

Attachment 2 – MCACA Funder Report

The following is the MCACA Funder Report for the Gaylord Area Council for the Arts (GACA) for FY 2016 through FY 2018. FY 2018's figures are for a 15 month period (July 2017 to Sep 2018), as we changed our fiscal year from July – June to Oct – Sep. We also hired a part-time (.31% FTE) employee during the period.



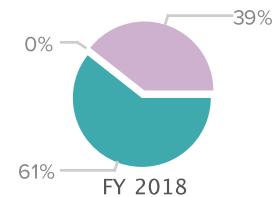
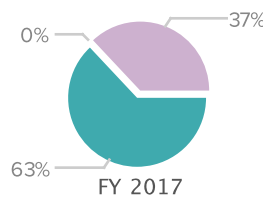
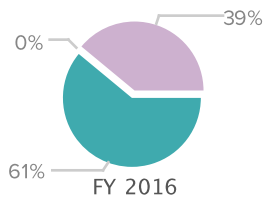
Organization Information

Organization name: Gaylord Area Council for the Arts
 City: Gaylord Federal ID #: 382329722
 State: MI Year organization founded: 1972
 County: Otsego Organization type: 501(c)3 nonprofit organization
 NISP Discipline: 14 - Multidisciplinary Fiscal year end date: 09-30
 NISP Institution: 16 - Arts Council/Agency DUNS #
 NTEE: A26 - Arts & Humanities Councils & Agenc Full-time staff: 0
 Applicant is not audited or reviewed by an independent accounting firm. Paid FTEs: 0.31
 A display value of -0% signifies a value of less than +/- 0.5%

| Total Activity | FY 2016 | FY 2017 | % Change | FY 2018 | % Change |
|----------------------------------------------|-----------------|-----------------|------------|------------------|------------|
| Operating Revenue | | | | | |
| Earned Program | \$26,669 | \$31,617 | 19% | \$46,054 | 46% |
| Earned Non-program | \$0 | \$0 | n/a | \$2,291 | n/a |
| Total Earned Revenue | \$26,669 | \$31,617 | 19% | \$48,345 | 53% |
| Investment Revenue | \$43 | \$77 | 79% | \$101 | 31% |
| Contributed Revenue | \$41,712 | \$54,842 | 31% | \$74,174 | 35% |
| Total Operating Revenue | \$68,424 | \$86,536 | 26% | \$122,620 | 42% |
| Less in-kind | (\$20,167) | (\$24,973) | 24% | (\$34,644) | 39% |
| Total Operating Revenue Less In-kind | \$48,257 | \$61,563 | 28% | \$87,976 | 43% |
| Operating Expenses | | | | | |
| Program | \$16,689.22 | \$29,154 | 75% | \$81,352 | 179% |
| Fundraising | \$451.06 | \$521 | 16% | | -100% |
| General & Administrative | \$27,965.72 | \$33,067 | 18% | | -100% |
| Total Operating Expenses | \$45,106 | \$62,742 | 39% | \$81,352 | 30% |
| Less in-kind | (\$20,167) | (\$24,973) | 24% | (\$34,644) | 39% |
| Total Operating Expenses Less In-kind | \$24,939 | \$37,769 | 51% | \$46,708 | 24% |
| Total Operating Activity | \$23,318 | \$23,794 | 2% | \$41,268 | 73% |

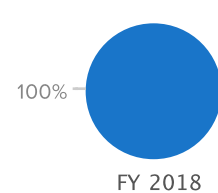
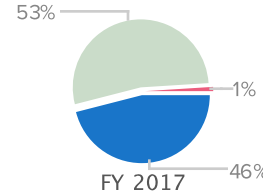
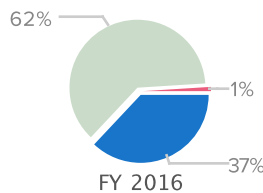
Revenue by Source

