

### Organization Information

Organization name:	The Holland Community Theatre Inc		
City:	Holland	Year organization founded:	1960
State:	MI	Organization type:	501(c)3 nonprofit organization
County:	Ottawa	DUNS #:	808024228
Federal ID #:	237056158	Full-time staff:	
NISP Discipline:	4 - Theatre	Board Members:	9
NISP Institution:	5 - Performing Group - Community	Fiscal year end date:	07-31
NTEE:	A65 - Theater		

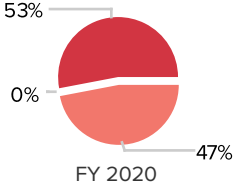
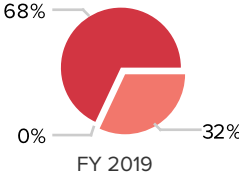
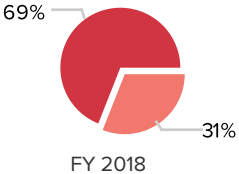
*Applicant is not audited or reviewed by an independent accounting firm.*

### Financial Summary

Unrestricted Activity	FY 2018	FY 2019	% Change	FY 2020	% Change
<b>Unrestricted operating revenue</b>					
Earned program	\$55,216	\$56,809	3%	\$31,998	-44%
Earned non-program	\$6,573	\$7,709	17%	\$1,600	-79%
<b>Total earned revenue</b>	<b>\$61,789</b>	<b>\$64,518</b>	<b>4%</b>	<b>\$33,598</b>	<b>-48%</b>
Investment revenue		\$22	n/a	\$187	750%
Contributed revenue	\$27,277	\$30,500	12%	\$29,841	-2%
<b>Total unrestricted operating revenue</b>	<b>\$89,066</b>	<b>\$95,040</b>	<b>7%</b>	<b>\$63,626</b>	<b>-33%</b>
Less in-kind	\$180		-100%		n/a
<b>Unrestricted operating revenue less in-kind</b>	<b>\$88,886</b>	<b>\$95,040</b>	<b>7%</b>	<b>\$63,626</b>	<b>-33%</b>
<b>Operating expenses</b>					
Program	\$23,815	\$21,556	-9%	\$27,843	29%
Management & general	\$51,238	\$59,250	16%	\$57,783	-2%
Fundraising		\$2,653	n/a	\$1,826	-31%
<b>Total operating expenses</b>	<b>\$75,053</b>	<b>\$83,459</b>	<b>11%</b>	<b>\$87,452</b>	<b>5%</b>
Less in-kind	\$180		-100%		n/a
<b>Unrestricted operating expenses less in-kind</b>	<b>\$74,873</b>	<b>\$83,459</b>	<b>11%</b>	<b>\$87,452</b>	<b>5%</b>
Unrestricted change in net assets - operating	\$14,013	\$11,581	-17%	-\$23,826	-306%
<b>Unrestricted change in net assets</b>	<b>\$14,013</b>	<b>\$11,581</b>	<b>-17%</b>	<b>-\$23,826</b>	<b>-306%</b>
Restricted change in net assets			n/a		n/a
<b>Total change in net assets</b>	<b>\$14,013</b>	<b>\$11,581</b>	<b>-17%</b>	<b>-\$23,826</b>	<b>-306%</b>

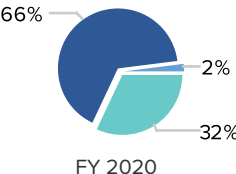
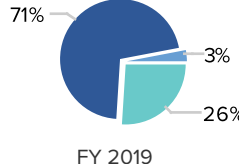
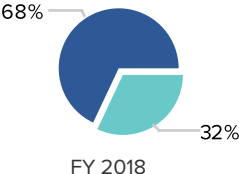
### Unrestricted Operating Revenue by Source

- Earned
- Investment
- Contributed



### Operating Expenses by Functional Grouping

- Program
- Management & General
- Fundraising



## Revenue Details

Operating Revenue Earned - Program	FY 2018 Total	FY 2019 Total	FY 2020 Total	FY 2020 Unrestricted	FY 2020 Restricted
Subscriptions	\$5,605	\$4,895	\$4,305	\$4,305	
Membership fees - individuals	\$1,220	\$1,205	\$485	\$485	\$0
Membership fees - organizations					
Ticket sales & admissions	\$48,391	\$44,587	\$24,562	\$24,562	
Education revenue	\$0	\$60			
Publication sales					
Gallery sales					
Contracted services & touring fees					
Royalty & reproduction revenue	\$0	\$0			
Earned - program not listed above		\$6,062	\$2,646	\$2,646	
<b>Total earned - program</b>	<b>\$55,216</b>	<b>\$56,809</b>	<b>\$31,998</b>	<b>\$31,998</b>	
<b>Earned - Non-program</b>					
Rental revenue	\$170	\$70			
Sponsorship revenue	\$0	\$0			
Attendee-generated revenue not listed above	\$6,403	\$5,395	\$1,600	\$1,600	
Earned non-program not listed above		\$2,244			
<b>Total earned - non-program</b>	<b>\$6,573</b>	<b>\$7,709</b>	<b>\$1,600</b>	<b>\$1,600</b>	
<b>Total earned revenue</b>	<b>\$61,789</b>	<b>\$64,518</b>	<b>\$33,598</b>	<b>\$33,598</b>	

