# Michigan Council for Arts and Cultural Affairs

## Funder Report

### Organization Information

**Organization name:** Holland Chorale  
**City:** Holland  
**State:** MI  
**County:** Ottawa  
**NISP Discipline:** 2 - Music  
**NISP Institution:** 5 - Performing Group - Community  
**NTEE:** A6B - Singing & Choral Groups

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

<table>
<thead>
<tr>
<th>Unrestricted Activity</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>% Change</th>
<th>FY 2019</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted Operating Revenue</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Earned Program</td>
<td>$31,565</td>
<td>$30,055</td>
<td>-5%</td>
<td>$29,526</td>
<td>-2%</td>
</tr>
<tr>
<td>Earned Non-program</td>
<td>$14,275</td>
<td>$11,814</td>
<td>-17%</td>
<td>$17,958</td>
<td>52%</td>
</tr>
<tr>
<td>Total Earned Revenue</td>
<td>$45,840</td>
<td>$41,869</td>
<td>-9%</td>
<td>$47,484</td>
<td>13%</td>
</tr>
<tr>
<td>Investment Revenue</td>
<td>$2,119</td>
<td>$2,109</td>
<td>-0%</td>
<td>$2,170</td>
<td>3%</td>
</tr>
<tr>
<td>Contributed Revenue</td>
<td>$77,853</td>
<td>$67,319</td>
<td>-14%</td>
<td>$66,751</td>
<td>-1%</td>
</tr>
<tr>
<td>Total Unrestricted Operating Revenue Less In-kind</td>
<td>$125,812</td>
<td>($1,850)</td>
<td>n/a</td>
<td>($5,702)</td>
<td>208%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses by Functional Total</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Program</td>
<td>$75,339</td>
<td>$67,703</td>
<td>-10%</td>
<td>$63,721</td>
<td>-6%</td>
</tr>
<tr>
<td>Fundraising</td>
<td>$14,278</td>
<td>$15,561</td>
<td>9%</td>
<td>$17,542</td>
<td>13%</td>
</tr>
<tr>
<td>General &amp; Administrative</td>
<td>$26,786</td>
<td>$24,340</td>
<td>-2%</td>
<td>$22,100</td>
<td>-16%</td>
</tr>
<tr>
<td>Total Operating Expenses</td>
<td>$116,403</td>
<td>$109,604</td>
<td>-6%</td>
<td>$103,363</td>
<td>-6%</td>
</tr>
<tr>
<td>Less in-kind</td>
<td>($1,850)</td>
<td>n/a</td>
<td>($5,702)</td>
<td>208%</td>
<td></td>
</tr>
</tbody>
</table>

| Total Operating Expenses Less In-kind | $116,403 | $107,754 | -7% | $97,661 | -9% |

| Net Unrestricted Activity - Operating | $9,409 | $1,693 | -82% | $13,042 | 670% |
| Net Unrestricted Activity - Non-operating | n/a | n/a | n/a | n/a | n/a |

| Total Net Unrestricted Activity | $9,409 | $1,693 | -82% | $13,042 | 670% |

| Net Temporarily Restricted Activity | n/a | n/a | n/a | n/a | n/a |
| Net Permanently Restricted Activity | n/a | n/a | n/a | n/a | n/a |

| Net Total Activity | $9,409 | $1,693 | -82% | $13,042 | 670% |

### Revenue by Source

- **Earned**  
  - FY 2017: 2%  
  - FY 2018: 2%  
  - FY 2019: 2%

- **Investment**  
  - FY 2017: 36%  
  - FY 2018: 38%  
  - FY 2019: 41%

- **Contributed**  
  - FY 2017: 62%  
  - FY 2018: 60%  
  - FY 2019: 57%
Expenses by Functional Grouping

- Program
- General & Administrative
- Fundraising

FY 2017: 65% Program, 23% General & Administrative, 12% Fundraising
FY 2018: 62% Program, 24% General & Administrative, 14% Fundraising
FY 2019: 62% Program, 21% General & Administrative, 17% Fundraising
## Revenue Details

