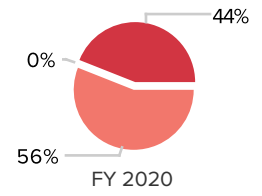
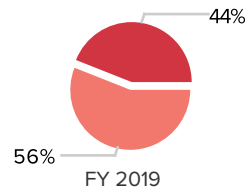
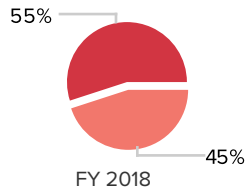


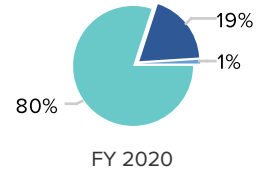
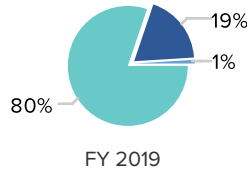
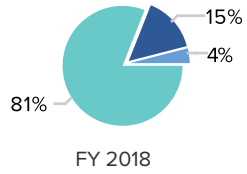
Unrestricted Operating Revenue by Source

- Earned
- Investment
- Contributed



Operating Expenses by Functional Grouping

- Program
- Management & General
- Fundraising



Revenue Details

Operating Revenue	FY 2018	FY 2019	FY 2020	FY 2020	FY 2020
Earned - Program	Total	Total	Total	Unrestricted	Restricted
Subscriptions			\$0	\$0	
Membership fees - individuals			\$0	\$0	\$0
Membership fees - organizations			\$0	\$0	
Ticket sales & admissions	\$94,809	\$98,053	\$72,319	\$72,319	
Education revenue	\$0		\$0	\$0	
Publication sales			\$0	\$0	
Gallery sales	\$3,000	\$1,015	\$22,076	\$22,076	
Contracted services & touring fees			\$0	\$0	
Royalty & reproduction revenue	\$0		\$0	\$0	
Earned - program not listed above	\$4,566	\$1,019	\$254	\$254	
Total earned - program	\$102,375	\$100,087	\$94,649	\$94,649	
Earned - Non-program					
Rental revenue	\$48,960	\$23,337	\$20,217	\$20,217	
Sponsorship revenue	\$13,400	\$23,392	\$29,143	\$29,143	
Attendee-generated revenue not listed above	\$3,927	\$16,995	\$12,111	\$12,111	
Earned non-program not listed above			\$0	\$0	
Total earned - non-program	\$66,287	\$63,724	\$61,471	\$61,471	
Total earned revenue	\$168,662	\$163,811	\$156,120	\$156,120	

Contributed	FY 2018 Total	FY 2019 Total	FY 2020 Total	FY 2020 Unrestricted	FY 2020 Restricted
Trustee & board	\$5,305	\$6,255	\$2,125	\$2,125	\$0
Individual	\$72,634	\$129,731	\$92,980	\$92,980	\$0
Corporate	\$0	\$0	\$0	\$0	\$0
Foundation	\$0	\$5,000	\$10,000	\$10,000	\$0
City government	\$60,000	\$55,000	\$50,000	\$50,000	\$0
State government	\$1,125	\$15,000	\$26,300	\$26,300	\$0
Federal government	\$0	\$0	\$21,205	\$21,205	\$0
In-kind operating contributions	\$0	\$0	\$0	\$0	\$0
Special fundraising events			\$0	\$0	\$0
Net assets released from restriction	\$0	\$0	\$0	\$0	\$0
Total contributed revenue	\$139,064	\$210,986	\$202,610	\$202,610	\$0
Operating investment revenue	\$0	\$0	\$0	\$0	\$0
Total operating revenue	\$307,726	\$374,797	\$358,730	\$358,730	\$0
Total operating revenue less operating in-kind	\$307,726	\$374,797	\$358,730	\$358,730	\$0
Total revenue	\$307,726	\$374,797	\$358,730	\$358,730	\$0
Total revenue less in-kind	\$307,726	\$374,797	\$358,730	\$358,730	\$0

Revenue Narrative

FY 2018	n/a
FY 2019	n/a
FY 2020	note 1: Since we are on a FY (July 1 - June 30), this does not reflect the total loss impact due to COVID-19. note 2: individual contribution is down because we did not have a gala in the spring of 2020. note 3: state and federal increase is due to the PPP loan and other state COVID relief funds. note 4: one of the exhibits featured an auction, increasing FY20 art sales. The Dec 2019 exhibit featured 17 artists, which increased sales.

