



# Michigan Council for Arts and Cultural Affairs Funder Report



## ORGANIZATION OVERVIEW

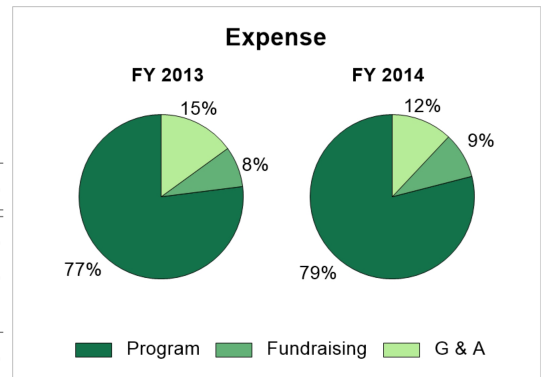
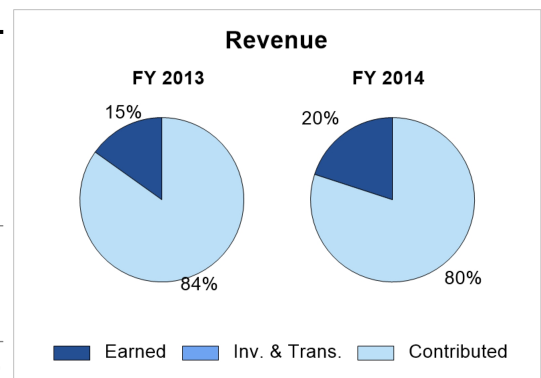
Organization Name	Arts Council of Greater Kalamazoo	Year Organization Founded	1966
Address	359 S. Kalamazoo Mall, Suite 203, Kalamazoo, MI 49007-4845	Number of Board Members	16
County	Kalamazoo	Fiscal Year End Date	09/30
Federal ID #	38-6121183	DUNS Number	019919559

**This applicant is audited or reviewed by an independent accounting firm.**

*-0% signifies a value of less than +/- 0.5%.*

## ORGANIZATION SUMMARY

Financial Activity	FY 2013	FY 2014	% chg
<b>Unrestricted Activity</b>			
<b>Revenue</b>			
Earned			
Program	114,350	166,003	45%
Non-program	10,534	10,013	-5%
<b>Total Earned</b>	<b>124,884</b>	<b>176,016</b>	<b>41%</b>
Investments & Transfers	712	937	32%
Contributed	683,859	693,742	1%
<b>Total Unrestricted Revenue</b>	<b>809,455</b>	<b>870,695</b>	<b>8%</b>
<b>Expenses</b>			
Program	613,673	628,255	2%
Fundraising	63,868	74,413	17%
General & administrative	117,167	97,453	-17%
<b>Total Expenses</b>	<b>794,708</b>	<b>800,121</b>	<b>1%</b>
<b>Net Unrestricted Activity</b>	<b>14,747</b>	<b>70,574</b>	<b>379%</b>
<b>Net Temporarily Restricted Activity</b>	<b>(44,876)</b>	<b>26,435</b>	<b>159%</b>
<b>Net Permanently Restricted Activity</b>	<b>0</b>	<b>0</b>	<b>n/a</b>
<b>Net Total Activity</b>	<b>(30,129)</b>	<b>97,009</b>	<b>422%</b>



Non-Financial Summary	FY 2013	FY 2014
Full-time Permanent Employees	5	5
Total Paid Attendance	262	325
Total Free Attendance	69,149	85,291

