



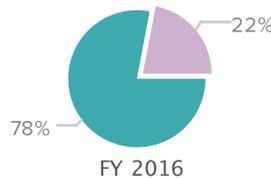
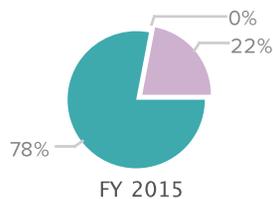
**Organization Information**

Organization name: Kalamazoo Book Arts Center  
 City: Kalamazoo Federal ID #: 204202088  
 State: MI Year organization founded: 2005  
 County: Kalamazoo Organization type: 501(c)3 nonprofit organization  
 NISP Discipline: 14 - Multidisciplinary Fiscal year end date: 06-30  
 NISP Institution: 15 - Arts Center DUNS #: 802226907  
 NTEE: A20 - Arts & Culture Full-time staff:  
 Applicant is not audited or reviewed by an independent accounting firm. Paid FTEs: 1.98  
 A display value of -0% signifies a value of less than +/- 0.5%

Unrestricted Activity	FY 2015	FY 2016	% Change	FY 2017	% Change
<b>Unrestricted Operating Revenue</b>					
Earned Program	\$27,962	\$20,908	-25%	\$20,468	-2%
Earned Non-program	\$6,248	\$12,874	106%	\$14,591	13%
<b>Total Earned Revenue</b>	<b>\$34,210</b>	<b>\$33,782</b>	<b>-1%</b>	<b>\$35,059</b>	<b>4%</b>
Investment Revenue	\$0	n/a	n/a	n/a	n/a
Contributed Revenue	\$123,507	\$120,791	-2%	\$104,207	-14%
<b>Total Unrestricted Operating Revenue</b>	<b>\$157,717</b>	<b>\$154,573</b>	<b>-2%</b>	<b>\$139,266</b>	<b>-10%</b>
Less in-kind	(\$0)	n/a	n/a	n/a	n/a
<b>Total Unrestricted Operating Revenue Less In-kind</b>	<b>\$157,717</b>	<b>\$154,573</b>	<b>-2%</b>	<b>\$139,266</b>	<b>-10%</b>
<b>Expenses by Functional Total</b>					
Program	\$55,474	\$71,882	30%	\$81,283	13%
Fundraising	\$351	\$2,173	519%	\$1,961	-10%
General & Administrative	\$71,009	\$57,565	-19%	\$61,056	6%
<b>Total Operating Expenses</b>	<b>\$126,834</b>	<b>\$131,620</b>	<b>4%</b>	<b>\$144,300</b>	<b>10%</b>
Less in-kind	(\$0)	n/a	n/a	n/a	n/a
<b>Total Operating Expenses Less In-kind</b>	<b>\$126,834</b>	<b>\$131,620</b>	<b>4%</b>	<b>\$144,300</b>	<b>10%</b>
Net Unrestricted Activity - Operating	\$30,883	\$22,953	-26%	-\$5,034	-122%
Net Unrestricted Activity - Non-operating	\$0	n/a	n/a	n/a	n/a
<b>Total Net Unrestricted Activity</b>	<b>\$30,883</b>	<b>\$22,953</b>	<b>-26%</b>	<b>-\$5,034</b>	<b>-122%</b>
Net Temporarily Restricted Activity	\$0	n/a	n/a	n/a	n/a
Net Permanently Restricted Activity	\$0	n/a	n/a	n/a	n/a
<b>Net Total Activity</b>	<b>\$30,883</b>	<b>\$22,953</b>	<b>-26%</b>	<b>-\$5,034</b>	<b>-122%</b>

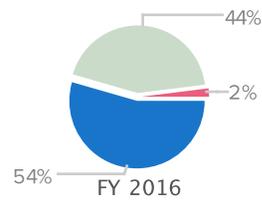
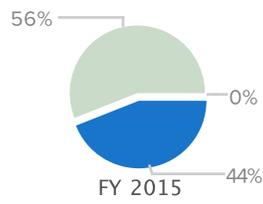
**Revenue by Source**