<table>
<thead>
<tr>
<th>Operating Revenue</th>
<th>FY 2017 Total</th>
<th>FY 2018 Total</th>
<th>FY 2019 Total</th>
<th>FY 2019 Unrestricted</th>
<th>FY 2019 Temporarily Restricted</th>
<th>FY 2019 Permanently Restricted</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Earned - Program</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Membership revenue</td>
<td>$10,790</td>
<td>$10,530</td>
<td>$12,562</td>
<td>$12,562</td>
<td>n/a</td>
<td></td>
</tr>
<tr>
<td>Performance subscriptions - full</td>
<td>$3,613</td>
<td>$2,605</td>
<td>$2,182</td>
<td>$2,182</td>
<td>n/a</td>
<td></td>
</tr>
<tr>
<td>Single ticket sales</td>
<td>$14,256</td>
<td>$15,030</td>
<td>$11,884</td>
<td>$11,884</td>
<td>n/a</td>
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</tr>
<tr>
<td>Touring fees</td>
<td>$600</td>
<td>$1,100</td>
<td>$1,287</td>
<td>$1,287</td>
<td>n/a</td>
<td></td>
</tr>
<tr>
<td>Other program revenue</td>
<td>$2,306</td>
<td>$790</td>
<td>$1,611</td>
<td>$1,611</td>
<td>n/a</td>
<td></td>
</tr>
<tr>
<td><strong>Total earned - program</strong></td>
<td>$31,565</td>
<td>$30,055</td>
<td>$29,526</td>
<td>$29,526</td>
<td>$0</td>
<td>n/a</td>
</tr>
</tbody>
</table>

<p>| <strong>Earned - Non-program</strong>          |               |               |               |                      |                               |                               |
| Gift shop and merchandise fees    | $135          | $45           | $48           | $48                  | n/a                           |                               |
| Advertising revenue               | $3,975        | $3,650        | $6,010        | $6,010               | n/a                           |                               |
| Sponsorship revenue               | $10,165       | $8,080        | $11,900       | $11,900              | n/a                           |                               |
| Other rentals                      | $39           |               |               |                      | n/a                           |                               |
| <strong>Total earned - non-program</strong>    | $14,275       | $11,814       | $17,958       | $17,958              | $0                            | n/a                           |
| <strong>Total earned revenue</strong>          | $45,840       | $41,869       | $47,484       | $47,484              |                               |                               |</p>
<table>
<thead>
<tr>
<th>Contributed</th>
<th>FY 2017 Total</th>
<th>FY 2018 Total</th>
<th>FY 2019 Total</th>
<th>FY 2019 Unrestricted</th>
<th>FY 2019 Temporarily Restricted</th>
<th>FY 2019 Permanently Restricted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trustee &amp; board</td>
<td>$15,000</td>
<td>$15,000</td>
<td>$15,000</td>
<td>$15,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Individual</td>
<td>$26,978</td>
<td>$26,113</td>
<td>$22,074</td>
<td>$22,074</td>
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<tr>
<td>Corporate</td>
<td>$11,525</td>
<td>$9,356</td>
<td>$8,375</td>
<td>$8,375</td>
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</tr>
<tr>
<td>Foundation</td>
<td>$2,500</td>
<td>$2,500</td>
<td>$3,000</td>
<td>$3,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>City government</td>
<td>$0</td>
<td>$0</td>
<td>$1,000</td>
<td>$1,000</td>
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<td></td>
</tr>
<tr>
<td>County government</td>
<td>$2,800</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
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</tr>
<tr>
<td>State government</td>
<td>$19,050</td>
<td>$12,500</td>
<td>$11,600</td>
<td>$11,600</td>
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<td></td>
</tr>
<tr>
<td>In-kind operating contributions</td>
<td>$0</td>
<td>$1,850</td>
<td>$5,702</td>
<td>$5,702</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net assets released from restriction</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total contributed revenue</strong></td>
<td><strong>$77,853</strong></td>
<td><strong>$67,319</strong></td>
<td><strong>$66,751</strong></td>
<td><strong>$66,751</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating investment revenue</td>
<td>$2,119</td>
<td>$2,109</td>
<td>$2,170</td>
<td>$2,170</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total operating revenue</strong></td>
<td><strong>$125,812</strong></td>
<td><strong>$111,297</strong></td>
<td><strong>$116,405</strong></td>
<td><strong>$116,405</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total operating revenue less in-kind</strong></td>
<td><strong>$125,812</strong></td>
<td><strong>$109,447</strong></td>
<td><strong>$110,703</strong></td>
<td><strong>$110,703</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfers and re-classifications</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total non-operating revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total revenue</strong></td>
<td><strong>$125,812</strong></td>
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<td></td>
<td></td>
</tr>
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<td><strong>$125,812</strong></td>
<td><strong>$109,447</strong></td>
<td><strong>$110,703</strong></td>
<td><strong>$110,703</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Expense Details