## REVENUE

<b>EARNED</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>% chg</b>
1 Admissions	\$0	\$0	n/a
2 Ticket Sales	\$3,935	\$4,860	24%
3 Tuitions	\$0	\$0	n/a
4 Workshop & Lecture Fees	\$0	\$0	n/a
5 Touring Fees	\$0	\$0	n/a
6 Special Events - Non-fundraising	\$0	\$900	n/a
7 Gift Shop/Merchandise Sales	\$96	\$50	-48%
7a Gallery/Publication Sales	\$977	\$2,124	117%
8 Food Sales/Concession Revenue	\$0	\$1,093	n/a
8a Parking Concessions	\$0	\$0	n/a
9 Membership Dues/Fees	\$13,955	\$13,875	-1%
10 Subscriptions - Performance	\$0	\$0	n/a
10a Subscriptions - Media	\$0	\$0	n/a
11 Contracted Services/Performance Fees	\$89,122	\$80,239	-10%
12 Rental Income	\$10,438	\$8,870	-15%
13 Royalties/Rights & Reproductions	\$0	\$0	n/a
14 Advertising Revenue	\$0	\$0	n/a
15 Sponsorship Revenue	\$5,000	\$61,302	1126%
16 Investments-Realized Gains (Losses)	\$0	\$0	n/a
17 Investments-Unrealized Gains (Losses)	\$0	\$0	n/a
18 Interest & Dividends	\$712	\$937	32%
19 Other Earned Revenue	\$1,361	\$12,467	816%
<b>20 Total Earned Revenue</b>	<b>\$125,596</b>	<b>\$186,717</b>	<b>49%</b>
<b>CONTRIBUTED</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>% chg</b>
21 Trustee/Board Contributions	\$1,640	\$2,150	31%
22 Individual Contributions	\$20,546	\$21,813	6%
23 Corporate Contributions	\$6,303	\$2,432	-61%
24 Foundation Contributions	\$551,362	\$570,155	3%
25 Government - City	\$525	\$875	67%
26 Government - County	\$0	\$46,914	n/a
27 Government - State	\$57,884	\$68,278	18%
28 Government - Federal	\$0	\$0	n/a
28a Tribal Contributions	\$0	\$0	n/a
29 Special Events - Fundraising	\$0	\$0	n/a
30 Other Contributions	\$723	\$1,275	76%
30b Parent Organization Support	\$0	\$0	n/a
30c Related Organization Contributions	\$0	\$0	n/a
31 In-kind Contributions	\$0	(\$3,479)	n/a
32 Net Assets Released from Restrictions	\$0	\$0	n/a
<b>33 Total Contributed Revenue and Net Assets Released from Restrictions</b>	<b>\$638,983</b>	<b>\$710,413</b>	<b>11%</b>
<b>34 Total Earned and Contributed Revenue Incl. Net Assets Released</b>	<b>\$764,579</b>	<b>\$897,130</b>	<b>17%</b>
35 Transfers & Reclassifications	\$0	\$0	n/a
<b>TOTAL REVENUE</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>% chg</b>
<b>36 Total Revenue</b>	<b>\$764,579</b>	<b>\$897,130</b>	<b>17%</b>
<b>Total Unrestricted Revenue</b>	<b>\$809,455</b>	<b>\$870,695</b>	<b>8%</b>
<b>Total Unrestricted Revenue Less In-Kind</b>	<b>\$809,455</b>	<b>\$874,174</b>	<b>8%</b>