- 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 | | | | | | |
| Membership revenue | | \$13,000 | \$19,299 | \$19,299 | | n/a |
| Single ticket sales | | \$5,104 | \$6,797 | \$6,797 | | n/a |
| Gallery sales | | \$3,767 | \$9,155 | \$9,155 | | n/a |
| Tuitions and registration fees | | \$1,505 | \$10,803 | \$10,803 | | n/a |
| Total earned - program | \$26,669 | \$31,617 | \$46,054 | \$46,054 | \$0 | n/a |
| Earned - Non-program | | | | | | |
| Food and concessions | | \$0 | \$2,291 | \$2,291 | | n/a |
| Total earned - non-program | \$0 | \$0 | \$2,291 | \$2,291 | \$0 | n/a |
| Total earned revenue | \$26,669 | \$31,617 | \$48,345 | \$48,345 | | n/a |
| Contributed | | | | | | |
| Individual | \$500 | \$0 | \$3,492 | \$3,492 | | |
| Corporate | \$0 | \$171 | \$7,650 | \$7,650 | | |
| Foundation | \$2,250 | \$6,000 | \$4,400 | \$4,400 | | |
| State government | \$14,550 | \$21,500 | \$21,500 | \$21,500 | | |
| In-kind operating contributions | \$20,167 | \$24,973 | \$34,644 | \$34,644 | | |
| Other contributions | \$4,245 | \$2,198 | \$2,488 | \$2,488 | | |
| Net assets released from restriction | \$0 | \$0 | \$0 | | | |
| Total contributed revenue | \$41,712 | \$54,842 | \$74,174 | \$74,174 | | |
| Operating investment revenue | \$43 | \$77 | \$101 | \$101 | | |
| Total operating revenue | \$68,424 | \$86,536 | \$122,620 | \$122,620 | | |
| Total operating revenue less in-kind | \$48,257 | \$61,563 | \$87,976 | \$87,976 | | |
| Total non-operating revenue | | | | | | |
| Total revenue | \$68,424 | \$86,536 | \$122,620 | \$122,620 | | |
| Total revenue less in-kind | \$48,257 | \$61,563 | \$87,976 | \$87,976 | | |

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) | \$0 | \$0 | n/a | \$13,046 | n/a | \$13,046 | \$0 | \$0 |
| Independent contractors | \$29,052 | \$35,241 | 21% | \$34,036 | -3% | \$34,036 | | |
| Total personnel expenses - Operating | \$29,052 | \$35,241 | 21% | \$47,082 | 34% | \$47,082 | | |
| Non-personnel expenses - Operating | | | | | | | | |
| Advertising and promotion | \$1,036 | \$7,636 | 637% | \$6,875 | -10% | \$6,875 | | |
| Dues and subscriptions | \$258 | \$613 | 138% | \$420 | -31% | \$420 | | |
| Insurance | \$892 | \$906 | 2% | \$1,752 | 93% | \$1,752 | | |
| Occupancy costs | \$5,470 | \$5,253 | -4% | \$5,870 | 12% | \$5,870 | | |
| Office and administration | \$3,136 | \$3,764 | 20% | \$6,052 | 61% | \$6,052 | | |
| Printing, postage and shipping | \$861 | \$785 | -9% | \$1,161 | 48% | \$1,161 | | |
| Travel | \$50 | \$503 | 906% | \$409 | -19% | \$409 | | |
| Productions and events costs | \$0 | \$6,537 | n/a | \$11,399 | 74% | \$11,399 | | |
| Other operating expenses | \$4,351 | \$1,504 | -65% | \$332 | -78% | \$332 | | |
| Total non-personnel expenses - Operating | \$16,054 | \$27,501 | 71% | \$34,270 | 25% | \$34,270 | | |
| Total operating expenses | \$45,106 | \$62,742 | 39% | \$81,352 | 30% | \$81,352 | | |
| 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 | \$45,106 | \$62,742 | 39% | \$81,352 | 30% | \$81,352 | | |
| Total expenses less in-kind | \$24,939 | \$37,769 | 51% | \$46,708 | 24% | | | |
| Total expenses less depreciation | \$45,106 | \$62,742 | 39% | \$81,352 | 30% | | | |
| Total expenses less in-kind and depreciation | \$24,939 | \$37,769 | 51% | \$46,708 | 24% | | | |