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel expenses - Operating</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>W2 employees (salaries, payroll taxes and fringe benefits)</td>
<td>$30,830</td>
<td>$0</td>
<td>-100%</td>
<td>$0</td>
<td>n/a</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Independent contractors</td>
<td>$38,810</td>
<td>$67,606</td>
<td>74%</td>
<td>$66,028</td>
<td>-2%</td>
<td>$43,288</td>
<td>$4,400</td>
<td>$18,340</td>
</tr>
<tr>
<td>Total personnel expenses - Operating</td>
<td>$69,640</td>
<td>$67,606</td>
<td>-3%</td>
<td>$66,028</td>
<td>-2%</td>
<td>$43,288</td>
<td>$4,400</td>
<td>$18,340</td>
</tr>
<tr>
<td>Non-personnel expenses - Operating</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advertising and promotion</td>
<td>$8,685</td>
<td>$11,968</td>
<td>38%</td>
<td>$4,479</td>
<td>-63%</td>
<td>$4,265</td>
<td>$214</td>
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</tr>
<tr>
<td>Conferences and meetings</td>
<td>$603</td>
<td>$600</td>
<td>-0%</td>
<td>$600</td>
<td>0%</td>
<td>$600</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dues and subscriptions</td>
<td>$525</td>
<td>$500</td>
<td>-5%</td>
<td>$175</td>
<td>-65%</td>
<td>$175</td>
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<td></td>
</tr>
<tr>
<td>Grant awards and similar amounts paid</td>
<td>$50</td>
<td>$0</td>
<td>-100%</td>
<td>$0</td>
<td>n/a</td>
<td>$799</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Insurance</td>
<td>$802</td>
<td>$723</td>
<td>-10%</td>
<td>$799</td>
<td>11%</td>
<td>$799</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Occupancy costs</td>
<td>$6,936</td>
<td>$5,032</td>
<td>-27%</td>
<td>$720</td>
<td>-86%</td>
<td>$720</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office and administration</td>
<td>$1,963</td>
<td>$2,096</td>
<td>7%</td>
<td>$1,803</td>
<td>-14%</td>
<td>$1,803</td>
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<td></td>
</tr>
<tr>
<td>Printing, postage and shipping</td>
<td>$796</td>
<td>$983</td>
<td>23%</td>
<td>$406</td>
<td>-59%</td>
<td>$143</td>
<td>$263</td>
<td></td>
</tr>
<tr>
<td>Royalties, rights and reproductions</td>
<td>$495</td>
<td>$707</td>
<td>43%</td>
<td>$480</td>
<td>-32%</td>
<td>$480</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Productions and events costs</td>
<td>$25,908</td>
<td>$19,389</td>
<td>-25%</td>
<td>$27,873</td>
<td>44%</td>
<td>$15,088</td>
<td>$12,785</td>
<td></td>
</tr>
<tr>
<td>Total non-personnel expenses - Operating</td>
<td>$46,763</td>
<td>$41,998</td>
<td>-10%</td>
<td>$37,335</td>
<td>-11%</td>
<td>$20,433</td>
<td>$13,142</td>
<td>$3,760</td>
</tr>
<tr>
<td>Total operating expenses</td>
<td>$116,403</td>
<td>$109,604</td>
<td>-6%</td>
<td>$103,363</td>
<td>-6%</td>
<td>$63,721</td>
<td>$17,542</td>
<td>$22,100</td>
</tr>
<tr>
<td>Non-operating personnel expenses</td>
<td>$0</td>
<td>$0</td>
<td>n/a</td>
<td>$0</td>
<td>n/a</td>
<td>$0</td>
<td>n/a</td>
<td></td>
</tr>
<tr>
<td>Non-operating non-personnel expenses</td>
<td>$0</td>
<td>$0</td>
<td>n/a</td>
<td>$0</td>
<td>n/a</td>
<td>$0</td>
<td>n/a</td>
<td></td>
</tr>
<tr>
<td>Total expenses</td>
<td>$116,403</td>
<td>$109,604</td>
<td>-6%</td>
<td>$103,363</td>
<td>-6%</td>
<td>$63,721</td>
<td>$17,542</td>
<td>$22,100</td>
</tr>
<tr>
<td>Total expenses less in-kind</td>
<td>$116,403</td>
<td>$107,754</td>
<td>-7%</td>
<td>$97,661</td>
<td>-9%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total expenses less depreciation</td>
<td>$116,403</td>
<td>$109,604</td>
<td>-6%</td>
<td>$103,363</td>
<td>-6%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total expenses less in-kind and depreciation</td>
<td>$116,403</td>
<td>$107,754</td>
<td>-7%</td>
<td>$97,661</td>
<td>-9%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Balance Sheet