Contributed	FY 2018 Total	FY 2019 Total	FY 2020 Total	FY 2020 Unrestricted	FY 2020 Restricted
Trustee & board	\$331	\$5,800	\$628	\$628	
Individual	\$7,708	\$11,677	\$12,740	\$12,740	
Corporate	\$633	\$23	\$448	\$448	
City government	\$500	\$500	\$500	\$500	
State government	\$17,600	\$12,500	\$12,525	\$12,525	
Federal government	\$0	\$0	\$3,000	\$3,000	
In-kind operating contributions	\$180	\$0	\$0		
Special fundraising events					
Contributions not listed above	\$325	\$0	\$0		
Net assets released from restriction	\$0	\$0	\$0		
<b>Total contributed revenue</b>	<b>\$27,277</b>	<b>\$30,500</b>	<b>\$29,841</b>	<b>\$29,841</b>	
Operating investment revenue	\$0	\$22	\$187	\$187	
<b>Total operating revenue</b>	<b>\$89,066</b>	<b>\$95,040</b>	<b>\$63,626</b>	<b>\$63,626</b>	
<b>Total operating revenue less operating in-kind</b>	<b>\$88,886</b>	<b>\$95,040</b>	<b>\$63,626</b>	<b>\$63,626</b>	
<b>Total revenue</b>	<b>\$89,066</b>	<b>\$95,040</b>	<b>\$63,626</b>	<b>\$63,626</b>	
<b>Total revenue less in-kind</b>	<b>\$88,886</b>	<b>\$95,040</b>	<b>\$63,626</b>	<b>\$63,626</b>	

## Revenue Narrative

FY 2018	n/a
FY 2019	n/a
FY 2020	Due to the shutdown, we lost revenue from two plays, including the one held during Tulip Time.

## Expense Details

	FY 2018 Total	FY 2019 Total	% Change	FY 2020 Total	% Change	FY 2020 Program	FY 2020 General & Administrative	FY 2020 Fundraising
Personnel expenses - Operating								
Independent contractors	\$9,142	\$8,482	-7%	\$7,847	-7%	\$2,750	\$5,097	
Professional fees	\$0	\$7,000	n/a	\$0	-100%			
Total personnel expenses - Operating	\$9,142	\$15,482	69%	\$7,847	-49%	\$2,750	\$5,097	
Non-personnel expenses - Operating								
Occupancy costs	\$21,943	\$24,545	12%	\$38,154	55%		\$38,154	
Depreciation	\$3,275	\$3,847	17%	\$0	-100%			
Interest expense	\$2,161	\$1,881	-13%	\$1,765	-6%		\$1,765	
Non-personnel expenses not listed above	\$38,532	\$37,704	-2%	\$39,686	5%	\$25,093	\$12,767	\$1,826
Total non-personnel expenses - Operating	\$65,911	\$67,977	3%	\$79,605	17%	\$25,093	\$52,686	\$1,826
Total operating expenses	\$75,053	\$83,459	11%	\$87,452	5%	\$27,843	\$57,783	\$1,826
Total expenses	\$75,053	\$83,459	11%	\$87,452	5%			
Total expenses less in-kind	\$74,873	\$83,459	11%	\$87,452	5%			
Total expenses less depreciation	\$71,778	\$79,612	11%	\$87,452	10%			
Total expenses less in-kind and depreciation	\$71,598	\$83,459	17%	\$87,452	5%			

