



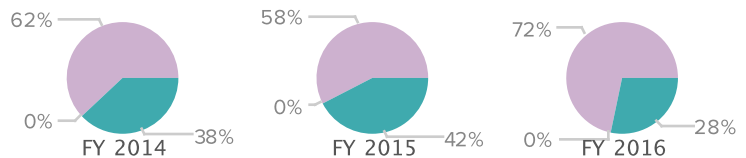
Organization Information

Organization name: Calumet Theatre Co.  
 City: Calumet Federal ID #: 382499480  
 State: MI Year organization founded: 1983  
 County: Houghton County Organization type: 501(c)3 nonprofit organization  
 NISP Discipline: 04 - Theatre Fiscal year end date: 09-30  
 NISP Institution: 7 - Performance Facility DUNS #: 179274675  
 NTEE: A61 - Performing Arts Centers Full-time staff: 2  
 Applicant is not audited or reviewed by an independent accounting firm. Paid FTEs: 2  
 A display value of -0% signifies a value of less than +/- 0.5%

Unrestricted Activity	FY 2014	FY 2015	% Change	FY 2016	% Change
<b>Unrestricted Operating Revenue</b>					
Earned Program	\$215,000	\$191,976	-11%	\$225,847	18%
Earned Non-program	\$28,947	\$24,106	-17%	\$30,716	27%
<b>Total Earned Revenue</b>	<b>\$243,947</b>	<b>\$216,082</b>	<b>-11%</b>	<b>\$256,563</b>	<b>19%</b>
Investment Revenue	\$496	\$358	-28%	\$774	116%
Contributed Revenue	\$149,727	\$159,382	6%	\$102,325	-36%
<b>Total Unrestricted Operating Revenue</b>	<b>\$394,170</b>	<b>\$375,822</b>	<b>-5%</b>	<b>\$359,662</b>	<b>-4%</b>
Less in-kind			n/a		n/a
<b>Total Unrestricted Operating Revenue Less In-kind</b>	<b>\$394,170</b>	<b>\$375,822</b>	<b>-5%</b>	<b>\$359,662</b>	<b>-4%</b>
<b>Expenses by Functional Total</b>					
Program	\$205,324	\$217,138	6%	\$285,969	32%
Fundraising	\$28,860	\$20,161	-30%	\$47,589	136%
General & Administrative	\$97,596	\$117,202	20%	\$25,399	-78%
<b>Total Operating Expenses</b>	<b>\$331,780</b>	<b>\$354,501</b>	<b>7%</b>	<b>\$358,957</b>	<b>1%</b>
Less in-kind			n/a		n/a
<b>Total Operating Expenses Less In-kind</b>	<b>\$331,780</b>	<b>\$354,501</b>	<b>7%</b>	<b>\$358,957</b>	<b>1%</b>
Net Unrestricted Activity - Operating	\$62,390	\$21,321	-66%	\$705	-97%
Net Unrestricted Activity - Non-operating			n/a		n/a
<b>Total Net Unrestricted Activity</b>	<b>\$62,390</b>	<b>\$21,321</b>	<b>-66%</b>	<b>\$705</b>	<b>-97%</b>
Net Temporarily Restricted Activity	\$15,367	\$7,607	-50%	\$239,559	3,049%
Net Permanently Restricted Activity	\$0	\$0	n/a	\$0	n/a
<b>Net Total Activity</b>	<b>\$77,757</b>	<b>\$28,928</b>	<b>-63%</b>	<b>\$240,264</b>	<b>731%</b>