<table>
<thead>
<tr>
<th>Assets</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>% Change</th>
<th>FY 2019</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>$14,917</td>
<td>$16,872</td>
<td>13%</td>
<td>$27,672</td>
<td>64%</td>
</tr>
<tr>
<td>Receivables</td>
<td>$693</td>
<td>$2,850</td>
<td>311%</td>
<td>$5,450</td>
<td>91%</td>
</tr>
<tr>
<td>Investments</td>
<td>$0</td>
<td>n/a</td>
<td>n/a</td>
<td>$0</td>
<td>n/a</td>
</tr>
<tr>
<td>Prepaid expenses &amp; other</td>
<td>$0</td>
<td>$490</td>
<td>n/a</td>
<td>$500</td>
<td>2%</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>$15,610</td>
<td>$20,212</td>
<td>29%</td>
<td>$33,622</td>
<td>66%</td>
</tr>
<tr>
<td><strong>Non-current investments</strong></td>
<td>$0</td>
<td>n/a</td>
<td>n/a</td>
<td>$0</td>
<td>n/a</td>
</tr>
<tr>
<td>Fixed assets (net)</td>
<td>$0</td>
<td>n/a</td>
<td>n/a</td>
<td>$0</td>
<td>n/a</td>
</tr>
<tr>
<td>Other non-current assets</td>
<td>$0</td>
<td>$0</td>
<td>n/a</td>
<td>$0</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>Total non-current assets</strong></td>
<td>$0</td>
<td>n/a</td>
<td>n/a</td>
<td>$0</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>$15,610</td>
<td>$20,212</td>
<td>29%</td>
<td>$33,622</td>
<td>66%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities &amp; Net Assets</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>% Change</th>
<th>FY 2019</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable &amp; other</td>
<td>$1,510</td>
<td>$880</td>
<td>-42%</td>
<td>$1,188</td>
<td>35%</td>
</tr>
<tr>
<td>Loans &amp; other debt</td>
<td>$1,200</td>
<td>$4,740</td>
<td>295%</td>
<td>$4,800</td>
<td>1%</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td>$2,710</td>
<td>$5,620</td>
<td>107%</td>
<td>$5,988</td>
<td>7%</td>
</tr>
<tr>
<td>Non-current liabilities</td>
<td>$0</td>
<td>$0</td>
<td>n/a</td>
<td>$0</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>$2,710</td>
<td>$5,620</td>
<td>107%</td>
<td>$5,988</td>
<td>7%</td>
</tr>
<tr>
<td><strong>Net assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>$12,900</td>
<td>$14,592</td>
<td>13%</td>
<td>$27,633</td>
<td>89%</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>$12,900</td>
<td>$14,592</td>
<td>13%</td>
<td>$27,634</td>
<td>89%</td>
</tr>
<tr>
<td><strong>Total liabilities &amp; net assets</strong></td>
<td>$15,610</td>
<td>$20,212</td>
<td>29%</td>
<td>$33,622</td>
<td>66%</td>
</tr>
</tbody>
</table>
**Balance Sheet Metrics**

