

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:	24
NISP Discipline:	4 - Theatre	Board Members:	17
NISP Institution:	7 - Performance Facility	Fiscal year end date:	05-31
NTEE:	A65 - Theater		

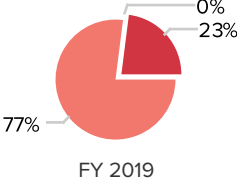
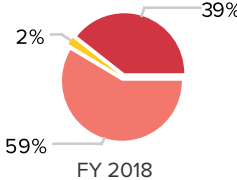
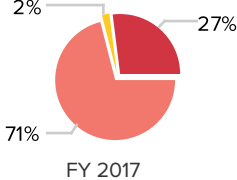
Applicant is audited or reviewed by an independent accounting firm.

Financial Summary

Unrestricted Activity	FY 2017	FY 2018	% Change	FY 2019	% Change
Unrestricted operating revenue					
Earned program	\$562,580	\$579,835	3%	\$463,136	-20%
Earned non-program	\$279,270	\$233,877	-16%	\$223,655	-4%
Total earned revenue	\$841,850	\$813,712	-3%	\$686,791	-16%
Investment revenue	\$57,746	\$44,384	-23%	\$4,435	-90%
Contributed revenue	\$2,248,426	\$1,202,475	-47%	\$2,276,731	89%
Total unrestricted operating revenue	\$3,148,022	\$2,060,571	-35%	\$2,967,957	44%
Less in-kind			n/a		n/a
Unrestricted operating revenue less in-kind	\$3,148,022	\$2,060,571	-35%	\$2,967,957	44%
Operating expenses					
Program	\$2,168,878	\$2,224,835	3%	\$2,369,386	6%
Management & general	\$347,012	\$381,408	10%	\$294,228	-23%
Fundraising	\$96,328	\$77,664	-19%	\$54,838	-29%
Total operating expenses	\$2,612,218	\$2,683,907	3%	\$2,718,452	1%
Less in-kind			n/a		n/a
Unrestricted operating expenses less in-kind	\$2,612,218	\$2,683,907	3%	\$2,718,452	1%
Unrestricted change in net assets - operating	\$535,804	-\$623,336	-216%	\$249,505	140%
Unrestricted change in net assets - non-operating		\$934,275	n/a		-100%
Unrestricted change in net assets	\$535,804	\$310,939	-42%	\$249,505	-20%
Restricted change in net assets	-\$378,266	-\$684,484	-81%	-\$927,586	-36%
Total change in net assets	\$157,538	-\$373,545	-337%	-\$678,081	-82%

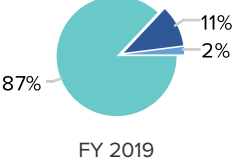
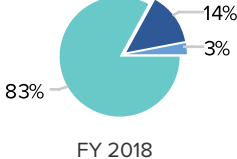
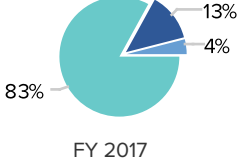
Unrestricted Operating Revenue by Source

- Earned
- Investment
- Contributed



Operating Expenses by Functional Grouping

- Program
- Management & General
- Fundraising



Revenue Details

Operating Revenue Earned - Program	FY 2017 Total	FY 2018 Total	FY 2019 Total	FY 2019 Unrestricted	FY 2019 Restricted
Subscriptions	\$163,697	\$133,340	\$112,764	\$112,764	
Membership fees - individuals				\$0	\$0
Membership fees - organizations					
Ticket sales & admissions	\$308,495	\$354,123	\$267,914	\$267,914	
Education revenue	\$73,712	\$76,771	\$69,471	\$69,471	
Publication sales					
Gallery sales					
Contracted services & touring fees					
Royalty & reproduction revenue					
Earned - program not listed above	\$16,676	\$15,601	\$12,987	\$12,987	
Total earned - program	\$562,580	\$579,835	\$463,136	\$463,136	
Earned - Non-program					
Rental revenue	\$41,478	\$34,318	\$17,404	\$17,404	
Sponsorship revenue	\$133,862	\$111,185	\$116,322	\$116,322	
Attendee-generated revenue not listed above	\$44,258	\$42,744	\$43,164	\$43,164	
Earned non-program not listed above	\$59,672	\$45,630	\$46,765	\$46,765	
Total earned - non-program	\$279,270	\$233,877	\$223,655	\$223,655	
Total earned revenue	\$841,850	\$813,712	\$686,791	\$686,791	

