



Organization Information

Organization name: Leelanau Community Cultural Center

City: Leland

Federal ID #: 383052356

State: MI

Year organization founded: 1992

County: Leelanau

Organization type: 501(c)3 nonprofit organization

NISP Discipline: 14 - Multidisciplinary

Fiscal year end date: 12-31

NISP Institution: 15 - Arts Center

DUNS #

NTEE: A20 - Arts & Culture

Full-time staff: 2

Applicant is not audited or reviewed by an independent accounting firm.

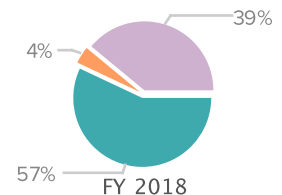
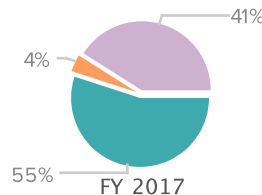
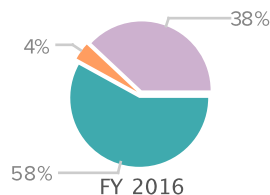
Paid FTEs: 2.08

A display value of -0% signifies a value of less than +/- 0.5%

Unrestricted Activity	FY 2016	FY 2017	% Change	FY 2018	% Change
<b>Unrestricted Operating Revenue</b>					
Earned Program	\$81,822	\$87,524	7%	\$88,393	1%
Earned Non-program	\$23,050	\$27,895	21%	\$24,379	-13%
<b>Total Earned Revenue</b>	<b>\$104,872</b>	<b>\$115,419</b>	<b>10%</b>	<b>\$112,772</b>	<b>-2%</b>
Investment Revenue	\$10,767	\$10,727	-0%	\$11,127	4%
Contributed Revenue	\$159,560	\$152,931	-4%	\$166,581	9%
<b>Total Unrestricted Operating Revenue</b>	<b>\$275,199</b>	<b>\$279,077</b>	<b>1%</b>	<b>\$290,480</b>	<b>4%</b>
Less in-kind			n/a	(\$0)	n/a
<b>Total Unrestricted Operating Revenue Less In-kind</b>	<b>\$275,199</b>	<b>\$279,077</b>	<b>1%</b>	<b>\$290,480</b>	<b>4%</b>
<b>Expenses by Functional Total</b>					
Program	\$136,007	\$143,408	5%	\$129,760	-10%
Fundraising	\$35,949	\$40,259	12%	\$42,543	6%
General & Administrative	\$66,327	\$69,470	5%	\$76,888	11%
<b>Total Operating Expenses</b>	<b>\$238,283</b>	<b>\$253,137</b>	<b>6%</b>	<b>\$249,191</b>	<b>-2%</b>
Less in-kind			n/a	(\$0)	n/a
<b>Total Operating Expenses Less In-kind</b>	<b>\$238,283</b>	<b>\$253,137</b>	<b>6%</b>	<b>\$249,191</b>	<b>-2%</b>
Net Unrestricted Activity - Operating	\$36,916	\$25,940	-30%	\$41,289	59%
Net Unrestricted Activity - Non-operating			n/a		n/a
<b>Total Net Unrestricted Activity</b>	<b>\$36,916</b>	<b>\$25,940</b>	<b>-30%</b>	<b>\$41,289</b>	<b>59%</b>
Net Temporarily Restricted Activity	\$0		n/a		n/a
Net Permanently Restricted Activity	\$400	\$400	0%		-100%
<b>Net Total Activity</b>	<b>\$37,316</b>	<b>\$26,340</b>	<b>-29%</b>	<b>\$41,289</b>	<b>57%</b>

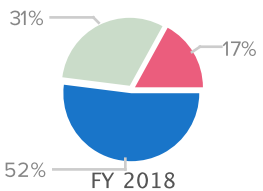
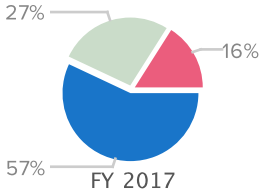
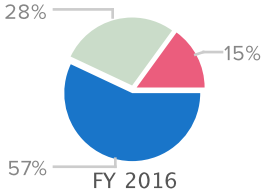
Revenue by Source

