



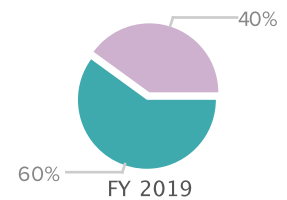
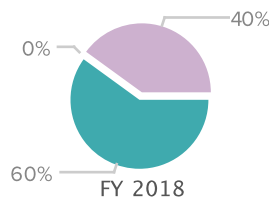
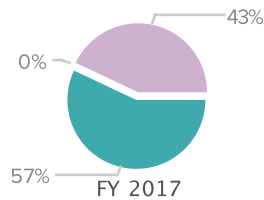
Organization Information

Organization name: Copper Country Community Arts Council
 City: Hancock Federal ID #: 382888911
 State: MI Year organization founded: 1972
 County: Houghton Organization type: 501(c)3 nonprofit organization
 NISP Discipline: 5 - Visual Arts Fiscal year end date: 12-31
 NISP Institution: 16 - Arts Council/Agency DUNS #: 834937500
 NTEE: A40 - Visual Arts 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 2017	FY 2018	% Change	FY 2019	% Change
Unrestricted Operating Revenue					
Earned Program	\$39,180	\$38,858	-1%	\$40,891	5%
Earned Non-program	\$13,353	\$12,962	-3%	\$14,830	14%
Total Earned Revenue	\$52,533	\$51,820	-1%	\$55,721	8%
Investment Revenue	\$0	\$0	n/a		n/a
Contributed Revenue	\$69,390	\$77,682	12%	\$83,532	8%
Total Unrestricted Operating Revenue	\$121,923	\$129,502	6%	\$139,253	8%
Less in-kind	(\$9,080)	(\$15,180)	67%	(\$17,320)	14%
Total Unrestricted Operating Revenue Less In-kind	\$112,843	\$114,322	1%	\$121,933	7%
Expenses by Functional Total					
Program	\$46,577	\$56,341	21%	\$67,370	20%
Fundraising	\$1,231	\$20,630	1,576%	\$2,372	-89%
General & Administrative	\$87,025	\$63,784	-27%	\$75,378	18%
Total Operating Expenses	\$134,833	\$140,755	4%	\$145,120	3%
Less in-kind	(\$9,080)	(\$15,180)	67%	(\$17,320)	14%
Total Operating Expenses Less In-kind	\$125,753	\$125,575	-0%	\$127,800	2%
Net Unrestricted Activity - Operating	-\$12,910	-\$11,253	13%	-\$5,867	48%
Net Unrestricted Activity - Non-operating	\$0	-\$5,010	n/a	-\$4,500	10%
Total Net Unrestricted Activity	-\$12,910	-\$16,263	-26%	-\$10,367	36%
Net Restricted Activity	\$30,200	\$30,200	0%	\$29,797	-1%
Net Total Activity	\$17,290	\$13,937	-19%	\$19,430	39%

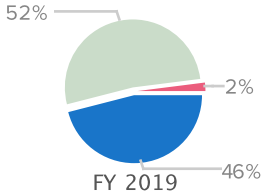
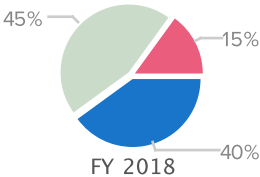
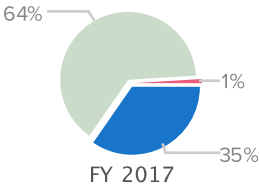
Revenue by Source

