

### Organization Information

Organization name:	Kalamazoo Civic Theatre		
City:	Kalamazoo	Year organization founded:	1929
State:	MI	Organization type:	501(c)3 nonprofit organization
County:	Kalamazoo	DUNS #:	021039847
Federal ID #:	381540000	Full-time staff:	21
NISP Discipline:	4 - Theatre	Board Members:	14
NISP Institution:	7 - Performance Facility	Fiscal year end date:	05-31
NTEE:	A65 - Theater		

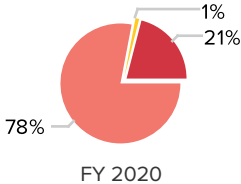
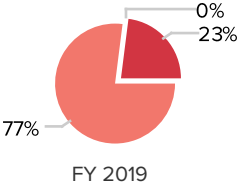
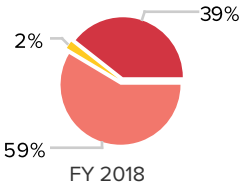
*Applicant is audited or reviewed by an independent accounting firm.*

### Financial Summary

Unrestricted Activity	FY 2018	FY 2019	% Change	FY 2020	% Change
<b>Unrestricted operating revenue</b>					
Earned program	\$579,835	\$463,136	-20%	\$399,241	-14%
Earned non-program	\$233,877	\$223,655	-4%	\$133,425	-40%
<b>Total earned revenue</b>	<b>\$813,712</b>	<b>\$686,791</b>	<b>-16%</b>	<b>\$532,666</b>	<b>-22%</b>
Investment revenue	\$44,384	\$4,435	-90%	\$18,100	308%
Contributed revenue	\$1,202,475	\$2,276,731	89%	\$1,954,898	-14%
<b>Total unrestricted operating revenue</b>	<b>\$2,060,571</b>	<b>\$2,967,957</b>	<b>44%</b>	<b>\$2,505,664</b>	<b>-16%</b>
Less in-kind			n/a	\$0	n/a
<b>Unrestricted operating revenue less in-kind</b>	<b>\$2,060,571</b>	<b>\$2,967,957</b>	<b>44%</b>	<b>\$2,505,664</b>	<b>-16%</b>
<b>Operating expenses</b>					
Program	\$2,224,835	\$2,369,386	6%	\$2,306,535	-3%
Management & general	\$381,408	\$294,228	-23%	\$209,264	-29%
Fundraising	\$77,664	\$54,838	-29%	\$39,672	-28%
<b>Total operating expenses</b>	<b>\$2,683,907</b>	<b>\$2,718,452</b>	<b>1%</b>	<b>\$2,555,471</b>	<b>-6%</b>
Less in-kind			n/a	\$0	n/a
<b>Unrestricted operating expenses less in-kind</b>	<b>\$2,683,907</b>	<b>\$2,718,452</b>	<b>1%</b>	<b>\$2,555,471</b>	<b>-6%</b>
Unrestricted change in net assets - operating	-\$623,336	\$249,505	140%	-\$49,807	-120%
Unrestricted change in net assets - non-operating	\$934,275		-100%	\$0	n/a
<b>Unrestricted change in net assets</b>	<b>\$310,939</b>	<b>\$249,505</b>	<b>-20%</b>	<b>-\$49,807</b>	<b>-120%</b>
Restricted change in net assets	-\$684,484	-\$927,586	-36%	-\$326,522	65%
<b>Total change in net assets</b>	<b>-\$373,545</b>	<b>-\$678,081</b>	<b>-82%</b>	<b>-\$376,329</b>	<b>45%</b>

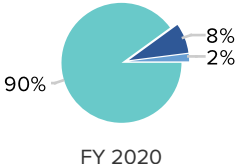
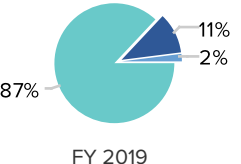
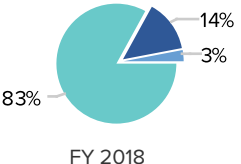
### Unrestricted Operating Revenue by Source