- Earned
- Investment
- Contributed



**Expenses by Functional Grouping**

- Program
- General & Administrative
- Fundraising



## Revenue Details

	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2018
	Total	Total	Total	Unrestricted	Temporarily Restricted	Permanently Restricted
Operating Revenue						
Earned - Program						
Single ticket sales	\$31,661	\$32,722	\$33,859	\$33,859		n/a
Admissions	\$1,616	\$1,826	\$1,879	\$1,879		n/a
Gallery sales	\$14,992	\$18,782	\$19,423	\$19,423		n/a
Tuitions and registration fees	\$33,553	\$34,194	\$33,232	\$33,232		n/a
Other program revenue	\$0		\$0	\$0		n/a
Total earned - program	\$81,822	\$87,524	\$88,393	\$88,393	\$0	n/a
Earned - Non-program						
Food and concessions	\$1,840	\$4,392	\$3,424	\$3,424		n/a
Space rentals	\$21,210	\$21,530	\$18,131	\$18,131		n/a
Other earned revenue	\$0	\$1,973	\$2,824	\$2,824		n/a
Total earned - non-program	\$23,050	\$27,895	\$24,379	\$24,379	\$0	n/a
Total earned revenue	\$104,872	\$115,419	\$112,772	\$112,772		n/a

Leelanau Community Cultural Center

Contributed	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2018
	Total	Total	Total	Unrestricted	Temporarily Restricted	Permanently Restricted
Trustee & board	\$4,635	\$4,650	\$4,800	\$4,800		
Individual	\$58,530	\$59,872	\$75,471	\$75,471		
Corporate	\$7,150	\$7,523	\$5,350	\$5,350		
Foundation	\$29,550	\$25,250	\$25,250	\$25,250		
State government	\$22,500	\$12,800	\$12,800	\$12,800		
In-kind operating contributions	\$0	\$0	\$0	\$0		
Other contributions	\$37,195	\$42,836	\$42,910	\$42,910		
Net assets released from restriction	\$0	\$0	\$0	\$0		
<b>Total contributed revenue</b>	<b>\$159,560</b>	<b>\$152,931</b>	<b>\$166,581</b>	<b>\$166,581</b>		
Operating investment revenue	\$11,167	\$11,127	\$11,127	\$11,127		
<b>Total operating revenue</b>	<b>\$275,599</b>	<b>\$279,477</b>	<b>\$290,480</b>	<b>\$290,480</b>		
Total operating revenue less in-kind	\$275,599	\$279,477	\$290,480	\$290,480		
Total non-operating revenue						
<b>Total revenue</b>	<b>\$275,599</b>	<b>\$279,477</b>	<b>\$290,480</b>	<b>\$290,480</b>		
Total revenue less in-kind	\$275,599	\$279,477	\$290,480	\$290,480		

## Expense Details

	FY 2016 Total	FY 2017 Total	% Change	FY 2018 Total	% Change	FY 2018 Program	FY 2018 Fundraising	FY 2018 General & Administrative
Personnel expenses - Operating								
W2 employees (salaries, payroll taxes and fringe benefits)	\$92,442	\$103,677	12%	\$106,224	2%	\$35,408	\$35,408	\$35,408
Independent contractors	\$67,718	\$75,502	11%	\$73,201	-3%	\$73,201		
Professional fees	\$3,880	\$3,919	1%	\$4,056	3%	\$2,028		\$2,028
Total personnel expenses - Operating	\$164,040	\$183,098	12%	\$183,481	0%	\$110,637	\$35,408	\$37,436
Non-personnel expenses - Operating								
Advertising and promotion	\$13,750	\$12,480	-9%	\$10,323	-17%	\$8,323	\$2,000	\$0
Conferences and meetings	\$257	\$0	-100%	\$0	n/a	\$0	\$0	\$0
Dues and subscriptions	\$1,732	\$645	-63%	\$800	24%	\$350	\$0	\$450
Insurance	\$3,295	\$3,658	11%	\$3,117	-15%	\$0	\$0	\$3,117
Occupancy costs	\$24,300	\$25,342	4%	\$27,352	8%	\$0	\$0	\$27,352
Office and administration	\$9,068	\$7,286	-20%	\$6,218	-15%	\$1,811	\$2,000	\$2,407
Printing, postage and shipping	\$7,500	\$6,400	-15%	\$7,886	23%	\$5,751	\$2,135	\$0
Exhibition costs	\$6,550	\$6,600	1%	\$5,126	-22%	\$0	\$0	\$5,126
Productions and events costs	\$4,135	\$2,500	-40%	\$0	-100%	\$0	\$0	\$0
Other operating expenses	\$3,656	\$5,128	40%	\$4,888	-5%	\$2,888	\$1,000	\$1,000
Total non-personnel expenses - Operating	\$74,243	\$70,039	-6%	\$65,710	-6%	\$19,123	\$7,135	\$39,452
Total operating expenses	\$238,283	\$253,137	6%	\$249,191	-2%	\$129,760	\$42,543	\$76,888
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	\$238,283	\$253,137	6%	\$249,191	-2%	\$129,760	\$42,543	\$76,888
Total expenses less in-kind	\$238,283	\$253,137	6%	\$249,191	-2%			
Total expenses less depreciation	\$238,283	\$253,137	6%	\$249,191	-2%			
Total expenses less in-kind and depreciation	\$238,283	\$253,137	6%	\$249,191	-2%			