## EXPENSE

EXPENSE	Program	Total	Program	Total	Total % chg
	FY 2013	FY 2013	FY 2014	FY 2014	
1 Total Salaries & Fringe (From Section 5)	\$207,802	\$324,876	\$210,541	\$301,693	-7%
2 Accounting	\$3,650	\$5,615	\$7,836	\$9,919	77%
3 Advertising and Marketing	\$26,079	\$26,385	\$21,130	\$28,173	7%
4 Artist Commission Fees	\$0	\$0	\$0	\$0	n/a
4a Artist Consignments	\$0	\$0	\$0	\$0	n/a
5 Artists & Performers - Non-Salaried	\$40,933	\$40,933	\$69,442	\$73,097	79%
6 Audit	\$0	\$0	\$3,650	\$4,620	n/a
7 Bank Fees	\$473	\$728	\$1,020	\$1,291	77%
8 Repairs & Maintenance	\$0	\$0	\$47	\$95	n/a
9 Catering & Hospitality	\$0	\$0	\$0	\$0	n/a
10 Collections Conservation	\$0	\$0	\$0	\$0	n/a
11 Collections Management	\$0	\$0	\$0	\$0	n/a
12 Conferences & Meetings	\$4,806	\$5,780	\$10,999	\$12,841	122%
13 Cost of Sales	\$0	\$0	\$0	\$0	n/a
14 Depreciation	\$0	\$18,895	\$14,654	\$18,550	-2%
15 Dues & Subscriptions	\$0	\$3,173	\$0	\$4,136	30%
16 Equipment Rental	\$12,646	\$13,651	\$12,776	\$12,776	-6%
17 Facilities - Other	\$0	\$0	\$10,888	\$10,888	n/a
18 Fundraising Expenses - Other	\$0	\$0	\$0	\$0	n/a
19 Fundraising Professionals	\$0	\$0	\$0	\$0	n/a
20 Grantmaking Expense	\$174,011	\$174,011	\$125,151	\$125,151	-28%
21 Honoraria	\$0	\$0	\$0	\$0	n/a
22 In-Kind Contributions	\$0	\$0	\$0	\$0	n/a
23 Insurance	\$2,548	\$3,920	\$4,850	\$6,466	65%
24 Interest Expense	\$0	\$0	\$0	\$0	n/a
25 Internet & Website	\$9,038	\$9,070	\$10,348	\$11,904	31%
26 Investment Fees	\$0	\$0	\$0	\$0	n/a
27 Legal Fees	\$0	\$800	\$0	\$88	-89%
28 Lodging & Meals	\$145	\$350	\$1,275	\$1,614	361%
29 Major Repairs	\$500	\$500	\$0	\$0	n/a
30 Office Expense - Other	\$0	\$5,166	\$960	\$1,049	-80%
31 Other	\$0	\$150	\$0	\$80	-47%
32 Postage & Shipping	\$7,633	\$8,470	\$6,589	\$10,981	30%
33 Printing	\$19,614	\$20,466	\$20,004	\$33,339	63%
34 Production & Exhibition Costs	\$21,500	\$21,500	\$21,573	\$21,573	~0%
34a Programs - Other	\$6,342	\$7,005	\$17,906	\$19,580	180%
35 Professional Development	\$0	\$5,050	\$700	\$1,094	-78%
36 Professional Fees - Other	\$18,291	\$23,769	\$26,542	\$36,687	54%
37 Public Relations	\$0	\$0	\$0	\$0	n/a
38 Rent	\$40,446	\$52,685	\$18,008	\$36,017	-32%
38a Recording & Broadcast Costs	\$0	\$0	\$0	\$0	n/a
38b Royalties/Rights & Reproductions	\$0	\$0	\$0	\$0	n/a
39 Sales Commission Fees	\$0	\$0	\$0	\$0	n/a
39a Security	\$0	\$326	\$372	\$496	52%
40 Supplies - Office & Other	\$10,498	\$11,055	\$3,622	\$5,704	-48%
41 Telephone	\$3,063	\$4,680	\$4,090	\$5,453	17%
42 Touring	\$0	\$0	\$0	\$0	n/a
43 Travel	\$3,655	\$5,699	\$4,627	\$6,111	7%
44 Utilities	\$0	\$0	\$0	\$0	n/a
	<b>Program</b>	<b>Total</b>	<b>Program</b>	<b>Total</b>	<b>Total</b>
<b>TOTAL EXPENSE</b>	<b>FY 2013</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2014</b>	<b>% chg</b>
<b>45 Total Expenses</b>	<b>\$613,673</b>	<b>\$794,708</b>	<b>\$628,255</b>	<b>\$800,121</b>	<b>1%</b>
<b>Total Expenses Less In-Kind</b>	<b>\$613,673</b>	<b>\$794,708</b>	<b>\$629,600</b>	<b>\$801,466</b>	<b>1%</b>
<b>46 Change in Net Assets</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$97,009</b>	<b>422%</b>

## DESCRIPTIONS

Below are the descriptions provided for questions that required additional information.