- Earned
- Investment
- Contributed



Expenses by Functional Grouping

- Program
- General & Administrative
- Fundraising



Revenue Details

	FY 2017	FY 2018	FY 2019	FY 2019	FY 2019
	Total	Total	Total	Unrestricted	Restricted
Operating Revenue					
Earned - Program					
Membership revenue	\$14,821	\$13,100	\$19,189	\$19,189	
Gallery sales	\$9,189	\$12,000	\$8,000	\$8,000	
Tuitions and registration fees	\$14,235	\$13,145	\$12,655	\$12,655	
Other program revenue	\$935	\$613	\$1,047	\$1,047	
Total earned - program	\$39,180	\$38,858	\$40,891	\$40,891	\$0
Earned - Non-program					
Gift shop and merchandise fees	\$637	\$510	\$1,423	\$1,423	
Space rentals	\$9,111	\$8,625			
Application fees	\$3,605	\$3,097	\$3,257	\$3,257	
Other earned revenue	\$0	\$730	\$10,150	\$10,150	
Total earned - non-program	\$13,353	\$12,962	\$14,830	\$14,830	\$0
Total earned revenue	\$52,533	\$51,820	\$55,721	\$55,721	

Copper Country Community Arts Center

	FY 2017	FY 2018	FY 2019	FY 2019	FY 2019
Contributed	Total	Total	Total	Unrestricted	Restricted
Trustee & board	\$550	\$225	\$800	\$500	\$300
Individual	\$24,103	\$21,014	\$19,910	\$19,910	
Corporate	\$500	\$500	\$500	\$500	
Foundation	\$6,707	\$5,183	\$5,927	\$5,927	
City government	\$650	\$650	\$0		
State government	\$58,000	\$65,130	\$63,872	\$34,375	\$29,497
In-kind operating contributions	\$9,080	\$15,180	\$17,320	\$17,320	
Other contributions	\$0	\$0	\$5,000	\$5,000	
Net assets released from restriction	\$0	\$0	\$0		
Total contributed revenue	\$99,590	\$107,882	\$113,329	\$83,532	\$29,797
Operating investment revenue	\$0	\$0	\$0		
Total operating revenue	\$152,123	\$159,702	\$169,050	\$139,253	\$29,797
Total operating revenue less in-kind	\$143,043	\$144,522	\$151,730	\$121,933	\$29,797
Transfers and re-classifications					
Total non-operating revenue	\$0	\$0	\$0		
Total revenue	\$152,123	\$159,702	\$169,050	\$139,253	\$29,797
Total revenue less in-kind	\$143,043	\$144,522	\$151,730	\$121,933	\$29,797

Expense Details

	FY 2017 Total	FY 2018 Total	% Change	FY 2019 Total	% Change	FY 2019 Program	FY 2019 Fundraising	FY 2019 General & Administrative
Personnel expenses - Operating								
W2 employees (salaries, payroll taxes and fringe benefits)	\$63,228	\$66,137	5%	\$63,873	-3%	\$27,310	\$0	\$36,563
Independent contractors	\$8,018	\$5,567	-31%	\$8,650	55%	\$3,954		\$4,696
Professional fees	\$1,126	\$2,427	116%	\$1,530	-37%	\$350		\$1,180
Total personnel expenses - Operating	\$72,372	\$74,131	2%	\$74,053	-0%	\$31,614		\$42,439
Non-personnel expenses - Operating								
Advertising and promotion	\$1,943	\$2,063	6%	\$1,913	-7%	\$1,913		
Dues and subscriptions	\$910	\$665	-27%	\$400	-40%			\$400
Grant awards and similar amounts paid	\$28,218	\$25,718	-9%	\$24,700	-4%	\$24,700		
Insurance	\$1,990	\$2,768	39%	\$2,928	6%			\$2,928
Occupancy costs	\$8,535	\$12,165	43%	\$17,077	40%		\$644	\$16,433
Office and administration	\$3,419	\$3,040	-11%	\$3,977	31%			\$3,977
Printing, postage and shipping	\$2,022	\$3,782	87%	\$3,626	-4%	\$3,085		\$541
Interest expense	\$3,595	\$3,976	11%	\$3,895	-2%			\$3,895
Other operating expenses	\$3,866	\$4,489	16%	\$4,593	2%	\$2,079	\$1,728	\$786
Depreciation	\$7,963	\$7,958	-0%	\$7,958	0%	\$3,979		\$3,979
Total non-personnel expenses - Operating	\$62,461	\$66,624	7%	\$71,067	7%	\$35,756	\$2,372	\$32,939
Total operating expenses	\$134,833	\$140,755	4%	\$145,120	3%	\$67,370	\$2,372	\$75,378
Non-operating personnel expenses	\$0	\$0	n/a	\$0	n/a			
Non-operating non-personnel expenses	\$0	\$5,010	n/a	\$4,500	-10%	\$1,238	\$1,140	\$2,122
Total expenses	\$134,833	\$145,765	8%	\$149,620	3%	\$68,608	\$3,512	\$77,500
Total expenses less in-kind	\$125,753	\$130,585	4%	\$132,300	1%			
Total expenses less depreciation	\$126,870	\$137,807	9%	\$141,662	3%			
Total expenses less in-kind and depreciation	\$117,790	\$122,627	4%	\$124,342	1%			