## Balance Sheet

Assets	FY 2016	FY 2017	% Change	FY 2018	% Change
Current assets					
Cash	\$33,868	\$27,231	-20%	\$32,462	19%
Receivables	\$0	\$0	n/a	\$0	n/a
Investments			n/a	\$0	n/a
Prepaid expenses & other	\$0	\$0	n/a	\$0	n/a
<b>Total current assets</b>	<b>\$33,868</b>	<b>\$27,231</b>	<b>-20%</b>	<b>\$32,462</b>	<b>19%</b>
Non-current investments					
Fixed assets (net)	\$93,000	\$93,829	1%	\$93,429	-0%
Other non-current assets	\$0	\$0	n/a	\$0	n/a
<b>Total non-current assets</b>	<b>\$93,000</b>	<b>\$93,829</b>	<b>1%</b>	<b>\$93,429</b>	<b>-0%</b>
<b>Total assets</b>	<b>\$126,868</b>	<b>\$121,060</b>	<b>-5%</b>	<b>\$125,891</b>	<b>4%</b>
Liabilities & Net Assets	FY 2016	FY 2017	% Change	FY 2018	% Change
Liabilities					
Accounts payable & other	\$2,402	\$4,108	71%	\$11,838	188%
Loans & other debt			n/a	\$0	n/a
Deferred revenue			n/a	\$0	n/a
<b>Total current liabilities</b>	<b>\$2,402</b>	<b>\$4,108</b>	<b>71%</b>	<b>\$11,838</b>	<b>188%</b>
Non-current liabilities	\$0	\$0	n/a	\$0	n/a
<b>Total liabilities</b>	<b>\$2,402</b>	<b>\$4,108</b>	<b>71%</b>	<b>\$11,838</b>	<b>188%</b>
Net assets					
Unrestricted			n/a	\$0	n/a
Temporarily restricted			n/a	\$0	n/a
Permanently restricted			n/a	\$0	n/a
<b>Total net assets</b>	<b>\$124,466</b>	<b>\$116,952</b>	<b>-6%</b>	<b>\$114,053</b>	<b>-2%</b>
<b>Total liabilities &amp; net assets</b>	<b>\$126,868</b>	<b>\$121,060</b>	<b>-5%</b>	<b>\$125,891</b>	<b>4%</b>

**Balance Sheet Metrics**

	FY 2016	FY 2017	FY 2018
Months of Operating Cash	2	1	2
Total working capital	\$31,466	\$23,123	\$20,624
Current Ratio	14.1	6.63	2.74
Debt Service Impact			0%
Unrestricted Net Assets Net of Property, Plant and Equipment			
Operating Margin	14%	9%	14%
Depreciation as a % of Fixed Assets	n/a	n/a	n/a
Leverage Ratio			

Months of Operating Cash represents the number of months an organization can operate at current average monthly expense levels with existing cash and cash equivalents.  $Cash + Cash\ Equivalents / (Total\ Expense / 12)$ . The ratio is calculated using total numbers since this organization does not have a disaggregated balance sheet.

Total Working Capital consists of the resources available for operations, and in this report is calculated as total current assets minus total current liabilities since this organization does not have a disaggregated balance sheet. 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 (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.