### **REVENUE**

- |   |  |
|---|--|
| 6a Special Events - Non-fundraising, Briefly Describe | Community Arts Award Reception                   |
| 19a If Other Earned Revenue, Briefly Describe         | Health Care Credit, Workers Comp Refund, Website |
| 30a Other Contributions, Briefly Describe             | Donation Boxes                                   |
| 31a In-Kind Contributions, Briefly Describe           | Tenant Theatre Contributions                     |

### **EXPENSES**

- |   |   |
|---|---|
| 17a Facilities - Other, Briefly Describe        | First Baptist Church AET & Civic Teatre UTT                                 |
| 30a Office Expense - Other, Briefly Describe    | Fiduciary Payments, Miscellaneous Expenses                                  |
| 31a If Other, Briefly Describe                  | Bad Debt Expense  |
| 34b Programs - Other, Briefly Describe          | Payroll Service Fees, Program Supplies, Gifts & Recognition, Permits & Fees |
| 36a Professional Fees - Other, Briefly Describe | Graphic Design, Technology Support, Software Support                        |

## BALANCE SHEET TRENDS

The Balance Sheet, also known as a Statement of Financial Position, shows the accumulated financial results of all the years that an organization has been in operation, and consists of what the organization owns - its assets; what the organization owes - its liabilities; and the difference between its assets and liabilities – its net assets or net worth.

<b>Assets</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>% chg</b>
Current assets			
Cash	139,965	240,100	72%
Receivables	10,696	25,085	135%
Prepaid expenses & other	3,598	3,773	5%
Total current assets	154,259	268,958	74%
Investments	0	0	n/a
Fixed assets (net)	52,661	34,518	-34%
Non-current assets	0	0	n/a
<b>Total Assets</b>	<b>206,920</b>	<b>303,476</b>	<b>47%</b>
<hr/>			
<b>Liabilities &amp; Net Assets</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>% chg</b>
<b>Liabilities</b>			
Current Liabilities			
Accounts payable & other	11,697	11,244	-4%
Loans & other debt	0	0	n/a
Deferred revenue	0	0	n/a
Total current liabilities	11,697	11,244	-4%
Non-current liabilities	0	0	n/a
<b>Total Liabilities</b>	<b>11,697</b>	<b>11,244</b>	<b>-4%</b>
<hr/>			
<b>Net Assets</b>			
Unrestricted	122,573	193,147	58%
Temporarily restricted	72,650	99,085	36%
Permanently restricted	0	0	n/a
<b>Total Net Assets</b>	<b>195,223</b>	<b>292,232</b>	<b>50%</b>
<b>Total Liabilities &amp; Net Assets</b>	<b>206,920</b>	<b>303,476</b>	<b>47%</b>

## BALANCE SHEET TRENDS: FINANCIAL POSITION

The key measures of financial position below can help understand the capital structure of an organization.

<b>Financial Position</b>	<b>FY 2013</b>	<b>FY 2014</b>
Net assets as a % of total expenses	25%	37%
Total working capital	69,912	158,629
Fixed assets (net)	52,661	34,518
Total endowment	0	0
Total debt	0	0