- Earned
- Investment
- Contributed



### Operating Expenses by Functional Grouping

- Program
- Management & General
- Fundraising



## Revenue Details

Operating Revenue Earned - Program	FY 2018 Total	FY 2019 Total	FY 2020 Total	FY 2020 Unrestricted	FY 2020 Restricted
Subscriptions	\$133,340	\$112,764	\$56,852	\$56,852	
Membership fees - individuals			\$0	\$0	\$0
Membership fees - organizations			\$0	\$0	
Ticket sales & admissions	\$354,123	\$267,914	\$223,662	\$223,662	
Education revenue	\$76,771	\$69,471	\$98,786	\$98,786	
Publication sales			\$0	\$0	
Gallery sales			\$0	\$0	
Contracted services & touring fees			\$0	\$0	
Royalty & reproduction revenue			\$0	\$0	
Earned - program not listed above	\$15,601	\$12,987	\$19,941	\$19,941	
<b>Total earned - program</b>	<b>\$579,835</b>	<b>\$463,136</b>	<b>\$399,241</b>	<b>\$399,241</b>	
<b>Earned - Non-program</b>					
Rental revenue	\$34,318	\$17,404	\$9,277	\$9,277	
Sponsorship revenue	\$111,185	\$116,322	\$74,914	\$74,914	
Attendee-generated revenue not listed above	\$42,744	\$43,164	\$46,294	\$46,294	
Earned non-program not listed above	\$45,630	\$46,765	\$2,940	\$2,940	
<b>Total earned - non-program</b>	<b>\$233,877</b>	<b>\$223,655</b>	<b>\$133,425</b>	<b>\$133,425</b>	
<b>Total earned revenue</b>	<b>\$813,712</b>	<b>\$686,791</b>	<b>\$532,666</b>	<b>\$532,666</b>	

Contributed	FY 2018 Total	FY 2019 Total	FY 2020 Total	FY 2020 Unrestricted	FY 2020 Restricted
Individual	\$121,115	\$153,374	\$336,240	\$331,040	\$5,200
Corporate	\$546	\$3,512	\$3,160	\$3,160	
Foundation	\$1,192,294	\$1,174,759	\$1,169,320	\$1,169,320	
In-kind operating contributions	\$0	\$0	\$0	\$0	\$0
Special fundraising events			\$0	\$0	\$0
Net assets released from restriction	\$0	\$0	\$0	\$451,378	-\$451,378
<b>Total contributed revenue</b>	<b>\$1,313,955</b>	<b>\$1,331,645</b>	<b>\$1,508,720</b>	<b>\$1,954,898</b>	<b>-\$446,178</b>
Operating investment revenue	\$182,695	\$21,935	\$137,756	\$18,100	\$119,656
<b>Total operating revenue</b>	<b>\$2,310,362</b>	<b>\$2,040,371</b>	<b>\$2,179,142</b>	<b>\$2,505,664</b>	<b>-\$326,522</b>
<b>Total operating revenue less operating in-kind</b>	<b>\$2,310,362</b>	<b>\$2,040,371</b>	<b>\$2,179,142</b>	<b>\$2,505,664</b>	<b>-\$326,522</b>
<b>Total revenue</b>	<b>\$2,310,362</b>	<b>\$2,040,371</b>	<b>\$2,179,142</b>	<b>\$2,505,664</b>	<b>-\$326,522</b>
<b>Total revenue less in-kind</b>	<b>\$2,310,362</b>	<b>\$2,040,371</b>	<b>\$2,179,142</b>	<b>\$2,505,664</b>	<b>-\$326,522</b>