## Expense Narrative

FY 2018	n/a
FY 2019	n/a
FY 2020	n/a

**Balance Sheet**

Assets	FY 2018	FY 2019	% Change	FY 2020	% Change
<b>Current assets</b>					
Cash and cash equivalents	\$24,307	\$36,946	52%	\$23,663	-36%
Receivables	\$0	\$0	n/a	\$0	n/a
Investments - current			n/a		n/a
Prepaid expenses & other	\$4,649	\$1,327	-71%	\$979	-26%
<b>Total current assets</b>	<b>\$28,956</b>	<b>\$38,273</b>	<b>32%</b>	<b>\$24,642</b>	<b>-36%</b>
<b>Long-term/non-current assets</b>					
Investments - non current			n/a		n/a
Fixed assets (net of accumulated depreciation)	\$126,228	\$122,381	-3%	\$122,381	0%
Non-current assets not listed above			n/a		n/a
<b>Total long-term/non-current assets</b>	<b>\$126,228</b>	<b>\$122,381</b>	<b>-3%</b>	<b>\$122,381</b>	<b>0%</b>
<b>Total assets</b>	<b>\$155,184</b>	<b>\$160,654</b>	<b>4%</b>	<b>\$147,023</b>	<b>-8%</b>
<b>Liabilities &amp; Net Assets</b>					
<b>Current liabilities</b>					
Accounts payable and accrued expenses			n/a		n/a
Deferred revenue			n/a		n/a
Loans - current			n/a		n/a
Additional current liabilities not listed above		\$18	n/a		-100%
<b>Total current liabilities</b>		<b>\$18</b>	<b>n/a</b>		<b>-100%</b>
<b>Long-term/non-current liabilities</b>					
Long-term/non-current loans	\$38,947	\$33,747	-13%	\$28,528	-15%
Additional long-term/non-current liabilities not listed above			n/a	\$15,600	n/a
<b>Total long-term/non-current liabilities</b>	<b>\$38,947</b>	<b>\$33,747</b>	<b>-13%</b>	<b>\$44,128</b>	<b>31%</b>
<b>Total liabilities</b>	<b>\$38,947</b>	<b>\$33,765</b>	<b>-13%</b>	<b>\$44,128</b>	<b>31%</b>
<b>Total net assets</b>	<b>\$116,237</b>	<b>\$126,889</b>	<b>9%</b>	<b>\$102,895</b>	<b>-19%</b>
<b>Total liabilities &amp; net assets</b>	<b>\$155,184</b>	<b>\$160,654</b>	<b>4%</b>	<b>\$147,023</b>	<b>-8%</b>

**Balance Sheet Narrative**

FY 2018	n/a
FY 2019	n/a
FY 2020	Losing the normally high income for our Spring/Tulip Time and Children's Productions due to the shut-down strongly impacted our bottom line for the 2019-2020 fiscal year.

**Balance Sheet Metrics**

	FY 2018	FY 2019	% Change	FY 2020	% Change
Months of operating cash -- Total	3.89	5.31	37%	3.25	-39%
Working capital -- Total	\$28,956	\$38,255	32%	\$24,642	-36%
Current ratio -- Total		2,126.28	n/a		-100%
Net assets as a % of total expenses	155%	152%	-2%	118%	-23%
Fixed assets (net)	\$126,228	\$122,381	-3%	\$122,381	0%
Condition of fixed assets				36%	
Leverage -- Total	25%	21%	-16%	19%	-8%
Total debt	\$38,947	\$33,747	-13%	\$28,528	-15%
Debt service impact	3%	2%	-22%	2%	-10%

Months of operating cash (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.

Working capital (Current Assets minus Current Liabilities) consists of the 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 (Current Assets divided by 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.

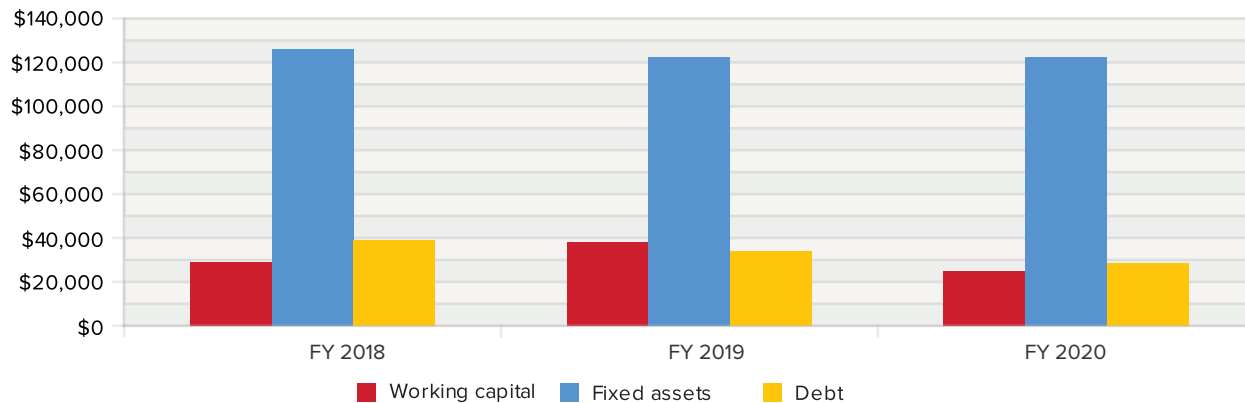
Leverage ratio (Total Debt divided by Total Assets) measures what proportion of your assets are supported by debt. A number in excess of 50% may indicate liquidity problems, or reduced capacity for future borrowing.