<table>
<thead>
<tr>
<th>Metric Description</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Months of Operating Cash</td>
<td>2</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Total working capital</td>
<td>$12,900</td>
<td>$14,592</td>
<td>$27,634</td>
</tr>
<tr>
<td>Current Ratio</td>
<td>5.76</td>
<td>3.6</td>
<td>5.61</td>
</tr>
<tr>
<td>Debt Service Impact</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted Net Assets Net of Property, Plant and Equipment</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Operating Margin</td>
<td>7%</td>
<td>2%</td>
<td>11%</td>
</tr>
<tr>
<td>Depreciation as a % of Fixed Assets</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**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) determinites 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.

*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) determines how heavily the organization has borrowed. A number in excess of 50% may indicate a potential crunch.

---

**Components of Net Assets**

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Endowment/Reserve</th>
<th>Working Capital</th>
<th>Fixed Assets</th>
<th>Debt</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2017</td>
<td>$70,000</td>
<td>$10,000</td>
<td>$30,000</td>
<td>$5,000</td>
</tr>
<tr>
<td>FY 2018</td>
<td>$60,000</td>
<td>$9,000</td>
<td>$25,000</td>
<td>$4,000</td>
</tr>
<tr>
<td>FY 2019</td>
<td>$50,000</td>
<td>$8,000</td>
<td>$20,000</td>
<td>$3,000</td>
</tr>
</tbody>
</table>

**Months of Working Capital**

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Months</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2017</td>
<td>1.5</td>
</tr>
<tr>
<td>FY 2018</td>
<td>3.5</td>
</tr>
<tr>
<td>FY 2019</td>
<td>3.0</td>
</tr>
</tbody>
</table>
### Attendance

<table>
<thead>
<tr>
<th>In-person Participation</th>
<th>FY 2017</th>
<th>FY 2018 % Change</th>
<th>FY 2019 % Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-person participation - paid</td>
<td>1,420</td>
<td>1,135</td>
<td>-20%</td>
</tr>
<tr>
<td>In-person participation - free</td>
<td>665</td>
<td>755</td>
<td>14%</td>
</tr>
<tr>
<td>Total in-person participation</td>
<td>2,085</td>
<td>1,890</td>
<td>-9%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Types of In-person Attendance</th>
<th>FY 2017</th>
<th>FY 2018 % Change</th>
<th>FY 2019 % Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance tickets</td>
<td>1,125</td>
<td>1,350</td>
<td>20%</td>
</tr>
<tr>
<td>Open rehearsal tickets</td>
<td>10</td>
<td>-100%</td>
<td>n/a</td>
</tr>
<tr>
<td>Registrants for classes/workshops</td>
<td>200</td>
<td>110</td>
<td>-45%</td>
</tr>
<tr>
<td>Students given private lessons</td>
<td>55</td>
<td>35</td>
<td>-36%</td>
</tr>
<tr>
<td>Field trip participants</td>
<td>410</td>
<td>-100%</td>
<td>n/a</td>
</tr>
<tr>
<td>Festival attendees</td>
<td>285</td>
<td>395</td>
<td>39%</td>
</tr>
<tr>
<td>Total in-person attendees</td>
<td>2,085</td>
<td>1,890</td>
<td>-9%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Attendance Ages</th>
<th>FY 2017</th>
<th>FY 2018 % Change</th>
<th>FY 2019 % Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Children (18 and under)</td>
<td>300</td>
<td>225</td>
<td>-25%</td>
</tr>
<tr>
<td>Children served in schools</td>
<td>110</td>
<td>n/a</td>
<td>88</td>
</tr>
<tr>
<td>Seniors</td>
<td>750</td>
<td>750</td>
<td>0%</td>
</tr>
<tr>
<td>Adults</td>
<td>1,035</td>
<td>915</td>
<td>-12%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other Participation</th>
<th>FY 2017</th>
<th>FY 2018 % Change</th>
<th>FY 2019 % Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Borrowers</td>
<td>2</td>
<td>3</td>
<td>50%</td>
</tr>
</tbody>
</table>

