



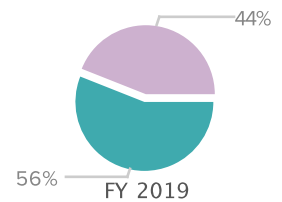
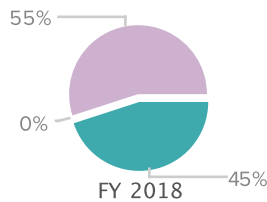
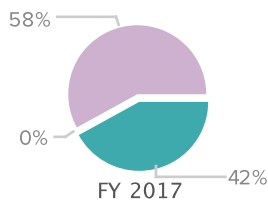
Organization Information

Organization name: Ramsdell Regional Center for the Arts  
 City: Manistee Federal ID #: 383117557  
 State: MI Year organization founded: 1993  
 County: Manistee Organization type: 501(c)3 nonprofit organization  
 NISP Discipline: 14 - Multidisciplinary Fiscal year end date: 06-30  
 NISP Institution: 15 - Arts Center DUNS #: 080691394  
 NTEE: A61 - Performing Arts Centers Full-time staff: 2  
 Applicant is audited or reviewed by an independent accounting firm. Paid FTEs: 2.78  
 A display value of -0% signifies a value of less than +/- 0.5%

Unrestricted Activity	FY 2017	FY 2018	% Change	FY 2019	% Change
<b>Unrestricted Operating Revenue</b>					
Earned Program	\$59,421	\$102,375	72%	\$100,087	-2%
Earned Non-program	\$87,103	\$66,287	-24%	\$63,724	-4%
<b>Total Earned Revenue</b>	<b>\$146,524</b>	<b>\$168,662</b>	<b>15%</b>	<b>\$163,811</b>	<b>-3%</b>
Investment Revenue	\$0	\$0	n/a	n/a	n/a
Contributed Revenue	\$105,124	\$139,064	32%	\$210,986	52%
<b>Total Unrestricted Operating Revenue</b>	<b>\$251,648</b>	<b>\$307,726</b>	<b>22%</b>	<b>\$374,797</b>	<b>22%</b>
Less in-kind	(\$0)	(\$0)	n/a	n/a	n/a
<b>Total Unrestricted Operating Revenue Less In-kind</b>	<b>\$251,648</b>	<b>\$307,726</b>	<b>22%</b>	<b>\$374,797</b>	<b>22%</b>
<b>Expenses by Functional Total</b>					
Program	\$142,586	\$239,020	68%	\$322,931	35%
Fundraising	\$0	\$12,790	n/a	\$2,401	-81%
General & Administrative	\$54,108	\$45,051	-17%	\$74,744	66%
<b>Total Operating Expenses</b>	<b>\$196,694</b>	<b>\$296,861</b>	<b>51%</b>	<b>\$400,076</b>	<b>35%</b>
Less in-kind	(\$0)	(\$0)	n/a	n/a	n/a
<b>Total Operating Expenses Less In-kind</b>	<b>\$196,694</b>	<b>\$296,861</b>	<b>51%</b>	<b>\$400,076</b>	<b>35%</b>
Net Unrestricted Activity - Operating	\$54,954	\$10,865	-80%	-\$25,279	-333%
Net Unrestricted Activity - Non-operating			n/a		n/a
<b>Total Net Unrestricted Activity</b>	<b>\$54,954</b>	<b>\$10,865</b>	<b>-80%</b>	<b>-\$25,279</b>	<b>-333%</b>
Net Restricted Activity	\$0	\$0	n/a	n/a	n/a
<b>Net Total Activity</b>	<b>\$54,954</b>	<b>\$10,865</b>	<b>-80%</b>	<b>-\$25,279</b>	<b>-333%</b>

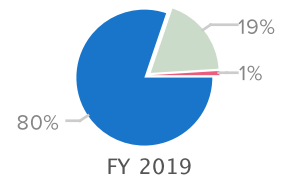
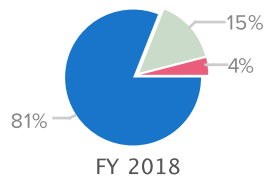
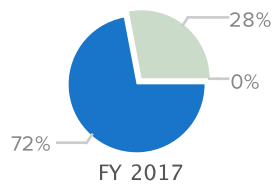
Revenue by Source