Balance Sheet

Assets	FY 2017	FY 2018	% Change	FY 2019	% Change
Current assets					
Cash			n/a	\$55,761	n/a
Receivables	\$0	\$0	n/a	\$0	n/a
Investments			n/a		n/a
Prepaid expenses & other	\$0	\$0	n/a	\$1,375	n/a
Total current assets	\$0	\$0	n/a	\$57,136	n/a
Non-current investments					
Fixed assets (net)			n/a	\$167,880	n/a
Other non-current assets	\$0	\$0	n/a	\$0	n/a
Total non-current assets			n/a	\$167,880	n/a
Total assets	\$0	\$0	n/a	\$225,016	n/a
Liabilities & Net Assets	FY 2017	FY 2018	% Change	FY 2019	% Change
Liabilities					
Accounts payable & other	\$0	\$0	n/a	\$0	n/a
Loans & other debt			n/a	\$68,645	n/a
Deferred revenue			n/a		n/a
Total current liabilities	\$0	\$0	n/a	\$68,645	n/a
Non-current liabilities	\$0	\$0	n/a	\$0	n/a
Total liabilities	\$0	\$0	n/a	\$68,645	n/a
Net assets					
Unrestricted			n/a	\$156,371	n/a
Restricted			n/a		n/a
Total net assets	\$0	\$0	n/a	\$156,371	n/a
Total liabilities & net assets	\$0	\$0	n/a	\$225,016	n/a

Balance Sheet Metrics

	FY 2017	FY 2018	FY 2019
Months of Operating Cash			5
Total working capital			-\$11,509
Current Ratio	n/a	n/a	0.83
Debt Service Impact	3%	3%	48%
Unrestricted Net Assets Net of Property, Plant and Equipment	n/a	n/a	
Operating Margin	14%	11%	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.

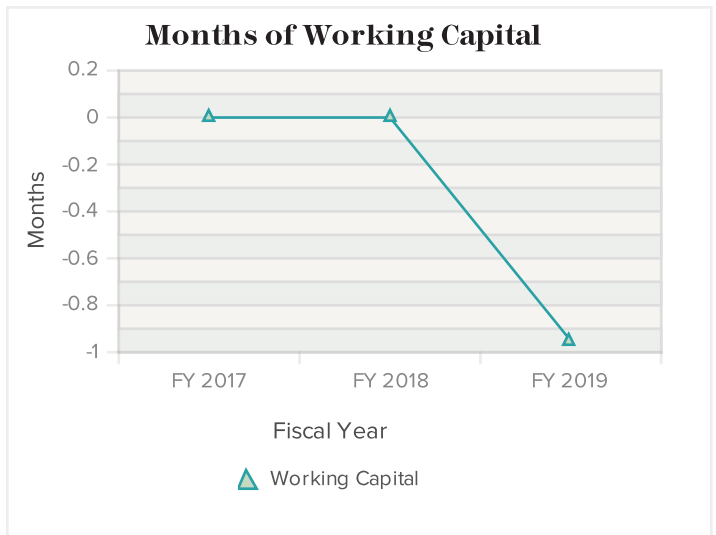
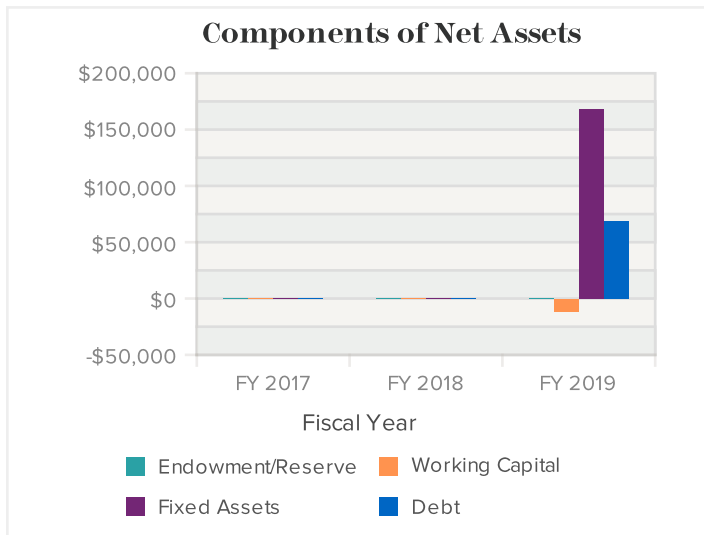
Debt Service Impact (Total Debt Service including principal and interest divided by Total Expense) calculates the % of an organization's total expenses applied to the total debt-service burden, e.g. a mortgage).