### Staffing

<table>
<thead>
<tr>
<th>Staff &amp; Non-Staff Statistics</th>
<th>FY 2017</th>
<th>FY 2018 % Change</th>
<th>FY 2019 % Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Part-time permanent employees</td>
<td>2</td>
<td>0</td>
<td>-100%</td>
</tr>
<tr>
<td>Part-time permanent employees - FTEs</td>
<td>0.64</td>
<td>-100%</td>
<td>n/a</td>
</tr>
<tr>
<td>Number of part-time or one-time volunteers</td>
<td>40</td>
<td>68</td>
<td>70%</td>
</tr>
<tr>
<td>Independent contractors</td>
<td>8</td>
<td>32</td>
<td>300%</td>
</tr>
<tr>
<td>Number of interns and apprentices</td>
<td>2</td>
<td>n/a</td>
<td>2</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Artistic Staff &amp; Non-Staff Statistics</th>
<th>FY 2017</th>
<th>FY 2018 % Change</th>
<th>FY 2019 % Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Independent contractors that are artists</td>
<td>31</td>
<td>n/a</td>
<td>38</td>
</tr>
</tbody>
</table>

Report Run Date: 11/1/2019
<table>
<thead>
<tr>
<th>Program Activity</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>% Change</th>
<th>FY 2019</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distinct productions</td>
<td>6</td>
<td>6</td>
<td>0%</td>
<td>6</td>
<td>0%</td>
</tr>
<tr>
<td>Total performances</td>
<td>8</td>
<td>9</td>
<td>12%</td>
<td>9</td>
<td>0%</td>
</tr>
<tr>
<td>Open rehearsals</td>
<td>10</td>
<td>30</td>
<td>200%</td>
<td>30</td>
<td>0%</td>
</tr>
<tr>
<td>Works commissioned</td>
<td>2</td>
<td>n/a</td>
<td>n/a</td>
<td>2</td>
<td>0%</td>
</tr>
<tr>
<td>Works available for circulation</td>
<td>500</td>
<td>500</td>
<td>0%</td>
<td>2,000</td>
<td>300%</td>
</tr>
<tr>
<td>Works circulated</td>
<td>6</td>
<td>8</td>
<td>33%</td>
<td>30</td>
<td>275%</td>
</tr>
<tr>
<td>Works acquired</td>
<td>15</td>
<td>14</td>
<td>-7%</td>
<td>10</td>
<td>-29%</td>
</tr>
<tr>
<td>Distinct classes/workshops</td>
<td>2</td>
<td>2</td>
<td>0%</td>
<td>2</td>
<td>0%</td>
</tr>
<tr>
<td>Total classes/class sessions</td>
<td>1</td>
<td>1</td>
<td>0%</td>
<td>1</td>
<td>0%</td>
</tr>
<tr>
<td>Private lessons offered</td>
<td>55</td>
<td>35</td>
<td>-36%</td>
<td>16</td>
<td>-54%</td>
</tr>
<tr>
<td>Distinct field trips</td>
<td>1</td>
<td></td>
<td>-100%</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Field trip occurrences</td>
<td>1</td>
<td></td>
<td>-100%</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Programs offered in schools</td>
<td>1</td>
<td>n/a</td>
<td>0%</td>
<td>1</td>
<td>0%</td>
</tr>
<tr>
<td>Hours of programming in schools</td>
<td>10</td>
<td>n/a</td>
<td>0%</td>
<td>10</td>
<td>0%</td>
</tr>
<tr>
<td>Number of schools served</td>
<td>6</td>
<td>n/a</td>
<td>33%</td>
<td>8</td>
<td>80%</td>
</tr>
<tr>
<td>Artists placed in schools</td>
<td>5</td>
<td>n/a</td>
<td>0%</td>
<td>9</td>
<td>80%</td>
</tr>
<tr>
<td>Fairs/festivals/parades</td>
<td>1</td>
<td>1</td>
<td>0%</td>
<td>1</td>
<td>0%</td>
</tr>
</tbody>
</table>