- Earned
- Investment
- Contributed



### Expenses by Functional Grouping

- Program
- General & Administrative
- Fundraising



## Revenue Details

	FY 2017	FY 2018	FY 2019	FY 2019	FY 2019
	Total	Total	Total	Unrestricted	Restricted
Operating Revenue					
Earned - Program					
Single ticket sales	\$59,421	\$94,809	\$98,053	\$98,053	
Guided or group tours	\$0	\$310	\$1,019	\$1,019	
Gallery sales	\$0	\$3,000	\$1,015	\$1,015	
Other program revenue		\$4,256			
Total earned - program	\$59,421	\$102,375	\$100,087	\$100,087	\$0
Earned - Non-program					
Food and concessions	\$0	\$3,927	\$16,995	\$16,995	
Sponsorship revenue	\$4,000	\$13,400	\$23,392	\$23,392	
Space rentals	\$56,688	\$48,960	\$23,337	\$23,337	
Other earned revenue	\$26,415	\$0			
Total earned - non-program	\$87,103	\$66,287	\$63,724	\$63,724	\$0
Total earned revenue	\$146,524	\$168,662	\$163,811	\$163,811	

Ramsdell Regional Center for the Arts

Contributed	FY 2017	FY 2018	FY 2019	FY 2019	FY 2019
	Total	Total	Total	Unrestricted	Restricted
Trustee & board	\$3,450	\$5,305	\$6,255	\$6,255	
Individual	\$27,207	\$72,634	\$129,731	\$129,731	
Corporate	\$0	\$0	\$0		
Foundation	\$0	\$0	\$5,000	\$5,000	
City government	\$70,000	\$60,000	\$55,000	\$55,000	
State government	\$0	\$1,125	\$15,000	\$15,000	
In-kind operating contributions	\$0	\$0	\$0		
Other contributions	\$4,467	\$0	\$0		
Net assets released from restriction	\$0	\$0	\$0		
<b>Total contributed revenue</b>	<b>\$105,124</b>	<b>\$139,064</b>	<b>\$210,986</b>	<b>\$210,986</b>	
Operating investment revenue	\$0	\$0	\$0		
<b>Total operating revenue</b>	<b>\$251,648</b>	<b>\$307,726</b>	<b>\$374,797</b>	<b>\$374,797</b>	
<b>Total operating revenue less in-kind</b>	<b>\$251,648</b>	<b>\$307,726</b>	<b>\$374,797</b>	<b>\$374,797</b>	
Transfers and re-classifications					
<b>Total non-operating revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>		
<b>Total revenue</b>	<b>\$251,648</b>	<b>\$307,726</b>	<b>\$374,797</b>	<b>\$374,797</b>	
<b>Total revenue less in-kind</b>	<b>\$251,648</b>	<b>\$307,726</b>	<b>\$374,797</b>	<b>\$374,797</b>	

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								
W2 employees (salaries, payroll taxes and fringe benefits)	\$74,699	\$90,734	21%	\$108,143	19%	\$99,648	\$0	\$8,495
Independent contractors	\$0	\$73,252	n/a	\$116,223	59%	\$99,603		\$16,620
Professional fees	\$0	\$3,264	n/a	\$0	-100%			
Total personnel expenses - Operating	\$74,699	\$167,250	124%	\$224,366	34%	\$199,251		\$25,115
Non-personnel expenses - Operating								
Advertising and promotion	\$15,798	\$24,417	55%	\$29,379	20%	\$29,379		
Conferences and meetings	\$2,280	\$1,167	-49%	\$2,647	127%	\$2,118		\$529
Dues and subscriptions	\$0	\$1,434	n/a	\$0	-100%			
Insurance	\$5,381	\$6,426	19%	\$6,129	-5%			\$6,129
Occupancy costs	\$0	\$23,143	n/a	\$39,055	69%	\$25,111		\$13,944
Office and administration	\$2,625	\$4,233	61%	\$3,062	-28%		\$2,401	\$661
Printing, postage and shipping	\$0	\$52	n/a	\$0	-100%			
Travel	\$2,536	\$1,167	-54%	\$2,647	127%	\$2,118		\$529
Royalties, rights and reproductions	\$2,707	\$3,311	22%	\$0	-100%			
Exhibition costs	\$0	\$1,711	n/a	\$0	-100%			
Productions and events costs	\$52,168	\$27,187	-48%	\$0	-100%			
Other operating expenses	\$38,500	\$35,363	-8%	\$92,791	162%	\$64,954		\$27,837
Total non-personnel expenses - Operating	\$121,995	\$129,611	6%	\$175,710	36%	\$123,680	\$2,401	\$49,629
Total operating expenses	\$196,694	\$296,861	51%	\$400,076	35%	\$322,931	\$2,401	\$74,744
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	\$196,694	\$296,861	51%	\$400,076	35%	\$322,931	\$2,401	\$74,744
Total expenses less in-kind	\$196,694	\$296,861	51%	\$400,076	35%			
Total expenses less depreciation	\$196,694	\$296,861	51%	\$400,076	35%			
Total expenses less in-kind and depreciation	\$196,694	\$296,861	51%	\$400,076	35%			