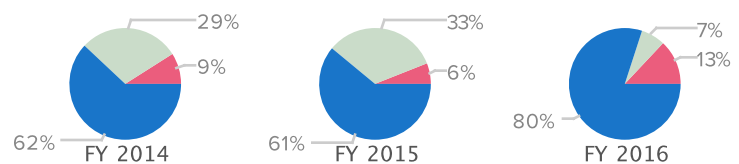
Revenue by Source

Earned Investment Contributed



Expenses by Functional Grouping

Program Fundraising General & Administrative



## Revenue Details

	FY 2014	FY 2015	FY 2016	FY 2016	FY 2016	FY 2016
	Total	Total	Total	Unrestricted	Temporarily Restricted	Permanently Restricted
Operating Revenue						
Earned - Program						
Membership revenue	\$91,036	\$90,002	\$83,628	\$83,628		n/a
Single ticket sales	\$115,109	\$94,580	\$133,686	\$133,686		n/a
Admissions	\$8,855	\$7,394				n/a
Guided or group tours			\$8,533	\$8,533		n/a
Total earned - program	\$215,000	\$191,976	\$225,847	\$225,847	\$0	n/a
Earned - Non-program						
Food and concessions	\$8,638	\$7,713	\$7,534	\$7,534		n/a
Gift shop and merchandise fees	\$385	\$160	\$1,343	\$1,343		n/a
Sponsorship revenue	\$3,200	\$3,900	\$3,764	\$3,764		n/a
Space rentals	\$16,724	\$12,333				n/a
Other rentals			\$18,075	\$18,075		n/a
Total earned - non-program	\$28,947	\$24,106	\$30,716	\$30,716	\$0	n/a
Total earned revenue	\$243,947	\$216,082	\$256,563	\$256,563		n/a

Contributed	FY 2014	FY 2015	FY 2016	FY 2016	FY 2016	FY 2016
	Total	Total	Total	Unrestricted	Temporarily Restricted	Permanently Restricted
Trustee & board	\$4,359	\$3,404	\$3,704	\$3,704		
Individual	\$18,544	\$19,204	\$214,221	\$24,662	\$189,559	
Corporate	\$0	\$0	\$0	\$0	\$0	
Foundation	\$27,500	\$17,858	\$68,130	\$18,130	\$50,000	\$0
State government	\$41,730	\$35,161	\$27,900	\$27,900	\$0	
Federal government	\$15,367	\$7,607	\$2,379	\$2,379	\$0	
In-kind operating contributions	\$0	\$0	\$0			
Other contributions	\$57,594	\$83,755	\$25,550	\$25,550		
Net assets released from restriction	\$0	\$0	\$0			
<b>Total contributed revenue</b>	<b>\$165,094</b>	<b>\$166,989</b>	<b>\$341,884</b>	<b>\$102,325</b>	<b>\$239,559</b>	<b>\$0</b>
Operating investment revenue	\$496	\$358	\$774	\$774	\$0	
<b>Total operating revenue</b>	<b>\$409,537</b>	<b>\$383,429</b>	<b>\$599,221</b>	<b>\$359,662</b>	<b>\$239,559</b>	<b>\$0</b>
<b>Total operating revenue less in-kind</b>	<b>\$409,537</b>	<b>\$383,429</b>	<b>\$599,221</b>	<b>\$359,662</b>	<b>\$239,559</b>	<b>\$0</b>
<b>Total non-operating revenue</b>						
<b>Total revenue</b>	<b>\$409,537</b>	<b>\$383,429</b>	<b>\$599,221</b>	<b>\$359,662</b>	<b>\$239,559</b>	<b>\$0</b>
<b>Total revenue less in-kind</b>	<b>\$409,537</b>	<b>\$383,429</b>	<b>\$599,221</b>	<b>\$359,662</b>	<b>\$239,559</b>	<b>\$0</b>

## Expense Details

	FY 2014 Total	FY 2015 Total	% Change	FY 2016 Total	% Change	FY 2016 Program	FY 2016 Fundraising	FY 2016 General & Administrative
Personnel expenses - Operating								
W2 employees (salaries, payroll taxes and fringe benefits)	\$134,709	\$136,994	2%	\$143,540	5%	\$103,349	\$23,314	\$16,877
Independent contractors	\$64,553	\$71,259	10%	\$0	-100%	\$0	\$0	\$0
Professional fees	\$0	\$0	n/a	\$96,200	n/a	\$96,200	\$0	
Total personnel expenses - Operating	\$199,262	\$208,253	5%	\$239,740	15%	\$199,549	\$23,314	\$16,877
Non-personnel expenses - Operating								
Advertising and promotion	\$12,346	\$12,760	3%	\$13,662	7%	\$12,638	\$1,024	\$0
Conferences and meetings	\$10,515	\$12,019	14%	\$903	-92%	\$303	\$300	\$300
Dues and subscriptions	\$823	\$594	-28%	\$507	-15%	\$307	\$0	\$200
Insurance	\$2,994	\$2,884	-4%	\$4,135	43%	\$2,977	\$414	\$744
Occupancy costs	\$25,632	\$27,502	7%	\$23,239	-16%	\$16,201	\$3,558	\$3,480
Office and administration	\$15,733	\$15,647	-1%	\$7,328	-53%	\$5,254	\$1,326	\$748
Printing, postage and shipping	\$9,977	\$8,686	-13%	\$7,706	-11%	\$5,548	\$1,387	\$771
Travel	\$0	\$0	n/a	\$6,773	n/a	\$5,065	\$1,098	\$610
Productions and events costs	\$21,841	\$10,689	-51%	\$25,795	141%	\$25,795	\$0	
Other operating expenses	\$26,152	\$46,580	78%	\$20,207	-57%	\$5,879	\$13,555	\$773
Depreciation	\$6,505	\$8,887	37%	\$8,962	1%	\$6,453	\$1,613	\$896
Total non-personnel expenses - Operating	\$132,518	\$146,248	10%	\$119,217	-18%	\$86,420	\$24,275	\$8,522
Total operating expenses	\$331,780	\$354,501	7%	\$358,957	1%	\$285,969	\$47,589	\$25,399
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	\$331,780	\$354,501	7%	\$358,957	1%	\$285,969	\$47,589	\$25,399
Total expenses less in-kind	\$331,780	\$354,501	7%	\$358,957	1%			
Total expenses less depreciation	\$325,275	\$345,614	6%	\$349,995	1%			
Total expenses less in-kind and depreciation	\$325,275	\$345,614	6%	\$349,995	1%			