Expense Details

	FY 2018 Total	FY 2019 Total	% Change	FY 2020 Total	% Change	FY 2020 Program	FY 2020 General & Administrative	FY 2020 Fundraising
Personnel expenses - Operating								
W2 employees (salaries, payroll taxes and fringe benefits)	\$90,734	\$108,143	19%	\$112,342	4%	\$96,633	\$11,928	\$3,781
Independent contractors	\$73,252	\$116,223	59%	\$71,344	-39%	\$57,252	\$14,092	\$0
Professional fees	\$3,264	\$0	-100%	\$6,967	n/a	\$6,270	\$697	\$0
Total personnel expenses - Operating	\$167,250	\$224,366	34%	\$190,653	-15%	\$160,155	\$26,717	\$3,781
Non-personnel expenses - Operating								
Occupancy costs	\$23,143	\$39,055	69%	\$45,551	17%	\$23,000	\$22,551	\$0
Interest expense	\$0	\$0	n/a	\$1,757	n/a	\$1,757	\$0	\$0
Non-personnel expenses not listed above	\$106,468	\$136,655	28%	\$125,051	-8%	\$104,473	\$20,578	\$0
Total non-personnel expenses - Operating	\$129,611	\$175,710	36%	\$172,359	-2%	\$129,230	\$43,129	\$0
Total operating expenses	\$296,861	\$400,076	35%	\$363,012	-9%	\$289,385	\$69,846	\$3,781
Total expenses	\$296,861	\$400,076	35%	\$363,012	-9%			
Total expenses less in-kind	\$296,861	\$400,076	35%	\$363,012	-9%			
Total expenses less depreciation	\$296,861	\$400,076	35%	\$363,012	-9%			
Total expenses less in-kind and depreciation	\$296,861	\$400,076	35%	\$363,012	-9%			

Expense Narrative

FY 2018 n/a
 FY 2019 n/a
 FY 2020 Note 1: higher occupancy costs due to busier fall 2019

Note 2: fewer artist contracts due to cancellations from pandemic reflects lower program expenses. Also reflects lower independent contractor costs in the "workforce" section.

Note 3: we managed to keep general expenses low from January 1 - June 30 (second half of FY20).

Balance Sheet

Assets	FY 2018	FY 2019	% Change	FY 2020	% Change
Current assets					
Cash and cash equivalents	\$75,317	\$53,999	-28%	\$58,996	9%
Receivables	\$0	\$6,143	n/a	\$5,000	-19%
Investments - current			n/a		n/a
Prepaid expenses & other	\$13,918	\$5,342	-62%	\$881	-84%
Total current assets	\$89,235	\$65,484	-27%	\$64,877	-1%
Long-term/non-current assets					
Investments - non current			n/a		n/a
Fixed assets (net of accumulated depreciation)	\$0		n/a	\$0	n/a
Non-current assets not listed above			n/a	\$0	n/a
Total long-term/non-current assets	\$0		n/a	\$0	n/a
Total assets	\$89,235	\$65,484	-27%	\$64,877	-1%
Liabilities & Net Assets					
Current liabilities					
Accounts payable and accrued expenses	\$9,532	\$11,062	16%	\$14,735	33%
Deferred revenue	\$0		n/a	\$0	n/a
Loans - current	\$0		n/a	\$0	n/a
Additional current liabilities not listed above			n/a		n/a
Total current liabilities	\$9,532	\$11,062	16%	\$14,735	33%
Long-term/non-current liabilities					
Long-term/non-current loans	\$0		n/a	\$0	n/a
Additional long-term/non-current liabilities not listed above			n/a	\$0	n/a
Total long-term/non-current liabilities	\$0		n/a	\$0	n/a
Total liabilities	\$9,532	\$11,062	16%	\$14,735	33%
Net assets					
Unrestricted	\$79,703	\$54,422	-32%	\$50,142	-8%
Restricted	\$0		n/a	\$0	n/a
Total net assets	\$79,703	\$54,422	-32%	\$50,142	-8%
Total liabilities & net assets	\$89,235	\$65,484	-27%	\$64,877	-1%

Balance Sheet Narrative

FY 2018	n/a
FY 2019	n/a
FY 2020	note 1: the state/federal COVID relief funds and conservative spending reflect our overall performance. However, FY20 (July 1, 2019 - June 30, 2020) does not reflect the full impact of the pandemic.