## Balance Sheet

Assets	FY 2017	FY 2018	% Change	FY 2019	% Change
Current assets					
Cash	\$78,330	\$75,317	-4%	\$53,999	-28%
Receivables	\$0	\$0	n/a	\$6,143	n/a
Investments	\$0	\$0	n/a		n/a
Prepaid expenses & other	\$459	\$13,918	2,932%	\$5,342	-62%
Total current assets	\$78,789	\$89,235	13%	\$65,484	-27%
Non-current investments					
Fixed assets (net)	\$0	\$0	n/a		n/a
Other non-current assets	\$0	\$0	n/a	\$0	n/a
Total non-current assets	\$0	\$0	n/a		n/a
Total assets	\$78,789	\$89,235	13%	\$65,484	-27%
Liabilities & Net Assets					
Liabilities	FY 2017	FY 2018	% Change	FY 2019	% Change
Liabilities					
Accounts payable & other	\$9,953	\$9,532	-4%	\$11,062	16%
Loans & other debt		\$0	n/a		n/a
Deferred revenue		\$0	n/a		n/a
Total current liabilities	\$9,953	\$9,532	-4%	\$11,062	16%
Non-current liabilities	\$0	\$0	n/a	\$0	n/a
Total liabilities	\$9,953	\$9,532	-4%	\$11,062	16%
Net assets					
Unrestricted	\$68,836	\$79,703	16%	\$54,422	-32%
Restricted			n/a		n/a
Total net assets	\$68,836	\$79,703	16%	\$54,422	-32%
Total liabilities & net assets	\$78,789	\$89,235	13%	\$65,484	-27%

Balance Sheet Metrics

	FY 2017	FY 2018	FY 2019
Months of Operating Cash -- Unrestricted	5	3	2
Total working capital -- Unrestricted	\$68,836	\$79,703	\$54,422
Current Ratio	7.92	9.36	5.92
Debt Service Impact	0%	0%	
Unrestricted Net Assets Net of Property, Plant and Equipment	n/a	n/a	n/a
Operating Margin	22%	4%	-7%
Depreciation as a % of Fixed Assets	n/a	n/a	n/a
Leverage Ratio -- Unrestricted			

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.

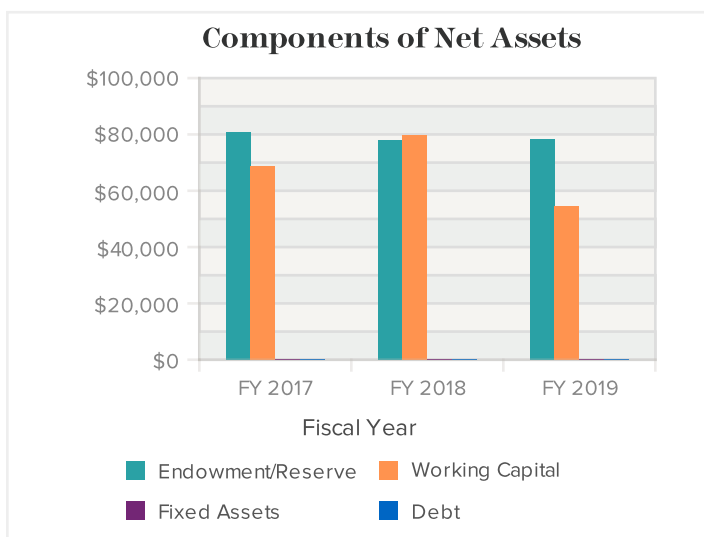
Debt Service Impact (Total Debt Service including principal and interest divided by Total Expense) calculates the % of an organization's total expenses applied to the total debt-service burden, e.g. a mortgage).