## Balance Sheet

Assets	FY 2014	FY 2015	% Change	FY 2016	% Change
Current assets					
Cash	\$187,532	\$202,177	8%	\$171,189	-15%
Receivables	\$5,682	\$10,080	77%	\$7,136	-29%
Investments	\$0	\$10,078	n/a	\$292,168	2,799%
Prepaid expenses & other	\$11,990	\$10,571	-12%	\$5,029	-52%
<b>Total current assets</b>	<b>\$205,204</b>	<b>\$232,906</b>	<b>13%</b>	<b>\$475,522</b>	<b>104%</b>
Non-current investments					
Fixed assets (net)	\$97,998	\$107,909	10%	\$102,304	-5%
Other non-current assets	\$12,780	\$0	-100%	\$0	n/a
<b>Total non-current assets</b>	<b>\$110,778</b>	<b>\$107,909</b>	<b>-3%</b>	<b>\$102,304</b>	<b>-5%</b>
<b>Total assets</b>	<b>\$315,982</b>	<b>\$340,815</b>	<b>8%</b>	<b>\$577,826</b>	<b>70%</b>
Liabilities & Net Assets	FY 2014	FY 2015	% Change	FY 2016	% Change
Liabilities					
Accounts payable & other	\$21,723	\$15,651	-28%	\$12,750	-19%
Loans & other debt	\$0		n/a	\$0	n/a
Deferred revenue	\$5,305	\$6,782	28%	\$6,929	2%
<b>Total current liabilities</b>	<b>\$27,028</b>	<b>\$22,433</b>	<b>-17%</b>	<b>\$19,679</b>	<b>-12%</b>
Non-current liabilities	\$211,197	\$289,454	37%	\$0	-100%
<b>Total liabilities</b>	<b>\$238,225</b>	<b>\$311,887</b>	<b>31%</b>	<b>\$19,679</b>	<b>-94%</b>
Net assets					
Unrestricted	\$62,390	\$21,321	-66%	\$253,183	1,087%
Temporarily restricted	\$15,367	\$7,607	-50%	\$304,964	3,909%
Permanently restricted			n/a	\$0	n/a
<b>Total net assets</b>	<b>\$77,757</b>	<b>\$28,928</b>	<b>-63%</b>	<b>\$558,147</b>	<b>1,829%</b>
<b>Total liabilities &amp; net assets</b>	<b>\$315,982</b>	<b>\$340,815</b>	<b>8%</b>	<b>\$577,826</b>	<b>70%</b>

Balance Sheet Metrics

	FY 2014	FY 2015	FY 2016
Months of Operating Cash -- Unrestricted	6	7	6
Total working capital -- Unrestricted	\$162,809	\$202,866	\$455,843
Current Ratio	7.59	10.38	24.16
Debt Service Impact	0%		0%
Unrestricted Net Assets Net of Property, Plant and Equipment	-\$35,608	-\$86,588	
Operating Margin	20%	8%	67%
Depreciation as a % of Fixed Assets	48%	48%	n/a
Leverage Ratio	0%	0%	

Months of Operating Cash -- Unrestricted represents the number of months an organization can operate at current average monthly expense levels with existing unrestricted cash and cash equivalents.  $Cash + Cash\ Equivalents / (Total\ Expense / 12)$ . The ratio is calculated using unrestricted numbers only.

Total working capital -- Unrestricted consists of the resources available for operations, and in this report is calculated as unrestricted current assets 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.