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. The higher the margin, the more sustainable the organization because it's using more reliable sources of revenue to operate. Low ratios indicate that an organization is using revenue sources with a higher degree of variability and uncertainty. Negative operating margins highlight losses, and an organization's need to increase revenue, decrease expenses, or both, to be sustainable over time.

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 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.



Attendance

In-person Participation	FY 2017	FY 2018	% Change	FY 2019	% Change
In-person participation - paid	140	183	31%	216	18%
In-person participation - free	3,123	3,475	11%	3,707	7%
Total in-person participation	3,263	3,658	12%	3,923	7%

Types of In-person Attendance	FY 2017	FY 2018	% Change	FY 2019	% Change
Admissions	2,400	2,800	17%	2,800	0%
Registrants for classes/workshops	190	228	20%	358	57%
Lecture attendees	323	280	-13%	265	-5%
Festival attendees	350	350	0%	500	43%
Total in-person participation	3,263	3,658	12%	3,923	7%

Attendance Ages	FY 2017	FY 2018	% Change	FY 2019	% Change
Children (18 and under)	230	160	-30%	160	0%
Seniors	530	820	55%	820	0%
Adults	2,503	2,678	7%	2,943	10%

Other Participation	FY 2017	FY 2018	% Change	FY 2019	% Change
Grant applicants	16	19	19%	20	5%
Grant recipients	12	14	17%	14	0%

Staffing

Staff & Non-Staff Statistics	FY 2017	FY 2018	% Change	FY 2019	% Change
Full-time permanent employees	2	2	0%	2	0%
Number of part-time or one-time volunteers	15	30	100%	29	-3%
Part-time or one-time volunteers - FTEs	0.04	0.34	750%	0.38	12%
Independent contractors	15	15	0%	13	-13%
Number of interns and apprentices	0	0	n/a	2	n/a

Artistic Staff & Non-Staff Statistics	FY 2017	FY 2018	% Change	FY 2019	% Change
Independent contractors that are artists	15		-100%	12	n/a

Program Activity

	FY 2017	FY 2018	% Change	FY 2019	% Change
Permanent exhibits	1	0	-100%		n/a
Temporary exhibits	26	27	4%	24	-11%
Objects/works in collection	19	42	121%	42	0%
Objects/works on exhibit	9	17	89%	15	-12%
Distinct classes/workshops	26	24	-8%	33	38%
Distinct class series/courses	14	35	150%	37	6%
Total classes/class sessions	94	141	50%	150	6%
Distinct lectures	15	12	-20%	12	0%
Lecture occurrences	15	12	-20%	12	0%
Fairs/festivals/parades	1	1	0%	1	0%