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 - Unrestricted (Total Unrestricted Debt divided by Total Unrestricted Assets) measures what proportion of your unrestricted 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	3,380	4,527	34%	4,210	-7%
In-person participation - free	840	5,420	545%	4,032	-26%
<b>Total in-person participation</b>	<b>4,220</b>	<b>9,947</b>	<b>136%</b>	<b>8,242</b>	<b>-17%</b>

Types of In-person Attendance	FY 2017	FY 2018	% Change	FY 2019	% Change
Performance tickets	3,057	4,307	41%	3,687	-14%
Screenings tickets	223	250	12%	453	81%
Admissions	550	5,000	809%	3,272	-35%
Registrants for classes/workshops	100		-100%		n/a
Guided tours participants	170	150	-12%	50	-67%
Field trip participants		40	n/a	500	1,150%
Lecture attendees	120	200	67%	280	40%
<b>Total in-person participation</b>	<b>4,220</b>	<b>9,947</b>	<b>136%</b>	<b>8,242</b>	<b>-17%</b>

Attendance Ages	FY 2017	FY 2018	% Change	FY 2019	% Change
Children (18 and under)	32	500	1,462%	1,000	100%
Children served in schools	250		-100%		n/a
Seniors	3,587	5,447	52%	3,942	-28%
Adults	601	4,000	566%	3,300	-18%

Other Participation	FY 2017	FY 2018	% Change	FY 2019	% Change
People engaged in advocacy	2,500		-100%		n/a

## Staffing

Staff & Non-Staff Statistics	FY 2017	FY 2018	% Change	FY 2019	% Change
Full-time permanent employees	1	1	0%	2	100%
Part-time permanent employees	2	2	0%	2	0%
Part-time permanent employees - FTEs	0.75	1.3	73%	0.78	-40%
Part-time seasonal employees	1	0	-100%		n/a
Part-time seasonal employees - FTEs	0.01	0	-100%		n/a
Number of part-time or one-time volunteers	50	50	0%	50	0%
Part-time or one-time volunteers - FTEs	0.9	0.9	0%	0.3	-67%
Independent contractors	0	20	n/a	25	25%

Artistic Staff & Non-Staff Statistics	FY 2017	FY 2018	% Change	FY 2019	% Change
Independent contractors that are artists		15	n/a	17	13%



Program Activity

			% Change		% Change
Distinct productions	20	25	25%	46	84%
Total performances	60	52	-13%	64	23%
Distinct screenings	10	10	0%	10	0%
Total screenings	10	10	0%	10	0%
Temporary exhibits	3	4	33%	4	0%
Traveling exhibits	0	0	n/a	1	n/a
Distinct classes/workshops	10		-100%		n/a
Total classes/class sessions	1	0	-100%	0	n/a
Distinct guided tours	1	1	0%	1	0%
Total guided tour occurrences	50	50	0%	50	0%
Distinct field trips		1	n/a	1	0%
Field trip occurrences		1	n/a	1	0%
Distinct lectures	6	9	50%	10	11%
Lecture occurrences	6	9	50%	10	11%
Programs offered in schools	1		-100%		n/a
Hours of programming in schools	1		-100%		n/a
Number of schools served	3		-100%		n/a
Artists placed in schools	5		-100%		n/a
Space - days rented	265	265	0%		-100%

Types of objects restored/preserved

Historic building;Historic sites

Historic building;Historic sites

Historic sites;Historic building

Key advocacy Issues

supporting the arts and cultural scene

more access to diverse and quality arts

financially sustain a historic site