Contributed	FY 2017 Total	FY 2018 Total	FY 2019 Total	FY 2019 Unrestricted	FY 2019 Restricted
Trustee & board	\$21,902	\$0	\$0		
Individual	\$447,937	\$121,115	\$153,374	\$154,173	-\$799
Corporate	\$3,494	\$546	\$3,512	\$3,512	
Foundation	\$1,169,006	\$1,192,294	\$1,174,759	\$1,143,259	\$31,500
State government	\$65,000	\$0	\$0		
In-kind operating contributions	\$0	\$0	\$0		
Special fundraising events					
Net assets released from restriction	\$0	\$0	\$0	\$975,787	-\$975,787
Total contributed revenue	\$1,707,339	\$1,313,955	\$1,331,645	\$2,276,731	-\$945,086
Operating investment revenue	\$220,567	\$182,695	\$21,935	\$4,435	\$17,500
Total operating revenue	\$2,769,756	\$2,310,362	\$2,040,371	\$2,967,957	-\$927,586
Total operating revenue less operating in-kind	\$2,769,756	\$2,310,362	\$2,040,371	\$2,967,957	-\$927,586
Total revenue	\$2,769,756	\$2,310,362	\$2,040,371	\$2,967,957	-\$927,586
Total revenue less in-kind	\$2,769,756	\$2,310,362	\$2,040,371	\$2,967,957	-\$927,586

Revenue Narrative

FY 2017	n/a
FY 2018	n/a
FY 2019	n/a

Expense Details

	FY 2017 Total	FY 2018 Total	% Change	FY 2019 Total	% Change	FY 2019 Program	FY 2019 General & Administrative	FY 2019 Fundraising
Personnel expenses - Operating								
W2 employees (salaries, payroll taxes and fringe benefits)	\$1,276,516	\$1,237,947	-3%	\$1,190,138	-4%	\$1,064,469	\$89,329	\$36,340
Independent contractors	\$121,154	\$76,885	-37%	\$87,768	14%	\$82,919	\$4,749	\$100
Professional fees	\$36,494	\$63,489	74%	\$69,352	9%			
Total personnel expenses - Operating	\$1,434,164	\$1,378,321	-4%	\$1,347,258	-2%	\$1,147,388	\$163,430	\$36,440
Non-personnel expenses - Operating								
Occupancy costs	\$307,260	\$245,275	-20%	\$265,834	8%	\$236,791	\$26,646	\$2,397
Depreciation	\$323,858	\$342,319	6%	\$376,443	10%	\$361,386	\$11,293	\$3,764
Non-personnel expenses not listed above	\$546,936	\$717,992	31%	\$728,917	2%	\$623,821	\$92,859	\$12,237
Total non-personnel expenses - Operating	\$1,178,054	\$1,305,586	11%	\$1,371,194	5%	\$1,221,998	\$130,798	\$18,398
Total operating expenses	\$2,612,218	\$2,683,907	3%	\$2,718,452	1%	\$2,369,386	\$294,228	\$54,838
Total expenses	\$2,612,218	\$2,683,907	3%	\$2,718,452	1%			
Total expenses less in-kind	\$2,612,218	\$2,683,907	3%	\$2,718,452	1%			
Total expenses less depreciation	\$2,288,360	\$2,341,588	2%	\$2,342,009	0%			
Total expenses less in-kind and depreciation	\$2,612,218	\$2,683,907	3%	\$2,718,452	1%			