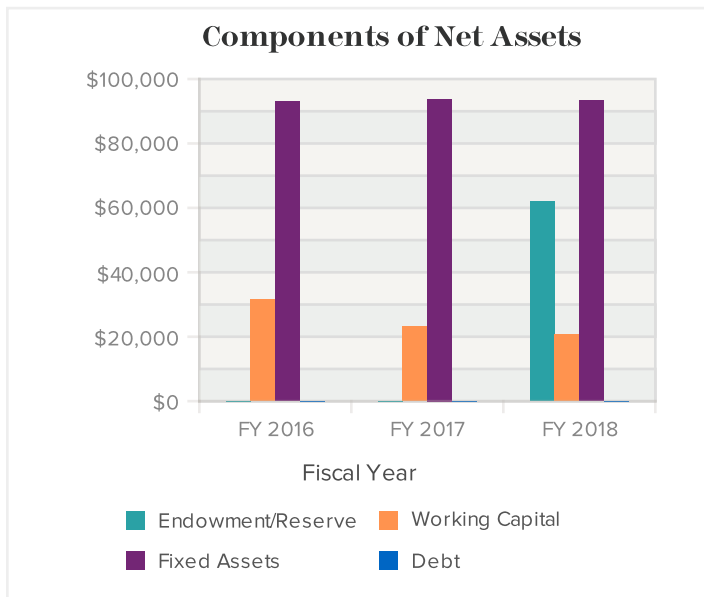
Debt Service Impact (Total Debt Service including principal and interest divided by Total Expense) calculates the % of an organization's total expenses applied to the total debt-service burden, e.g. a mortgage). This measure can help understand the portion of the book value of an organization's fixed assets that they truly own free and clear of related obligations and depreciated value. It is calculated as  $Unrestricted\ Net\ Assets - (Net\ Fixed\ Assets - Mortgage\ Debt)$ .

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, highlighting the amount of an organization's surplus or deficit.

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 (Total Debt divided by Total Unrestricted and Temporarily Restricted Assets) is a measurement of a company's efficiency in operating.



## Attendance

In-person Participation	FY 2016	FY 2017	% Change	FY 2018	% Change
In-person participation - paid	9,345	8,800	-6%	9,180	4%
In-person participation - free	10,775	11,375	6%	11,950	5%
<b>Total in-person participation</b>	<b>20,120</b>	<b>20,175</b>	<b>0%</b>	<b>21,130</b>	<b>5%</b>

Types of In-person Attendance	FY 2016	FY 2017	% Change	FY 2018	% Change
Performance tickets	1,750	1,625	-7%	1,500	-8%
Screenings tickets	920	750	-18%	0	-100%
Admissions	7,700	7,500	-3%	8,200	9%
Registrants for classes/workshops	6,500	6,800	5%	7,700	13%
Students given private lessons			n/a	130	n/a
Lecture attendees	950	1,000	5%	600	-40%
Festival attendees	2,300	2,500	9%	3,000	20%
<b>Total in-person participation</b>	<b>20,120</b>	<b>20,175</b>	<b>0%</b>	<b>21,130</b>	<b>5%</b>

Attendance Ages	FY 2016	FY 2017	% Change	FY 2018	% Change
Children (18 and under)	1,620	1,750	8%	2,100	20%
Seniors	12,000	13,500	12%	15,000	11%
Adults	4,000	4,925	23%	4,030	-18%

Other Participation	FY 2016	FY 2017	% Change	FY 2018	% Change
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## Staffing

Staff & Non-Staff Statistics	FY 2016	FY 2017	% Change	FY 2018	% Change
Full-time permanent employees	2	2	0%	2	0%
Part-time permanent employees			n/a	1	n/a
Part-time permanent employees - FTEs			n/a	0.08	n/a
Part-time seasonal employees	0	1	n/a	0	-100%
Number of part-time or one-time volunteers	40	45	12%	50	11%
Part-time or one-time volunteers - FTEs	0.12	0.15	25%	0.15	0%
Independent contractors	55	50	-9%	40	-20%
Number of interns and apprentices	1	1	0%	1	0%

Artistic Staff & Non-Staff Statistics	FY 2016	FY 2017	% Change	FY 2018	% Change
Independent contractors that are artists	40	40	0%	40	0%



Program Activity

	FY 2016	FY 2017	% Change	FY 2018	% Change
Distinct productions	9	12	33%		-100%
Total performances	11	14	27%	15	7%
Distinct screenings	28	16	-43%	0	-100%
Total screenings	28	16	-43%	0	-100%
Temporary exhibits	24	23	-4%	22	-4%
Distinct classes/workshops	53	56	6%	60	7%
Distinct class series/courses	6	10	67%	12	20%
Total classes/class sessions	530	686	29%	870	27%
Distinct lectures	15	15	0%	12	-20%
Lecture occurrences	15	15	0%	12	-20%
Fairs/festivals/parades	3	4	33%	4	0%
Space - days rented	40	54	35%	65	20%

Types of objects restored/preserved	
FY 2016	Historic building
FY 2017	Historic building;Sculpture, outdoor
FY 2018	Historic building;Sculpture, outdoor