- Earned
- Investment
- Contributed

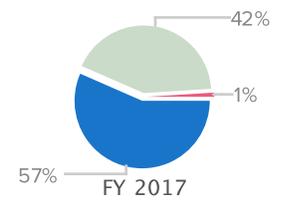


## Expenses by Functional Grouping

- Program
- General & Administrative
- Fundraising



## Kalamazoo Book Arts Center



## Revenue Details

	FY 2015	FY 2016	FY 2017	FY 2017	FY 2017	FY 2017
Operating Revenue	Total	Total	Total	Unrestricted	Temporarily Restricted	Permanently Restricted
Earned - Program						
Membership revenue	\$682					n/a
Tuitions and registration fees	\$16,076	\$16,095	\$16,370	\$16,370		n/a
Other program revenue	\$11,204	\$4,813	\$4,098	\$4,098		n/a
Total earned - program	\$27,962	\$20,908	\$20,468	\$20,468	\$0	n/a
Earned - Non-program						
Gift shop and merchandise fees	\$5,216	\$11,042	\$13,005	\$13,005		n/a
Space rentals	\$150	\$900	\$575	\$575		n/a
Other earned revenue	\$882	\$932	\$1,011	\$1,011		n/a
Total earned - non-program	\$6,248	\$12,874	\$14,591	\$14,591	\$0	n/a
Total earned revenue	\$34,210	\$33,782	\$35,059	\$35,059		n/a

Contributed	FY 2015	FY 2016	FY 2017	FY 2017	FY 2017	FY 2017
	Total	Total	Total	Unrestricted	Temporarily Restricted	Permanently Restricted
Trustee & board	\$1,450	\$4,225	\$2,670	\$2,670		
Individual	\$4,207	\$5,189	\$3,527	\$3,527		
Corporate	\$0	\$1,000	\$525	\$525		
Foundation	\$83,250	\$88,337	\$73,000	\$73,000		
State government	\$24,600	\$22,040	\$24,485	\$24,485		
Federal government	\$10,000	\$0	\$0			
In-kind operating contributions	\$0	\$0	\$0			
Net assets released from restriction	\$0	\$0	\$0			
<b>Total contributed revenue</b>	<b>\$123,507</b>	<b>\$120,791</b>	<b>\$104,207</b>	<b>\$104,207</b>		
Operating investment revenue	\$0	\$0	\$0			
<b>Total operating revenue</b>	<b>\$157,717</b>	<b>\$154,573</b>	<b>\$139,266</b>	<b>\$139,266</b>		
<b>Total operating revenue less in-kind</b>	<b>\$157,717</b>	<b>\$154,573</b>	<b>\$139,266</b>	<b>\$139,266</b>		
<b>Total non-operating revenue</b>	<b>\$0</b>					
<b>Total revenue</b>	<b>\$157,717</b>	<b>\$154,573</b>	<b>\$139,266</b>	<b>\$139,266</b>		
<b>Total revenue less in-kind</b>	<b>\$157,717</b>	<b>\$154,573</b>	<b>\$139,266</b>	<b>\$139,266</b>		

## Expense Details

	FY 2015 Total	FY 2016 Total	% Change	FY 2017 Total	% Change	FY 2017 Program	FY 2017 Fundraising	FY 2017 General & Administrative
Personnel expenses - Operating								
W2 employees (salaries, payroll taxes and fringe benefits)	\$71,009	\$68,911	-3%	\$81,851	19%	\$66,064	\$0	\$15,787
Independent contractors	\$0	\$1,466	n/a	\$1,283	-12%	\$1,283		
Professional fees	\$2,327	\$0	-100%	\$0	n/a			
Total personnel expenses - Operating	\$73,336	\$70,377	-4%	\$83,134	18%	\$67,347		\$15,787
Non-personnel expenses - Operating								
Advertising and promotion	\$3,775	\$4,867	29%	\$5,325	9%	\$3,728	\$1,331	\$266
Dues and subscriptions	\$210	\$0	-100%	\$0	n/a			\$558
Insurance	\$1,437	\$1,904	32%	\$558	-71%			\$30,025
Occupancy costs	\$32,513	\$30,118	-7%	\$30,025	-0%			\$13,583
Office and administration	\$11,559	\$11,253	-3%	\$13,583	21%			\$210
Printing, postage and shipping	\$1,179	\$2,938	149%	\$2,099	-29%	\$1,259	\$630	\$627
Travel	\$882	\$441	-50%	\$956	117%	\$956		
Exhibition costs	\$0	\$1,312	n/a	\$1,895	44%	\$1,268		
Productions and events costs	\$279	\$0	-100%	\$0	n/a			
Other operating expenses	\$1,664	\$8,410	405%	\$6,725	-20%	\$6,725		
Total non-personnel expenses - Operating	\$53,498	\$61,243	14%	\$61,166	-0%	\$13,936	\$1,961	\$45,269
Total operating expenses	\$126,834	\$131,620	4%	\$144,300	10%	\$81,283	\$1,961	\$61,056
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	\$126,834	\$131,620	4%	\$144,300	10%	\$81,283	\$1,961	\$61,056
Total expenses less in-kind	\$126,834	\$131,620	4%	\$144,300	10%			
Total expenses less depreciation	\$126,834	\$131,620	4%	\$144,300	10%			
Total expenses less in-kind and depreciation	\$126,834	\$131,620	4%	\$144,300	10%			