Balance Sheet Metrics

	FY 2018	FY 2019	% Change	FY 2020	% Change
Months of operating cash -- Unrestricted	3.04	1.62	-47%	1.95	20%
Working capital -- Unrestricted	\$79,703	\$54,422	-32%	\$50,142	-8%
Current ratio -- Unrestricted	9.36	5.92	-37%	4.4	-26%
Net assets as a % of total expenses	27%	14%	-49%	14%	2%
Fixed assets (net)	\$0		n/a	\$0	n/a
Condition of fixed assets					
Leverage -- Unrestricted	0%		n/a	0%	n/a
Total debt	\$0		n/a	\$0	n/a
Debt service impact	0%	0%	n/a	0%	n/a

Months of operating cash -- unrestricted (Unrestricted Cash & Cash Equivalents/(Total Expense/12)) indicates the number of months an organization can operate at current average monthly expense levels with existing unrestricted cash and cash equivalents. This ratio is calculated using unrestricted numbers only.

Working capital -- unrestricted (Unrestricted Current Assets minus Unrestricted Current Liabilities) consists of the unrestricted resources available for operations. 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 unrestricted (Unrestricted Current Assets divided by Unrestricted Current Liabilities) determines the organization’s ability to pay current debt using current assets. A ratio of 1.0 indicates that current assets are equal to current liabilities. A ratio of around 1.5 is a more comfortable position, allowing for more cushion against uncollected receivables or timing discrepancies between expected receipts and disbursements. Ideally this number should approach 2 which indicates ample short-term liquidity to obviate the need to borrow or sell assets.

Net assets as % of total expenses measures the net worth of an organization in relationship to its operating size. It is calculated as total net assets divided by total expenses. If the trend is level or increasing, then total net assets are keeping pace with growth in operating expenses.

Condition of fixed assets indicates the potential need for replacement or repair of fixed assets (such as buildings, furniture, office equipment, sets and props). This is especially significant for organizations that own a building or carry a long-term lease. Accumulated depreciation of less than 50% of the total value of fixed assets indicates a stock of relatively new assets. A high percentage (>80%) of accumulated depreciation could indicate aging infrastructure and need for funding the replacement or repair of fixed assets in the near future.

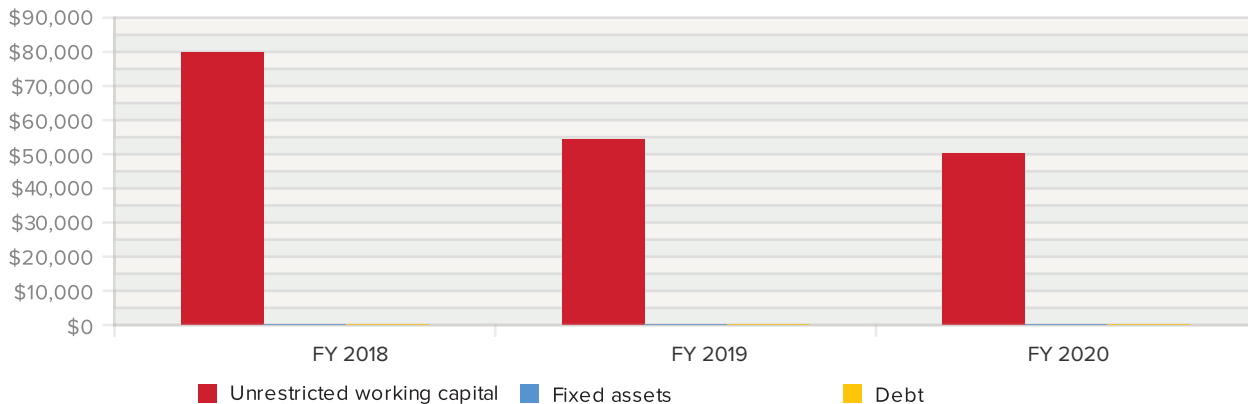
Leverage ratio (Total Debt divided by Total Unrestricted Assets) measures what proportion of your unrestricted assets are supported by debt. A number in excess of 50% may indicate liquidity problems, or reduced capacity for future borrowing.