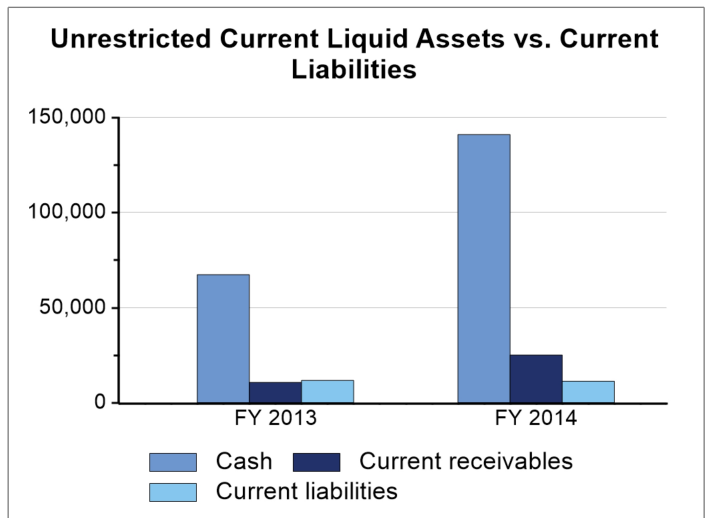
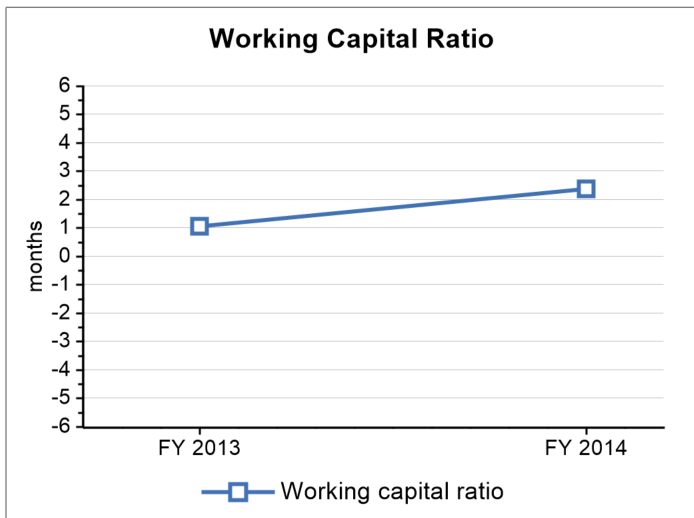
**Net assets as a % of total expenses** measures the net worth of an organization in relationship to its operating size. It is calculated as total net assets divided by total expenses. If the trend is level or increasing, then total net assets are keeping pace with growth in operating expenses.

**Total working capital** consists of the unrestricted resources available for operations, and in this report is calculated as unrestricted current assets (not including unrestricted endowment investments) 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.

**Fixed assets (net)** include all land, buildings, equipment, and other fixed assets 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 endowment** includes monies usually invested long-term. Endowment may be unrestricted, temporarily restricted, or permanently restricted. Income from endowment is generally available for operations or to support specific purposes.

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



The Working Capital Ratio relates working capital to the size of the operation, showing how many months of operating revenue are available to meet current needs. The graph at the right looks at the most liquid of the organization's unrestricted current assets in comparison to its current liabilities.

