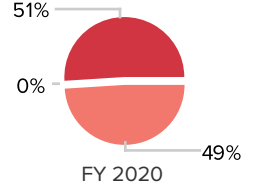
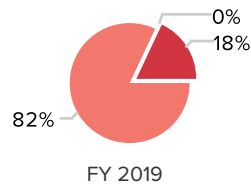
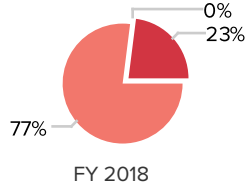


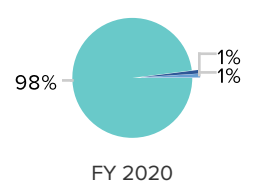
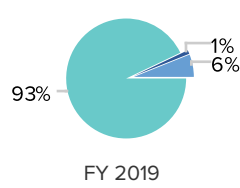
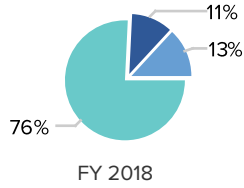
Unrestricted Operating Revenue by Source

- 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					
Membership fees - individuals				\$0	\$0
Membership fees - organizations					
Ticket sales & admissions					
Education revenue					
Publication sales			\$585	\$585	
Gallery sales			\$5,241	\$5,241	
Contracted services & touring fees	\$51,728	\$29,396	\$36,000	\$36,000	
Royalty & reproduction revenue					
Earned - program not listed above					
Total earned - program	\$51,728	\$29,396	\$41,826	\$41,826	
Earned - Non-program					
Rental revenue					
Sponsorship revenue					
Attendee-generated revenue not listed above	\$11,243	\$8,875			
Earned non-program not listed above	\$1,097				
Total earned - non-program	\$12,340	\$8,875			
Total earned revenue	\$64,068	\$38,271	\$41,826	\$41,826	

Contributed	FY 2018	FY 2019	FY 2020	FY 2020	FY 2020
	Total	Total	Total	Unrestricted	Restricted
Trustee & board	\$2,245	\$2,995	\$5,053	\$4,630	\$423
Individual	\$23,065	\$23,093	\$13,514	\$4,200	\$9,314
Corporate	\$48,195	\$49,530	\$6,845	\$6,845	
Foundation	\$3,250	\$3,750	\$37,650	\$5,500	\$32,150
State government	\$84,143	\$88,300	\$87,000	\$19,000	\$68,000
Federal government	\$0	\$0	-\$40,000		-\$40,000
In-kind operating contributions	\$8,227	\$7,425	\$0		
Special fundraising events					
Net assets released from restriction	\$0	\$0	\$0		
Total contributed revenue	\$169,125	\$175,093	\$110,062	\$40,175	\$69,887
Operating investment revenue	\$44	\$41	\$21	\$21	
Total operating revenue	\$233,237	\$213,405	\$151,909	\$82,022	\$69,887
Total operating revenue less operating in-kind	\$225,010	\$205,980	\$151,909	\$82,022	\$69,887
Total revenue	\$233,237	\$213,405	\$151,909	\$82,022	\$69,887
Total revenue less in-kind	\$225,010	\$205,980	\$151,909	\$82,022	\$69,887

Revenue Narrative

FY 2018	n/a
FY 2019	n/a
FY 2020	FY2020 was the first year the COVID-19 pandemic impacted us. We expect it to continue in FY21 & FY22. Revenue generating events, programs and fundraising campaigns were almost entirely eliminated. In addition, we decided not to accept a \$40,000 NEA grant for a project that had already been delayed and was no longer viable. No draws were made on this grant receivable. We were pleased that our FY20 pandemic net loss would have been \$11,783 absent the -\$40K grant receivable.

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	\$17,012	\$23,050	35%	\$35,482	54%	\$35,482		
Professional fees	\$162,221	\$140,000	-14%	\$97,000	-31%	\$97,000		
Total personnel expenses - Operating	\$179,233	\$163,050	-9%	\$132,482	-19%	\$132,482		
Non-personnel expenses - Operating								
Non-personnel expenses not listed above	\$89,212	\$78,345	-12%	\$71,210	-9%	\$67,120	\$2,500	\$1,590
Total non-personnel expenses - Operating	\$89,212	\$78,345	-12%	\$71,210	-9%	\$67,120	\$2,500	\$1,590
Total operating expenses	\$268,445	\$241,395	-10%	\$203,692	-16%	\$199,602	\$2,500	\$1,590
Total expenses	\$268,445	\$241,395	-10%	\$203,692	-16%			
Total expenses less in-kind	\$260,218	\$233,970	-10%	\$203,692	-13%			
Total expenses less depreciation	\$268,445	\$241,395	-10%	\$203,692	-16%			
Total expenses less in-kind and depreciation	\$260,218	\$233,970	-10%	\$203,692	-13%			

Expense Narrative

FY 2018	n/a
FY 2019	n/a
FY 2020	COVID-19. PERIOD. We reduced wherever we could!

