	\$4,520	751%	\$1,897	\$669	\$1,954
Royalties, rights and reproductions	\$5,484	\$6,589	20%	\$0	-100%			
Productions and events costs	\$14,230	\$13,769	-3%	\$17,903	30%	\$17,903		
Interest expense	\$4,103	\$2,649	-35%	\$2,401	-9%			\$2,401
Other operating expenses	\$7,949	\$5,596	-30%	\$1,577	-72%			\$1,577
Depreciation	\$4,289	\$2,759	-36%	\$3,275	19%			\$3,275
Total non-personnel expenses - Operating	\$81,656	\$64,464	-21%	\$61,001	-5%	\$19,800	\$763	\$40,438
Total operating expenses	\$81,656	\$71,451	-12%	\$69,922	-2%	\$19,800	\$763	\$49,359
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	\$81,656	\$71,451	-12%	\$69,922	-2%	\$19,800	\$763	\$49,359
Total expenses less in-kind	\$78,536	\$71,451	-9%	\$69,797	-2%			
Total expenses less depreciation	\$77,367	\$68,692	-11%	\$66,647	-3%			
Total expenses less in-kind and depreciation	\$74,247	\$68,692	-7%	\$66,522	-3%			

Balance Sheet

Assets	FY 2015	FY 2016	% Change	FY 2017	% Change
Current assets					
Cash	\$6,973	\$14,167	103%	\$12,962	-9%
Receivables	\$0	\$0	n/a	\$0	n/a
Investments	\$0		n/a		n/a
Prepaid expenses & other	\$2,323	\$693	-70%	\$2,062	198%
Total current assets	\$9,296	\$14,860	60%	\$15,024	1%
Non-current investments					
Fixed assets (net)	\$128,158	\$125,398	-2%	\$128,353	2%
Other non-current assets	\$0	\$0	n/a	\$0	n/a
Total non-current assets	\$128,158	\$125,398	-2%	\$128,353	2%
Total assets	\$137,454	\$140,258	2%	\$143,377	2%
Liabilities & Net Assets	FY 2015	FY 2016	% Change	FY 2017	% Change
Liabilities					
Accounts payable & other	-\$319	\$600	288%	\$0	-100%
Loans & other debt	\$4,924		-100%		n/a
Deferred revenue			n/a		n/a
Total current liabilities	\$4,605	\$600	-87%	\$0	-100%
Non-current liabilities	\$48,540	\$48,548	0%	\$43,868	-10%
Total liabilities	\$53,145	\$49,148	-8%	\$43,868	-11%
Net assets					
Unrestricted	\$84,309		-100%		n/a
Temporarily restricted			n/a		n/a
Permanently restricted			n/a		n/a
Total net assets	\$84,309	\$91,110	8%	\$99,509	9%
Total liabilities & net assets	\$137,454	\$140,258	2%	\$143,377	2%

Balance Sheet Metrics

	FY 2015	FY 2016	FY 2017
Months of Operating Cash -- Unrestricted	1	2	2
Total working capital -- Unrestricted	\$4,691	\$14,260	\$15,024
Current Ratio	2.02	24.77	n/a
Debt Service Impact	70%	72%	66%
Unrestricted Net Assets Net of Property, Plant and Equipment	\$9,131		
Operating Margin	-8%	-2%	11%
Depreciation as a % of Fixed Assets	19%	n/a	n/a
Leverage Ratio	63%		

Months of Operating Cash -- Unrestricted represents the number of months an organization can operate at current average monthly expense levels with existing unrestricted cash and cash equivalents. $Cash + Cash\ Equivalents / (Total\ Expense / 12)$. The ratio is calculated using unrestricted numbers only.

Total working capital -- Unrestricted consists of the resources available for operations, and in this report is calculated as unrestricted current assets minus unrestricted current liabilities. This is a conservative calculation of working capital and 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.

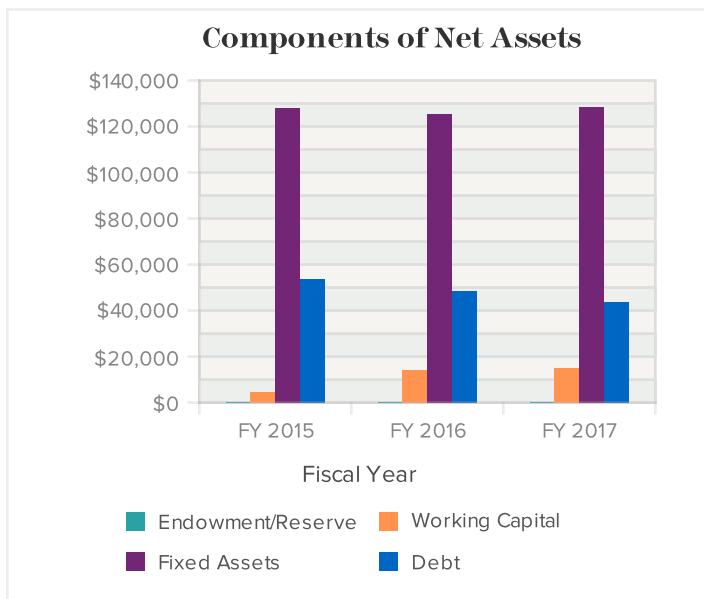
Debt Service Impact (Total Debt Service including principal and interest divided by Total Expense) calculates the % of an organization's total expenses applied to the total debt-service burden, e.g. a mortgage). This measure can help understand the portion of the book value of an organization's fixed assets that they truly own free and clear of related obligations and depreciated value. It is calculated as $Unrestricted\ Net\ Assets - (Net\ Fixed\ Assets - Mortgage\ Debt)$.

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, highlighting the amount of an organization's surplus or deficit.

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 Unrestricted and Temporarily Restricted Assets) is a measurement of a company's efficiency in operating.



Attendance

In-person Participation	FY 2015	FY 2016	% Change	FY 2017	% Change
In-person participation - paid	2,951	4,320	46%	3,797	-12%
In-person participation - free	431	439	2%	537	22%
Total in-person participation	3,382	4,759	41%	4,334	-9%

Types of In-person Attendance	FY 2015	FY 2016	% Change	FY 2017	% Change
Performance tickets		4,716	n/a	4,225	-10%
Open rehearsal tickets			n/a	50	n/a
Registrants for classes/workshops		43	n/a	59	37%
Total in-person participation	3,382	4,759	41%	4,334	-9%

Attendance Ages	FY 2015	FY 2016	% Change	FY 2017	% Change
Children (18 and under)	275	582	112%	648	11%
Seniors		1,015	n/a	1,152	13%
Adults		3,162	n/a	2,534	-20%

Other Participation	FY 2015	FY 2016	% Change	FY 2017	% Change
---------------------	---------	---------	----------	---------	----------

Staffing

Staff & Non-Staff Statistics	FY 2015	FY 2016	% Change	FY 2017	% Change
Number of part-time or one-time volunteers	347	350	1%	350	0%
Part-time or one-time volunteers - FTEs	19.1		-100%		n/a
Independent contractors	3	3	0%	3	0%

Artistic Staff & Non-Staff Statistics	FY 2015	FY 2016	% Change	FY 2017	% 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 2015	FY 2016	% Change	FY 2017	% Change
Distinct productions	8	7	-12%	7	0%
Total performances	55	61	11%	66	8%
Open rehearsals			n/a	7	n/a
Distinct classes/workshops	2	1	-50%	2	100%
Distinct class series/courses		1	n/a	2	100%
Total classes/class sessions	0	8	n/a	14	75%
Space - days rented		2	n/a		-100%