## NON FINANCIAL INFORMATION (Section 11)

<b>Staff &amp; Non-Staff Statistics (Number of People)</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>% chg</b>
1 Full-time Permanent Employees	5.00	5.00	0%
2 Part-time/Seasonal Employees	1.00	2.00	100%
3 Part-time/Seasonal Empl. - FTEs	0.25	1.30	420%
4 Full-time Volunteers	0.00	0.00	n/a
5 Part-time Volunteers	95.00	93.00	-2%
6 Part-time Volunteers - FTEs	0.10	0.09	-10%
7 Independent Contractors	163.00	163.00	0%
8 Independent Contractors - FTEs	3.92	3.92	0%
9 Interns/Apprentices	1.00	0.00	n/a
10 Interns/Apprentices - FTEs	0.02	0.00	n/a
<b>Number of Contributors</b>			
	<b>FY 2013</b>	<b>FY 2014</b>	<b>% chg</b>
1 Individuals	239	279	17%
2 Board	7	16	129%
3 Corporate	15	8	-47%
4 Foundation	8	10	25%
5 Government (Federal, State & Local)	1	1	0%
Percent of Board Giving	58%	100%	71%
<b>Attendance</b>			
	<b>FY 2013</b>	<b>FY 2014</b>	<b>% chg</b>
1 Total Paid Attendance	262	325	24%
Physical	262	325	24%
Virtual	0	0	n/a
2 Total Free Attendance	69,149	85,291	23%
Physical	69,149	85,291	23%
Virtual	0	0	n/a
<b>3 Total Attendance</b>	<b>69,411</b>	<b>85,616</b>	<b>23%</b>
4 Children 18 and under	0	0	n/a
5 Number of Groups of Children 18 and Under	0	0	n/a
5a Number of Other Groups	0	0	n/a
6 Attendance - Classes/Workshops	191	171	-10%
<b>Website Activity</b>			
	<b>FY 2013</b>	<b>FY 2014</b>	<b>% chg</b>
1 Number of Page Views	143,888	163,781	14%
2 Number of Unique Web Visitors	39,601	45,563	15%
3 Total Number of Web Visitors	57,840	67,414	17%
4 Total income earned from website activities (from admissions, ticket sales, shop sales, etc.)	0	0	n/a
5 Total website generated donations	2,950	4,585	55%

## NON FINANCIAL INFORMATION (Continued)

<b>Subscribers &amp; Members</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>% chg</b>
1 Paying Subscribers - Performance	0	0	n/a
1a Paying Subscribers - Media	0	0	n/a
1b Non-paying Subscribers - Media	0	0	n/a
2 Paying Members	152	171	12%
3 How many people are both members and subscribers?	0	0	n/a
<b>Pricing (in dollars)</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>% chg</b>
1 Average Adult Price	15	15	0%
2 Average Child Price	0	0	n/a
3 Average Senior Citizen Price	0	0	n/a
4 Average Student Price	0	0	n/a
5 Highest Single Price	15	15	0%
6 Lowest Single Price	15	15	0%
7 Median Price	15	15	0%
8 Average Adult Tuition/Workshop Price	0	0	n/a
9 Average Child Tuition/Workshop Price	0	0	n/a
10 Average Publication Price	0	0	n/a
11 Average Fundraising Special Event Price	0	0	n/a
12 Average Non-fundraising Special Event Price	0	20	n/a
13 Average Media Content Price	0	0	n/a
<b>Program Activity (Number of Events)</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>% chg</b>
1 Live Productions - Self-Produced	24	26	8%
1a Live Productions - Presented Only	0	0	n/a
2 Public Performances - Home	23	26	13%
3 Public Performances - Away	1	0	n/a
3a Online/radio/television programs	14	14	0%
4 Permanent Exhibitions	0	0	n/a
5 Temporary Exhibitions	421	455	8%
6 Classes/Workshops - for the public/constituents	9	6	-33%
7 Classes/Workshops - for professional artists	0	0	n/a
7a Publications	0	0	n/a
7b Number of Publications Sold/Distributed	0	0	n/a
8 Tours	0	0	n/a
8a Number of Tour Occurrences	0	0	n/a
9 Films	0	0	n/a
9a Number of Film Screenings	0	0	n/a
10 Lectures	0	0	n/a
10a Number of Lecture Occurrences	0	0	n/a
11 Exhibition Openings	0	0	n/a
12 World Premieres	0	0	n/a
13 National Premieres	0	0	n/a
14 Local Premieres	0	0	n/a
15 Works Commissioned	0	0	n/a
16 Workshops or readings of new works	0	0	n/a
17 Programs - Other	0	0	n/a
17a Number of Programs - Other Occurrences	0	0	n/a
18 Off-site School Programs	0	0	n/a
18a Number of Off-site School Program Occurrences	0	0	n/a
19 Facility Rentals - By your organization for your program use	23	25	9%
20 Facility Rentals - By your organization for your non-program use	0	0	n/a
21 Rentals of your facility by others	0	12	n/a