Balance Sheet

| Assets | FY 2016 | FY 2017 | % Change | FY 2018 | % Change |
|-------------------------------------------|-----------------|-----------------|-------------|-----------------|---------------|
| Current assets | | | | | |
| Cash | | \$66,386 | n/a | \$73,587 | 11% |
| Receivables | | \$0 | n/a | \$0 | n/a |
| Investments | | \$0 | n/a | | n/a |
| Prepaid expenses & other | | \$0 | n/a | \$0 | n/a |
| Total current assets | \$62,863 | \$66,386 | 6% | \$73,587 | 11% |
| Non-current investments | | | | | |
| Fixed assets (net) | | \$0 | n/a | | n/a |
| Other non-current assets | \$0 | \$0 | n/a | \$0 | n/a |
| Total non-current assets | \$0 | \$0 | n/a | | n/a |
| Total assets | \$62,863 | \$66,386 | 6% | \$73,587 | 11% |
| Liabilities & Net Assets | | | | | |
| Liabilities & Net Assets | FY 2016 | FY 2017 | % Change | FY 2018 | % Change |
| Liabilities | | | | | |
| Accounts payable & other | | \$47 | n/a | \$579 | 1,132% |
| Loans & other debt | | \$0 | n/a | | n/a |
| Deferred revenue | | \$0 | n/a | | n/a |
| Total current liabilities | \$100 | \$47 | -53% | \$579 | 1,132% |
| Non-current liabilities | \$0 | \$0 | n/a | \$0 | n/a |
| Total liabilities | \$100 | \$47 | -53% | \$579 | 1,132% |
| Net assets | | | | | |
| Unrestricted | \$62,863 | \$66,386 | 6% | \$73,587 | 11% |
| Temporarily restricted | \$0 | \$0 | n/a | | n/a |
| Permanently restricted | \$0 | \$0 | n/a | | n/a |
| Total net assets | \$62,863 | \$66,339 | 6% | \$73,008 | 10% |
| Total liabilities & net assets | \$62,963 | \$66,386 | 5% | \$73,587 | 11% |

Balance Sheet Metrics

| | FY 2016 | FY 2017 | FY 2018 |
|--------------------------------------------------------------|----------|----------|----------|
| Months of Operating Cash | | 13 | 11 |
| Total working capital | \$62,763 | \$66,339 | \$73,008 |
| Current Ratio | 628.63 | 1,412.47 | 127.09 |
| Debt Service Impact | | 0% | |
| Unrestricted Net Assets Net of Property, Plant and Equipment | | n/a | n/a |
| Operating Margin | | 27% | 34% |
| Depreciation as a % of Fixed Assets | | 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.

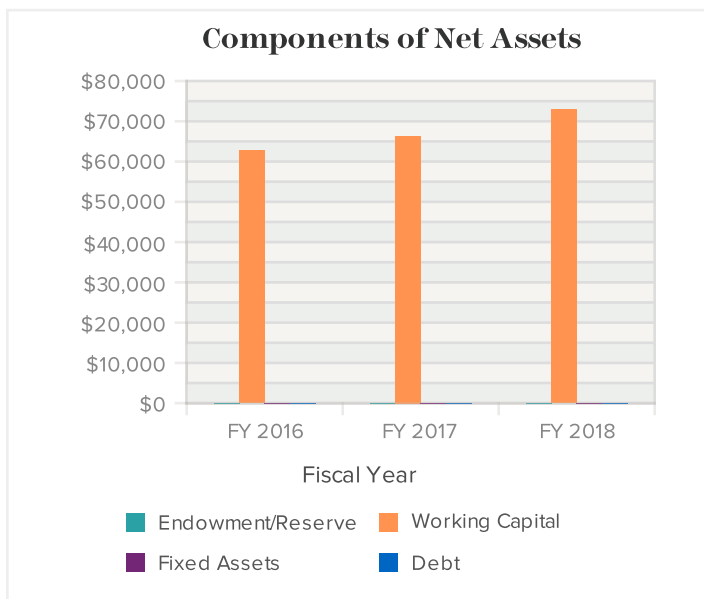
Debt Service Impact (Total Debt Service including principal and interest divided by Total Expense) calculates the % of an organization's total expenses applied to the total debt-service burden, e.g. a mortgage). This measure can help understand the portion of the book value of an organization's fixed 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 | 377 | 697 | 85% | 904 | 30% |
| In-person participation - free | 2,497 | 1,062 | -57% | 670 | -37% |
| Total in-person participation | 2,874 | 1,759 | -39% | 1,574 | -11% |