## Revenue Narrative

FY 2018	n/a
FY 2019	n/a
FY 2020	n/a

## 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)	\$1,237,947	\$1,190,138	-4%	\$1,136,940	-4%	\$1,057,720	\$49,621	\$29,599
Independent contractors	\$76,885	\$87,768	14%	\$119,072	36%	\$113,063	\$6,009	\$0
Professional fees	\$63,489	\$69,352	9%	\$43,970	-37%	\$0	\$43,970	\$0
Total personnel expenses - Operating	\$1,378,321	\$1,347,258	-2%	\$1,299,982	-4%	\$1,170,783	\$99,600	\$29,599
Non-personnel expenses - Operating								
Occupancy costs	\$245,275	\$265,834	8%	\$275,859	4%	\$252,792	\$21,349	\$1,718
Depreciation	\$342,319	\$376,443	10%	\$399,952	6%	\$383,954	\$11,998	\$4,000
Non-personnel expenses not listed above	\$717,992	\$728,917	2%	\$579,678	-20%	\$499,006	\$76,317	\$4,355
Total non-personnel expenses - Operating	\$1,305,586	\$1,371,194	5%	\$1,255,489	-8%	\$1,135,752	\$109,664	\$10,073
Total operating expenses	\$2,683,907	\$2,718,452	1%	\$2,555,471	-6%	\$2,306,535	\$209,264	\$39,672
Total expenses	\$2,683,907	\$2,718,452	1%	\$2,555,471	-6%			
Total expenses less in-kind	\$2,683,907	\$2,718,452	1%	\$2,555,471	-6%			
Total expenses less depreciation	\$2,341,588	\$2,342,009	0%	\$2,155,519	-8%			
Total expenses less in-kind and depreciation	\$2,683,907	\$2,718,452	1%	\$2,155,519	-21%			

## Expense Narrative

FY 2018	n/a
FY 2019	n/a
FY 2020	n/a

**Balance Sheet**

Assets	FY 2018	FY 2019	% Change	FY 2020	% Change
<b>Current assets</b>					
Cash and cash equivalents	\$3,636,555	\$2,269,873	-38%	\$1,249,036	-45%
Receivables	\$110,487	\$1,728	-98%	\$8,259	378%
Investments - current			n/a		n/a
Prepaid expenses & other	\$123,151	\$124,563	1%	\$119,377	-4%
<b>Total current assets</b>	<b>\$3,870,193</b>	<b>\$2,396,164</b>	<b>-38%</b>	<b>\$1,376,672</b>	<b>-43%</b>
<b>Long-term/non-current assets</b>					
Investments - non current	\$1,880,122	\$1,967,494	5%	\$2,535,323	29%
Fixed assets (net of accumulated depreciation)	\$7,008,021	\$7,699,276	10%	\$8,021,044	4%
Non-current assets not listed above	\$502,037	\$459,232	-9%	\$431,866	-6%
<b>Total long-term/non-current assets</b>	<b>\$9,390,180</b>	<b>\$10,126,002</b>	<b>8%</b>	<b>\$10,988,233</b>	<b>9%</b>
<b>Total assets</b>	<b>\$13,260,373</b>	<b>\$12,522,166</b>	<b>-6%</b>	<b>\$12,364,905</b>	<b>-1%</b>
<b>Liabilities &amp; Net Assets</b>					
<b>Current liabilities</b>					
Accounts payable and accrued expenses	\$99,058	\$86,415	-13%	\$35,496	-59%
Deferred revenue	\$54,776	\$67,565	23%	\$113,205	68%
Loans - current			n/a	\$224,347	n/a
Additional current liabilities not listed above	\$60,272		-100%	\$0	n/a
<b>Total current liabilities</b>	<b>\$214,106</b>	<b>\$153,980</b>	<b>-28%</b>	<b>\$373,048</b>	<b>142%</b>
<b>Long-term/non-current liabilities</b>					
Long-term/non-current loans			n/a	\$0	n/a
Additional long-term/non-current liabilities not listed above			n/a	\$0	n/a
<b>Total long-term/non-current liabilities</b>			<b>n/a</b>	<b>\$0</b>	<b>n/a</b>
<b>Total liabilities</b>	<b>\$214,106</b>	<b>\$153,980</b>	<b>-28%</b>	<b>\$373,048</b>	<b>142%</b>
<b>Net assets</b>					
Unrestricted	\$9,315,646	\$9,565,151	3%	\$9,515,344	-1%
Restricted	\$3,730,621	\$2,803,035	-25%	\$2,476,513	-12%
<b>Total net assets</b>	<b>\$13,046,267</b>	<b>\$12,368,186</b>	<b>-5%</b>	<b>\$11,991,857</b>	<b>-3%</b>
<b>Total liabilities &amp; net assets</b>	<b>\$13,260,373</b>	<b>\$12,522,166</b>	<b>-6%</b>	<b>\$12,364,905</b>	<b>-1%</b>