Fixed assets net is the value of all land, buildings, equipment, leasehold improvements and other property and equipment owned by the organization. It is calculated net of accumulated depreciation to reflect the reduction in the value of an asset as it ages and is used.

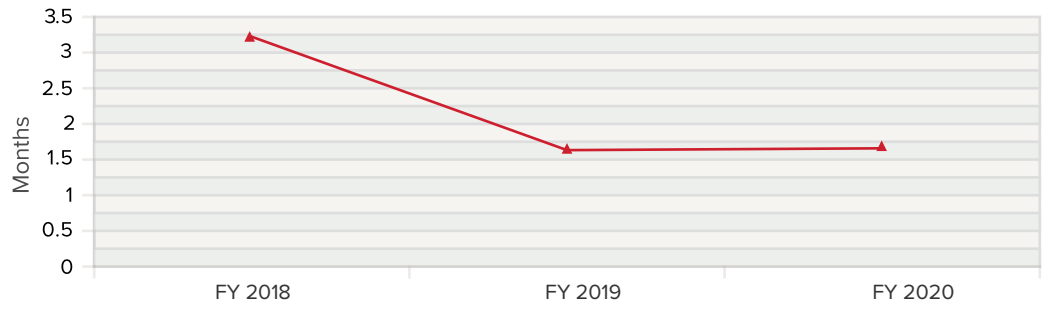
Total debt consists of all short and long-term contractual obligations of the organization, including lines of credit, loans, notes, bonds, and capital leases.

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. The higher the percentage, the more the organization has to dedicate its resources to debt repayment rather than programming and other operating expenses.

Components of Net Assets



**Months of
Unrestricted
Working Capital**



Attendance

	FY 2018	FY 2019	% Change	FY 2020	% Change
Total attendance					
Paid	4,527	4,210	-7%	2,373	-44%
Free	5,420	4,032	-26%	2,853	-29%
Total	9,947	8,242	-17%	5,226	-37%
In-person attendance					
Paid	4,527	4,210	-7%	2,373	-44%
Free	5,420	4,032	-26%	2,686	-33%
Total	9,947	8,242	-17%	5,059	-39%
Digital attendance					
Paid			n/a	0	n/a
Free			n/a	167	n/a
Total			n/a	167	n/a
In-person attendees 18 and under	500	1,000	100%	675	-32%
Programs in schools	FY 2018	FY 2019	% Change	FY 2020	% Change
Children served in schools			n/a	0	n/a
Hours of instruction			n/a	0	n/a

Workforce

Number of People	FY 2018	FY 2019	% Change	FY 2020	% Change
Employees: Full-time permanent	1	2	100%	2	0%
Employees: Part-time permanent	2	2	0%	2	0%
Volunteers	50	50	0%	56	12%
Independent contractors	20	25	25%	20	-20%
Interns and apprentices	0		n/a	0	n/a
Total positions	73	79	8%	80	1%

Visual & Performing Artists

	FY 2018	FY 2019	% Change	FY 2020	% Change
Number of visual & performing artists	15	17	13%	20	18%
Payments to artists & performers		\$62,456	n/a	\$35,942	-42%

Covid-19 Impact

	FY 2018	FY 2019	FY 2020
Due to COVID-19 crisis restrictions on in-person gatherings and/or stay-at-home orders mandated by government health guidelines, how was staffing affected at your organization:			
Number of employees laid off			2
Number of employees furloughed			0
Of those furloughed or laid off employees, how many (if any) have been brought back?			0

Mission and Constituency

Mission statement

To optimize an irreplaceable regional center for cultural, education and social activities through programming excellence, fiscal stability, strong community partnerships and committed volunteers.

Mission demographics

This organization's mission is not rooted in an explicitly identified ethnic, cultural or other demographic voice.

Racial/ethnic group

Additional group (please state)

Gender

Additional group (please state)

Sexual orientation

Additional group (please state)

Age group

Additional group (please state)

Disability

Additional characteristics

If the fields above are blank, this organization does not serve that demographic specifically.