| Types of In-person Attendance | FY 2016 | FY 2017 | % Change | FY 2018 | % Change |
|--------------------------------------|--------------|--------------|-------------|--------------|-------------|
| Performance tickets | | 128 | n/a | 300 | 134% |
| Registrants for classes/workshops | | 755 | n/a | 651 | -14% |
| Lecture attendees | | 160 | n/a | 353 | 121% |
| Festival attendees | | 420 | n/a | 270 | -36% |
| Total in-person participation | 2,874 | 1,759 | -39% | 1,574 | -11% |

| Attendance Ages | FY 2016 | FY 2017 | % Change | FY 2018 | % Change |
|----------------------------|---------|---------|----------|---------|----------|
| Children (18 and under) | | 528 | n/a | 315 | -40% |
| Children served in schools | | 280 | n/a | 0 | -100% |
| Seniors | | 791 | n/a | 787 | -1% |
| Adults | | 440 | n/a | 472 | 7% |

| Other Participation | FY 2016 | FY 2017 | % Change | FY 2018 | % Change |
|----------------------|---------|---------|----------|---------|----------|
| Competition entrants | | 31 | n/a | 56 | 81% |
| Competition winners | | 12 | n/a | 27 | 125% |

Staffing

| Staff & Non-Staff Statistics | FY 2016 | FY 2017 | % Change | FY 2018 | % Change |
|--------------------------------------------|---------|---------|----------|---------|----------|
| Part-time permanent employees | 0 | 0 | n/a | 1 | n/a |
| Part-time permanent employees - FTEs | | | n/a | 0.31 | n/a |
| Number of part-time or one-time volunteers | 50 | 75 | 50% | 30 | -60% |
| Part-time or one-time volunteers - FTEs | 1.13 | 1.24 | 10% | 1.84 | 48% |
| Independent contractors | 2 | 3 | 50% | 45 | 1,400% |

| Artistic Staff & Non-Staff Statistics | FY 2016 | FY 2017 | % Change | FY 2018 | % Change |
|------------------------------------------|---------|---------|----------|---------|----------|
| Independent contractors that are artists | | 0 | n/a | 44 | n/a |

Program Activity

| | FY 2016 | FY 2017 | % Change | FY 2018 | % Change |
|---------------------------------|---------|---------|----------|---------|----------|
| Distinct events | 32 | 53 | 66% | 97 | 83% |
| Total events | 114 | 100 | -12% | 112 | 12% |
| Total performances | | 1 | n/a | 2 | 100% |
| Temporary exhibits | | 8 | n/a | 8 | 0% |
| Distinct classes/workshops | | 28 | n/a | 85 | 204% |
| Total classes/class sessions | 0 | 85 | n/a | 85 | 0% |
| Distinct lectures | | 14 | n/a | | -100% |
| Lecture occurrences | | 14 | n/a | 25 | 79% |
| Programs offered in schools | | 2 | n/a | 0 | -100% |
| Hours of programming in schools | | 180 | n/a | 0 | -100% |
| Number of schools served | | 2 | n/a | 0 | -100% |
| Artists placed in schools | | 2 | n/a | 0 | -100% |
| Fairs/festivals/parades | | 1 | n/a | 1 | 0% |
| Competitions hosted | | 2 | n/a | 3 | 50% |