**Balance Sheet Narrative**

FY 2018	n/a
FY 2019	n/a
FY 2020	n/a

**Balance Sheet Metrics**

	FY 2018	FY 2019	% Change	FY 2020	% Change
Months of operating cash -- Unrestricted	6.65	3.98	-40%	5.83	46%
Working capital -- Unrestricted	\$1,411,588	\$872,643	-38%	\$1,062,434	22%
Current ratio -- Unrestricted	7.59	6.67	-12%	3.85	-42%
Net assets as a % of total expenses	486%	455%	-6%	469%	3%
Fixed assets (net)	\$7,008,021	\$7,699,276	10%	\$8,021,044	4%
Condition of fixed assets				81%	
Leverage -- Unrestricted			n/a	2%	n/a
Total debt			n/a	\$224,347	n/a
Debt service impact	0%	0%	n/a	9%	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.

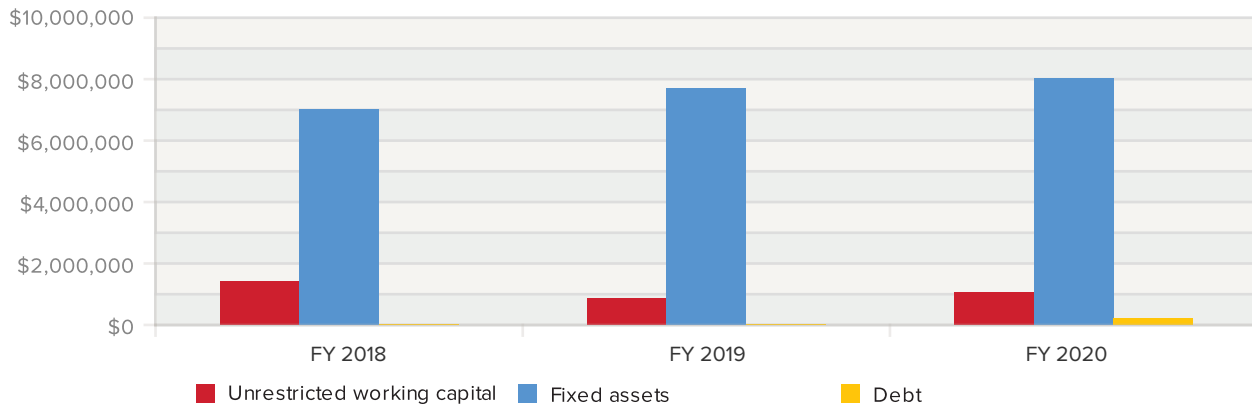
Leverage ratio (Total Debt divided by Total Unrestricted Assets) measures what proportion of your unrestricted assets are supported by debt. A number in excess of 50% may indicate liquidity problems, or reduced capacity for future borrowing.

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.

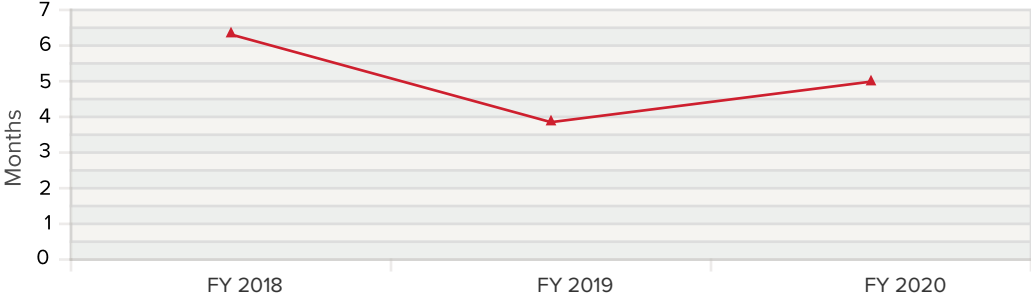
Total debt consists of all short and long-term contractual obligations of the organization, including lines of credit, loans, notes, bonds, and capital leases.