## Balance Sheet

Assets	FY 2015	FY 2016	% Change	FY 2017	% Change
Current assets					
Cash	\$45,382	\$57,436	27%	\$41,104	-28%
Receivables	\$0	\$0	n/a	\$0	n/a
Investments	\$25,660	\$0	-100%		n/a
Prepaid expenses & other	\$0	\$0	n/a	\$0	n/a
<b>Total current assets</b>	<b>\$71,042</b>	<b>\$57,436</b>	<b>-19%</b>	<b>\$41,104</b>	<b>-28%</b>
Non-current investments					
Fixed assets (net)	\$0	\$33,966	n/a	\$42,413	25%
Other non-current assets	\$0	\$2,112	n/a		-100%
<b>Total non-current assets</b>	<b>\$0</b>	<b>\$36,078</b>	<b>n/a</b>	<b>\$42,413</b>	<b>18%</b>
<b>Total assets</b>	<b>\$71,042</b>	<b>\$93,514</b>	<b>32%</b>	<b>\$83,517</b>	<b>-11%</b>
Liabilities & Net Assets	FY 2015	FY 2016	% Change	FY 2017	% Change
Liabilities					
Accounts payable & other	\$0	\$0	n/a	\$0	n/a
Loans & other debt	\$0		n/a		n/a
Deferred revenue			n/a		n/a
<b>Total current liabilities</b>	<b>\$0</b>	<b>\$0</b>	<b>n/a</b>	<b>\$0</b>	<b>n/a</b>
Non-current liabilities	\$0	\$0	n/a	\$0	n/a
<b>Total liabilities</b>	<b>\$0</b>	<b>\$0</b>	<b>n/a</b>	<b>\$0</b>	<b>n/a</b>
Net assets					
Unrestricted	\$71,042	\$59,548	-16%		-100%
Temporarily restricted			n/a		n/a
Permanently restricted		\$33,966	n/a		-100%
<b>Total net assets</b>	<b>\$71,042</b>	<b>\$93,514</b>	<b>32%</b>	<b>\$83,517</b>	<b>-11%</b>
<b>Total liabilities &amp; net assets</b>	<b>\$71,042</b>	<b>\$93,514</b>	<b>32%</b>	<b>\$83,517</b>	<b>-11%</b>

Balance Sheet Metrics

	FY 2015	FY 2016	FY 2017
Months of Operating Cash -- Unrestricted	4	5	3
Total working capital -- Unrestricted	\$71,042	\$57,436	\$41,104
Current Ratio	n/a	n/a	n/a
Debt Service Impact	0%	0%	
Unrestricted Net Assets Net of Property, Plant and Equipment	n/a		n/a
Operating Margin	20%	15%	-4%
Depreciation as a % of Fixed Assets	n/a	n/a	n/a
Leverage Ratio	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.