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.

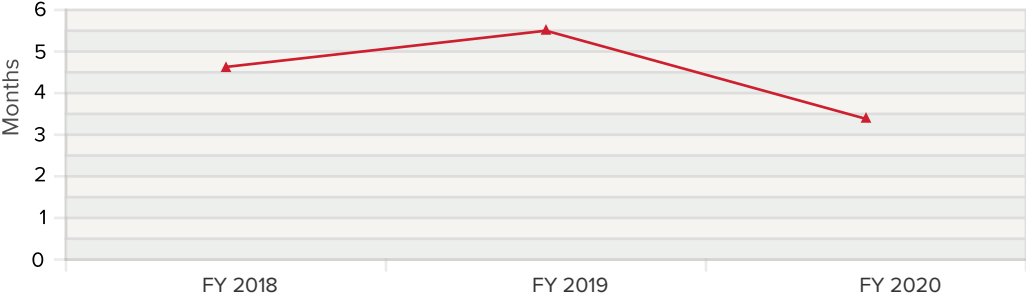
Total debt consists of all short and long-term contractual obligations of the organization, including lines of credit, loans, notes, bonds, and capital leases.

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 Working Capital**





**Attendance**

	FY 2018	FY 2019	% Change	FY 2020	% Change
<b>Total attendance</b>					
Paid	4,092	3,825	-7%	2,814	-26%
Free	619	512	-17%	96	-81%
<b>Total</b>	<b>4,711</b>	<b>4,337</b>	<b>-8%</b>	<b>2,910</b>	<b>-33%</b>
<b>In-person attendance</b>					
Paid	4,092	3,825	-7%	2,814	-26%
Free	619	512	-17%	96	-81%
<b>Total</b>	<b>4,711</b>	<b>4,337</b>	<b>-8%</b>	<b>2,910</b>	<b>-33%</b>
<b>Digital attendance</b>					
Paid			n/a		n/a
Free			n/a		n/a
<b>Total</b>			<b>n/a</b>		<b>n/a</b>
In-person attendees 18 and under	545	549	1%	347	-37%
<b>Programs in schools</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>% Change</b>	<b>FY 2020</b>	<b>% Change</b>
Children served in schools			n/a		n/a
Hours of instruction			n/a		n/a

**Workforce**

	FY 2018	FY 2019	% Change	FY 2020	% Change
<b>Number of People</b>					
Volunteers	401	342	-15%	326	-5%
Independent contractors	3	3	0%	3	0%
Interns and apprentices	0		n/a		n/a
<b>Total positions</b>	<b>404</b>	<b>345</b>	<b>-15%</b>	<b>329</b>	<b>-5%</b>

**Visual & Performing Artists**

	FY 2018	FY 2019	% Change	FY 2020	% Change
Number of visual & performing artists			n/a	154	n/a
Payments to artists & performers			n/a	\$0	n/a

**Covid-19 Impact**

	FY 2018	FY 2019	FY 2020
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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**

Holland Civic Theatre encourages performing arts through education and experience in the production of theatre for the recreation and entertainment of the local community which supports it.

**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 2018		FY 2019		FY 2020	
	Distinct offerings	# of times offered	Distinct offerings	# of times offered	Distinct offerings	# of times offered
Productions (self-produced)	8	69	6	59	5	45
Productions (presented)					1	1
Classes/assemblies/other programs in schools	0					
Classes/workshops (outside of schools)	1	2	1	1	2	2
Field trips/school visits						
Guided tours						
Lectures	0	0				
Permanent exhibitions						
Temporary exhibitions						
Traveling exhibitions (hosted)						
Films screened						
Festivals/conferences	0		0		0	
Readings/workshops (developing works)	0	0				
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 2018			FY 2019			FY 2020		
	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 2018		FY 2019		FY 2020	
	Total	Associated with digital program delivery	Total	Associated with digital program delivery	Total	Associated with digital program delivery
Earned revenue	\$61,789		\$64,518		\$33,598	\$0
Contributed revenue	\$27,277		\$30,500		\$29,841	\$0
Operating expense	\$75,053		\$83,459		\$87,452	\$0

## Program Activity

	FY 2018 Total	FY 2019 Total % Change	FY 2020 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	1	-100%	n/a
National premieres		n/a	n/a
Local/regional premieres		n/a	n/a
Published works (physical)		n/a	n/a
Published works (digital)		n/a	n/a
Private lessons (in-person)	0	n/a	n/a
Private lessons (digital)		n/a	n/a
Competitions		n/a	n/a
Open rehearsals	7	6 -14%	5 -17%

*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 2018	n/a
FY 2019	n/a
FY 2020	We did lose 2 shows to the shutdown. The average attendance of the previous two seasons for those shows was 1800. Definitely a great loss for us.