Expense Narrative

FY 2017	n/a
FY 2018	n/a
FY 2019	n/a

Balance Sheet

Assets	FY 2017	FY 2018	% Change	FY 2019	% Change
Current assets					
Cash and cash equivalents	\$3,944,303	\$3,636,555	-8%	\$2,269,873	-38%
Receivables	\$1,216,192	\$110,487	-91%	\$1,728	-98%
Investments - current			n/a		n/a
Prepaid expenses & other	\$118,062	\$123,151	4%	\$124,563	1%
Total current assets	\$5,278,557	\$3,870,193	-27%	\$2,396,164	-38%
Long-term/non-current assets					
Investments - non current	\$1,293,294	\$1,880,122	45%	\$1,967,494	5%
Fixed assets (net of accumulated depreciation)	\$6,523,136	\$7,008,021	7%	\$7,699,276	10%
Non-current assets not listed above	\$564,311	\$502,037	-11%	\$459,232	-9%
Total long-term/non-current assets	\$8,380,741	\$9,390,180	12%	\$10,126,002	8%
Total assets	\$13,659,298	\$13,260,373	-3%	\$12,522,166	-6%
Liabilities & Net Assets					
Current liabilities					
Accounts payable and accrued expenses	\$135,896	\$99,058	-27%	\$86,415	-13%
Deferred revenue	\$103,590	\$54,776	-47%	\$67,565	23%
Loans - current			n/a		n/a
Additional current liabilities not listed above		\$60,272	n/a		-100%
Total current liabilities	\$239,486	\$214,106	-11%	\$153,980	-28%
Long-term/non-current liabilities					
Long-term/non-current loans			n/a		n/a
Additional long-term/non-current liabilities not listed above			n/a		n/a
Total long-term/non-current liabilities			n/a		n/a
Total liabilities	\$239,486	\$214,106	-11%	\$153,980	-28%
Net assets					
Unrestricted	\$9,004,707	\$9,315,646	3%	\$9,565,151	3%
Restricted	\$4,415,105	\$3,730,621	-16%	\$2,803,035	-25%
Total net assets	\$13,419,812	\$13,046,267	-3%	\$12,368,186	-5%
Total liabilities & net assets	\$13,659,298	\$13,260,373	-3%	\$12,522,166	-6%

Balance Sheet Narrative

FY 2017	n/a
FY 2018	n/a
FY 2019	n/a

Balance Sheet Metrics

	FY 2017	FY 2018	% Change	FY 2019	% Change
Months of operating cash -- Unrestricted	8.97	6.65	-26%	3.98	-40%
Working capital -- Unrestricted	\$1,984,687	\$1,411,588	-29%	\$872,643	-38%
Current ratio -- Unrestricted	9.29	7.59	-18%	6.67	-12%
Net assets as a % of total expenses	514%	486%	-5%	455%	-6%
Fixed assets (net)	\$6,523,136	\$7,008,021	7%	\$7,699,276	10%
Condition of fixed assets					
Leverage -- Unrestricted			n/a		n/a
Total debt			n/a		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.

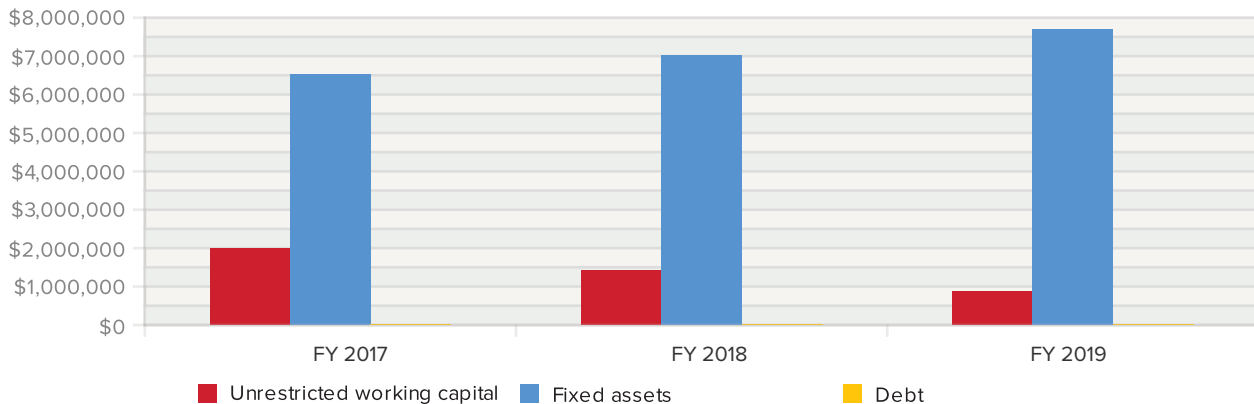
Leverage ratio (Total Debt divided by Total Unrestricted Assets) measures what proportion of your unrestricted assets are supported by debt. A number in excess of 50% may indicate liquidity problems, or reduced capacity for future borrowing.

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.