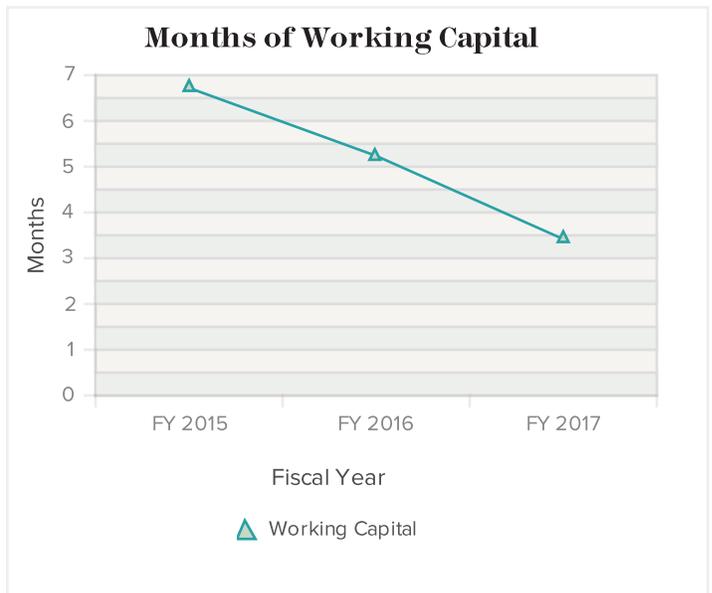
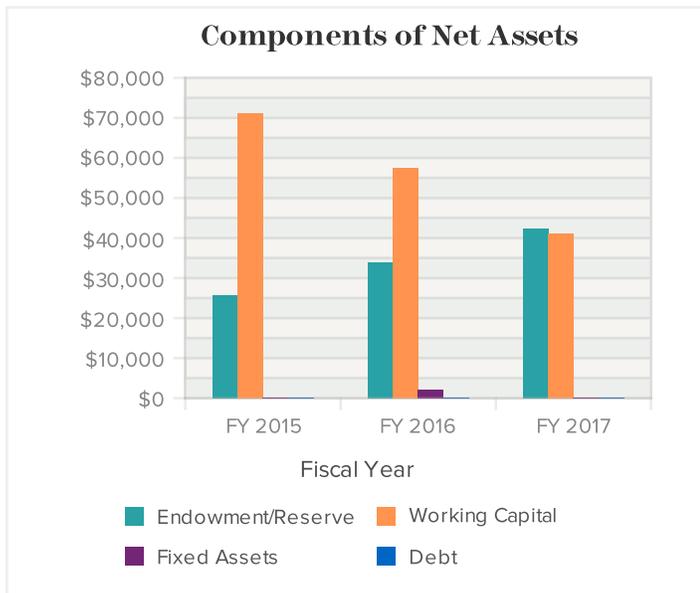
Debt Service Impact (Total Debt Service including principal and interest divided by Total Expense) calculates the % of an organization's total expenses applied to the total debt-service burden, e.g. a mortgage). This measure can help understand the portion of the book value of an organization's fixed 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 (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 2015	FY 2016	% Change	FY 2017	% Change
In-person participation - paid	152	98	-36%	90	-8%
In-person participation - free	5,891	6,564	11%	6,635	1%
<b>Total in-person participation</b>	<b>6,043</b>	<b>6,662</b>	<b>10%</b>	<b>6,725</b>	<b>1%</b>

Types of In-person Attendance	FY 2015	FY 2016	% Change	FY 2017	% Change
Registrants for classes/workshops		111	n/a	90	-19%
Guided tours participants		27	n/a	30	11%
Lecture attendees		515	n/a	770	50%
<b>Total in-person participation</b>	<b>6,043</b>	<b>6,662</b>	<b>10%</b>	<b>6,725</b>	<b>1%</b>

Attendance Ages	FY 2015	FY 2016	% Change	FY 2017	% Change
Children (18 and under)	1,803		-100%		n/a
Children served in schools		1,975	n/a	2,090	6%

Other Participation	FY 2015	FY 2016	% Change	FY 2017	% Change
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## Staffing

Staff & Non-Staff Statistics	FY 2015	FY 2016	% Change	FY 2017	% Change
Part-time permanent employees	4	4	0%	4	0%
Part-time permanent employees - FTEs	2	1.98	-1%	1.98	0%
Number of part-time or one-time volunteers	1		-100%		n/a
Part-time or one-time volunteers - FTEs	0.1		-100%		n/a
Independent contractors	0	5	n/a	6	20%
Number of interns and apprentices	18	29	61%	20	-31%

Artistic Staff & Non-Staff Statistics	FY 2015	FY 2016	% Change	FY 2017	% Change
Part-time employees that are artists	0	4	n/a	4	0%
Independent contractors that are artists	0	5	n/a	6	20%

## Program Activity

	FY 2015	FY 2016	% Change	FY 2017	% Change
Workshops/readings	5		-100%	5	n/a
Temporary exhibits	15	15	0%	15	0%
Traveling exhibits		1	n/a	2	100%
Works commissioned	0	1,195	n/a	570	-52%
Distinct classes/workshops	48	44	-8%	41	-7%
Distinct class series/courses		4	n/a	5	25%
Total classes/class sessions	0	60	n/a	60	0%
Total guided tour occurrences		2	n/a	2	0%
Distinct lectures	0	7	n/a	3	-57%
Lecture occurrences	0	7	n/a	9	29%
Programs offered in schools	5	5	0%	8	60%
Hours of programming in schools		120	n/a	150	25%
Number of schools served		22	n/a	28	27%
Distinct publications	12		-100%		n/a
Publications distributed	12		-100%		n/a