Audience

The organization does not seek to primarily serve a specific audience.

Racial/ethnic group

Additional group (please state)

Gender

Additional group (please state)

Sexual orientation

Additional group (please state)

Age group

Additional group (please state)

Disability

Additional characteristics

Additional group (please state)

Community type served

Rural

If the fields above are blank, this organization does not serve that demographic specifically.

Program Activity

In-person activity	FY 2018		FY 2019		FY 2020	
	Distinct offerings	# of times offered	Distinct offerings	# of times offered	Distinct offerings	# of times offered
Productions (self-produced)	25	52	46	64	1	4
Productions (presented)					22	31
Classes/assemblies/other programs in schools					0	0
Classes/workshops (outside of schools)	0	0	0	0	6	11
Field trips/school visits	1	1	1	1	2	2
Guided tours	1	50	1	50	1	50
Lectures	9	9	10	10	24	24
Permanent exhibitions	0		0		0	
Temporary exhibitions	4		4		4	
Traveling exhibitions (hosted)	0		1		1	
Films screened	10	10	10	10	0	0
Festivals/conferences	0		0		1	1
Readings/workshops (developing works)					0	0
Community programs (not included above)					0	0
Additional programs not listed above	0	0	0	0	0	0

NOTE: Data entered prior to 2021 combines information about physical and digital programs. It has been included in the physical program lines.

Program Activity

Digital activity	FY 2018			FY 2019			FY 2020		
	Distinct offerings	# times digitally offered	On-demand	Distinct offerings	# times digitally offered	On-demand	Distinct offerings	# times digitally offered	On-demand
Productions (self-produced)							1	1	0
Productions (presented)							0	0	0
Classes/assemblies/other programs in schools							0	0	0
Classes/workshops (outside of schools)							0	0	0
Field trips/school visits							0	0	0
Guided tours							0	0	0
Lectures							0	0	0
Permanent exhibitions									0
Temporary exhibitions									1
Traveling exhibitions (hosted)									0
Films screened							0	0	0
Broadcast productions							0	0	0
Festivals/conferences							0	0	0
Readings/workshops (developing works)							0	0	0
Community programs (not included above)							0	0	0
Additional programs not listed above							0	0	0

NOTE: Data entered prior to 2021 combines information about physical and digital programs. It has been included in the physical program lines.

Digital activity financials	FY 2018		FY 2019		FY 2020	
	Total	Associated with digital program delivery	Total	Associated with digital program delivery	Total	Associated with digital program delivery
Earned revenue	\$168,662		\$163,811		\$156,120	\$0
Contributed revenue	\$139,064		\$210,986		\$202,610	\$0
Operating expense	\$296,861		\$400,076		\$363,012	\$500

Program Activity

	FY 2018 Total	FY 2019 Total % Change	FY 2020 Total % Change
Fiscally sponsored projects		n/a	0 n/a
Amount distributed to fiscally sponsored projects		n/a	\$0 n/a
Residencies		n/a	0 n/a
Scholarships awarded		n/a	0 n/a
Amount awarded in scholarships		n/a	\$0 n/a
Other grants awarded		n/a	0 n/a
Amount awarded in grants		n/a	\$0 n/a
Public art installations		n/a	0 n/a
Works commissioned		n/a	0 n/a
Films produced		n/a	0 n/a
World premieres		n/a	0 n/a
National premieres		n/a	0 n/a
Local/regional premieres		n/a	0 n/a
Published works (physical)		n/a	0 n/a
Published works (digital)		n/a	0 n/a
Private lessons (in-person)		n/a	0 n/a
Private lessons (digital)		n/a	0 n/a
Competitions		n/a	0 n/a
Open rehearsals		n/a	0 n/a

NOTE: Data entered prior to 2021 combines information about physical and digital programs. It has been included in the physical program lines.

Program Activity Narrative

FY 2018	n/a
FY 2019	n/a
FY 2020	<p>note 1: the productions reflected a variety of programs that are now being broken down to self-produced/presented, classes/assemblies, and festivals/conferences.</p> <p>note 2: The films screened was our met opera series. Since it's technically not a film, we are moving the numerical showings to presented.</p>