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.

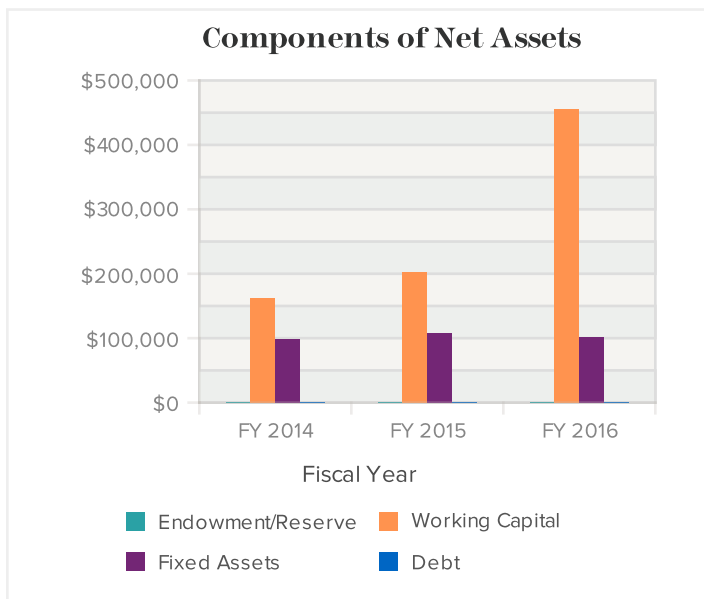
Debt Service Impact (Total Debt Service including principal and interest divided by Total Expense) calculates the % of an organization's total expenses applied to the total debt-service burden, e.g. a mortgage). This measure can help understand the portion of the book value of an organization's fixed 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 (Long Term Debt divided by Total Unrestricted and Temporarily Restricted Assets) is a measurement of a company's efficiency in operating.



## Attendance

In-person Participation	FY 2014	FY 2015	% Change	FY 2016	% Change
In-person participation - paid	15,712	10,760	-32%	14,524	35%
In-person participation - free	950	1,242	31%	2,618	111%
Total in-person participation	16,662	12,002	-28%	17,142	43%

Types of In-person Attendance	FY 2014	FY 2015	% Change	FY 2016	% Change
Performance tickets			n/a	11,912	n/a
Open rehearsal tickets			n/a	300	n/a
Screenings tickets			n/a	2,262	n/a
Guided tours participants			n/a	2,620	n/a
Participants of other events			n/a	48	n/a
Total in-person participation	16,662	12,002	-28%	17,142	43%

Attendance Ages	FY 2014	FY 2015	% Change	FY 2016	% Change
Children (18 and under)	1,200	810	-32%	1,800	122%
Seniors			n/a	6,500	n/a
Adults			n/a	8,842	n/a

Other Participation	FY 2014	FY 2015	% Change	FY 2016	% Change
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## Staffing

Staff & Non-Staff Statistics	FY 2014	FY 2015	% Change	FY 2016	% Change
Full-time permanent employees	2	3	50%	2	-33%
Part-time permanent employees	7	7	0%	6	-14%
Part-time permanent employees - FTEs	3	3.5	17%		-100%
Part-time seasonal employees			n/a	2	n/a
Number of part-time or one-time volunteers	65	70	8%	70	0%
Part-time or one-time volunteers - FTEs	15	14	-7%	2	-86%
Artistic Staff & Non-Staff Statistics	FY 2014	FY 2015	% Change	FY 2016	% Change

This organization has not provided data on artistic staff. This may be because the organization does not hire artistic staff or the organization's annual expenses are under \$50,000, and they are therefore only required to complete the short form of the DataArts Survey.

## Program Activity

	FY 2014	FY 2015	% Change	FY 2016	% Change
Distinct productions	48	43	-10%		-100%
Total performances	47	43	-9%	65	51%
Open rehearsals			n/a	6	n/a
Distinct screenings	26	27	4%	9	-67%
Total screenings	26	29	12%	17	-41%
Workshops/readings	1	0	-100%		n/a
Permanent exhibits	2	2	0%		-100%
Temporary exhibits	0	1	n/a		-100%
Works commissioned	1	0	-100%		n/a
Distinct guided tours			n/a	5	n/a
Total guided tour occurrences			n/a	1,048	n/a
Space - hours rented			n/a	16	n/a
Pieces of equipment provided for rental			n/a	8	n/a
Distinct other programs	0	0	n/a	1	n/a
Other programs occurrences	0	0	n/a	1	n/a