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
<b>Total attendance</b>					
Paid	27,233	22,996	-16%	13,329	-42%
Free	5,012	4,146	-17%	2,074	-50%
<b>Total</b>	<b>32,245</b>	<b>27,142</b>	<b>-16%</b>	<b>15,403</b>	<b>-43%</b>
<b>In-person attendance</b>					
Paid	27,233	22,996	-16%	13,329	-42%
Free	5,012	4,146	-17%	2,074	-50%
<b>Total</b>	<b>32,245</b>	<b>27,142</b>	<b>-16%</b>	<b>15,403</b>	<b>-43%</b>
<b>Digital attendance</b>					
Paid			n/a		n/a
Free			n/a		n/a
<b>Total</b>			<b>n/a</b>		<b>n/a</b>
In-person attendees 18 and under	10,253	7,486	-27%	3,731	-50%
<b>Programs in schools</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>% Change</b>	<b>FY 2020</b>	<b>% Change</b>
Children served in schools	160	145	-9%		-100%
Hours of instruction	60	60	0%		-100%

**Workforce**

	FY 2018	FY 2019	% Change	FY 2020	% Change
<b>Number of People</b>					
Employees: Full-time permanent	21	24	14%	21	-12%
Employees: Part-time permanent	7	6	-14%	5	-17%
Employees: Part-time temporary			n/a	6	n/a
Volunteers	1,044	1,045	0%	965	-8%
Independent contractors	85	194	128%	74	-62%
Interns and apprentices	7	7	0%	7	0%
<b>Total positions</b>	<b>1,164</b>	<b>1,276</b>	<b>10%</b>	<b>1,078</b>	<b>-16%</b>

**Visual & Performing Artists**

	FY 2018	FY 2019	% Change	FY 2020	% Change
Number of visual & performing artists			n/a	68	n/a
Payments to artists & performers			n/a	\$83,328	n/a

**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			0
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

As a non-profit community theatre, our mission is to produce a diverse spectrum of theatre of the highest quality and to provide hands-on learning experiences in all aspects of theatre production and management.

### Mission demographics

This organization's mission is rooted in an explicitly identified ethnic, cultural or other demographic voice.

Racial/ethnic group White (non-Hispanic);Black;Hispanic/Latino(a)

Additional group (please state)

Gender

Additional group (please state)

Sexual orientation

Additional group (please state)

Age group

Additional group (please state)

Disability Yes

Additional characteristics Chapter of National Penguin Project

*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 Urban

*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)	16	134	18	118	10	78
Productions (presented)					1	1
Classes/assemblies/other programs in schools	8		8		8	20
Classes/workshops (outside of schools)	94	414	68	124	40	40
Field trips/school visits					5	5
Guided tours	9	9	24	260	3	3
Lectures						
Permanent exhibitions						
Temporary exhibitions						
Traveling exhibitions (hosted)						
Films screened						
Festivals/conferences	0		0		0	
Readings/workshops (developing works)						
Community programs (not included above)					2	2
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)									
Productions (presented)									
Classes/assemblies/other programs in schools									
Classes/workshops (outside of schools)							7	7	
Field trips/school visits									
Guided tours									
Lectures									
Permanent exhibitions									
Temporary exhibitions									
Traveling exhibitions (hosted)									
Films screened									
Broadcast productions									
Festivals/conferences									
Readings/workshops (developing works)									
Community programs (not included above)									
Additional programs not listed above									

*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	\$813,712		\$686,791		\$532,666	\$0
Contributed revenue	\$1,313,955		\$1,331,645		\$1,508,720	\$0
Operating expense	\$2,683,907		\$2,718,452		\$2,555,471	\$0

## Program Activity

	FY 2018 Total	FY 2019 Total	% Change	FY 2020 Total	% Change
Fiscally sponsored projects			n/a		n/a
Amount distributed to fiscally sponsored projects			n/a		n/a
Residencies			n/a	0	n/a
Scholarships awarded			n/a	74	n/a
Amount awarded in scholarships			n/a	\$3,900	n/a
Other grants awarded			n/a		n/a
Amount awarded in grants			n/a		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	8	7	-12%	0	-100%
Published works (physical)			n/a		n/a
Published works (digital)			n/a		n/a
Private lessons (in-person)	48	7	-85%		-100%
Private lessons (digital)			n/a		n/a
Competitions			n/a	0	n/a
Open rehearsals			n/a		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	In Michigan, all in-person 'live' venues were closed March 13, 2020 as part of coronavirus restrictions. Our business remained closed through our fiscal year end.