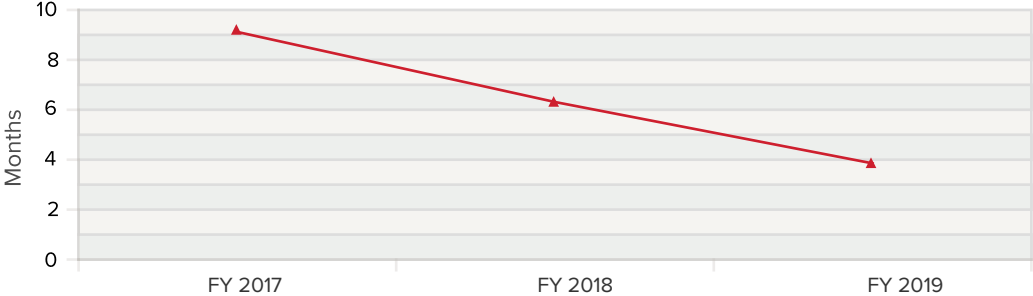
Total debt consists of all short and long-term contractual obligations of the organization, including lines of credit, loans, notes, bonds, and capital leases.

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 2017	FY 2018	% Change	FY 2019	% Change
Total attendance					
Paid	34,417	27,233	-21%	22,996	-16%
Free	3,709	5,012	35%	4,146	-17%
Total	38,126	32,245	-15%	27,142	-16%
In-person attendance					
Paid	34,417	27,233	-21%	22,996	-16%
Free	3,709	5,012	35%	4,146	-17%
Total	38,126	32,245	-15%	27,142	-16%
Digital attendance					
Paid			n/a		n/a
Free			n/a		n/a
Total			n/a		n/a
In-person attendees 18 and under	8,176	10,253	25%	7,486	-27%
Programs in schools	FY 2017	FY 2018	% Change	FY 2019	% Change
Children served in schools	143	160	12%	145	-9%
Hours of instruction	14	60	329%	60	0%

Workforce

Number of People	FY 2017	FY 2018	% Change	FY 2019	% Change
Employees: Full-time permanent	24	21	-12%	24	14%
Employees: Part-time permanent	4	7	75%	6	-14%
Volunteers	1,005	1,044	4%	1,045	0%
Independent contractors	137	85	-38%	194	128%
Interns and apprentices	7	7	0%	7	0%
Total positions	1,177	1,164	-1%	1,276	10%

Visual & Performing Artists

	FY 2017	FY 2018	% Change	FY 2019	% Change
Number of visual & performing artists			n/a		n/a
Payments to artists & performers			n/a		n/a

Covid-19 Impact

	FY 2017	FY 2018	FY 2019
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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

Number of employees furloughed

Of those furloughed or laid off employees, how many (if any) have been brought back?

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 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

Urban

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

Program Activity

In-person activity	FY 2017		FY 2018		FY 2019	
	Distinct offerings	# of times offered	Distinct offerings	# of times offered	Distinct offerings	# of times offered
Productions (self-produced)	13	125	16	134	18	118
Productions (presented)						
Classes/assemblies/other programs in schools	7		8		8	
Classes/workshops (outside of schools)	83	376	94	414	68	124
Field trips/school visits						
Guided tours	13	13	9	9	24	260
Lectures	2	2				
Permanent exhibitions						
Temporary exhibitions						
Traveling exhibitions (hosted)						
Films screened						
Festivals/conferences	13		0		0	
Readings/workshops (developing works)						
Community programs (not included above)						
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 2017			FY 2018			FY 2019		
	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)									
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 2017		FY 2018		FY 2019	
	Total	Associated with digital program delivery	Total	Associated with digital program delivery	Total	Associated with digital program delivery
Earned revenue	\$841,850		\$813,712		\$686,791	
Contributed revenue	\$1,707,339		\$1,313,955		\$1,331,645	
Operating expense	\$2,612,218		\$2,683,907		\$2,718,452	

Program Activity

	FY 2017 Total	FY 2018 Total % Change	FY 2019 Total % Change
Fiscally sponsored projects		n/a	n/a
Amount distributed to fiscally sponsored projects		n/a	n/a
Residencies		n/a	n/a
Scholarships awarded		n/a	n/a
Amount awarded in scholarships		n/a	n/a
Other grants awarded		n/a	n/a
Amount awarded in grants		n/a	n/a
Public art installations		n/a	n/a
Works commissioned		n/a	n/a
Films produced		n/a	n/a
World premieres		n/a	n/a
National premieres		n/a	n/a
Local/regional premieres	5	8 60%	7 -12%
Published works (physical)		n/a	n/a
Published works (digital)		n/a	n/a
Private lessons (in-person)	56	48 -14%	7 -85%
Private lessons (digital)		n/a	n/a
Competitions		n/a	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 2017	n/a
FY 2018	n/a
FY 2019	n/a