Balance Sheet

Assets	FY 2018	FY 2019	% Change	FY 2020	% Change
Current assets					
Cash and cash equivalents	\$13,960	\$6,660	-52%	\$59,995	801%
Receivables	\$104,391	\$71,665	-31%	\$31,867	-56%
Investments - current			n/a		n/a
Prepaid expenses & other	\$6,940	\$76	-99%	\$82	8%
Total current assets	\$125,291	\$78,401	-37%	\$91,944	17%
Long-term/non-current assets					
Investments - non current			n/a		n/a
Fixed assets (net of accumulated depreciation)			n/a		n/a
Non-current assets not listed above			n/a		n/a
Total long-term/non-current assets			n/a		n/a
Total assets	\$125,291	\$78,401	-37%	\$91,944	17%
Liabilities & Net Assets					
	FY 2018	FY 2019	% Change	FY 2020	% Change
Current liabilities					
Accounts payable and accrued expenses	\$64,020	\$66,588	4%	\$21,610	-68%
Deferred revenue	\$10,000		-100%		n/a
Loans - current	\$11,466		-100%		n/a
Additional current liabilities not listed above			n/a		n/a
Total current liabilities	\$85,486	\$66,588	-22%	\$21,610	-68%
Long-term/non-current liabilities					
Long-term/non-current loans			n/a	\$110,500	n/a
Additional long-term/non-current liabilities not listed above			n/a		n/a
Total long-term/non-current liabilities			n/a	\$110,500	n/a
Total liabilities	\$85,486	\$66,588	-22%	\$132,110	98%
Total net assets	\$39,805	\$11,813	-70%	-\$40,166	-440%
Total liabilities & net assets	\$125,291	\$78,401	-37%	\$91,944	17%

Balance Sheet Narrative

FY 2018	n/a
FY 2019	n/a
FY 2020	A COVID-19 Economic Injury Disaster Loan payable over 30 years at 2.5% interest was taken out in the amount of \$110,500.

Balance Sheet Metrics

	FY 2018	FY 2019	% Change	FY 2020	% Change
Months of operating cash -- Total	0.62	0.33	-47%	3.53	968%
Working capital -- Total	\$39,805	\$11,813	-70%	\$70,334	495%
Current ratio -- Total	1.47	1.18	-20%	4.25	261%
Net assets as a % of total expenses	15%	5%	-67%	-20%	-503%
Fixed assets (net)			n/a		n/a
Condition of fixed assets					
Leverage -- Total	9%		-100%	120%	n/a
Total debt	\$11,466		-100%	\$110,500	n/a
Debt service impact	4%	0%	-100%	0%	n/a

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.

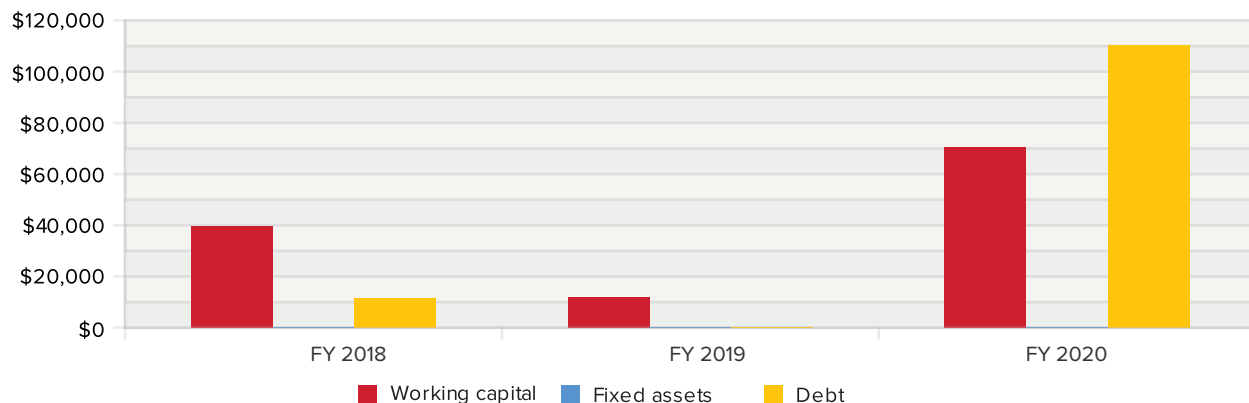
Leverage ratio (Total Debt divided by Total Assets) measures what proportion of your assets are supported by debt. A number in excess of 50% may indicate liquidity problems, or reduced capacity for future borrowing.

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.

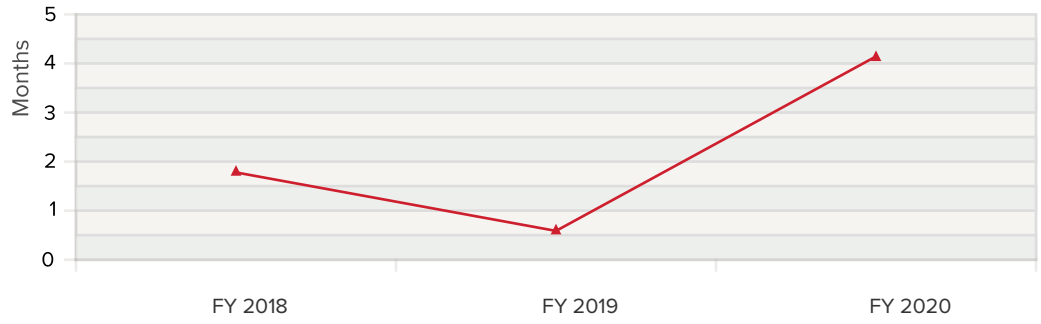
Total debt consists of all short and long-term contractual obligations of the organization, including lines of credit, loans, notes, bonds, and capital leases.

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
Total attendance					
Paid	236	166	-30%	0	-100%
Free	113,626	115,406	2%	102,648	-11%
Total	113,862	115,572	2%	102,648	-11%
In-person attendance					
Paid	236	166	-30%	0	-100%
Free	1,026	406	-60%		-100%
Total	1,262	572	-55%	0	-100%
Digital attendance					
Paid			n/a	0	n/a
Free	112,600	115,000	2%	102,648	-11%
Total	112,600	115,000	2%	102,648	-11%
In-person attendees 18 and under			n/a	0	n/a
Programs in schools	FY 2018	FY 2019	% Change	FY 2020	% Change
Children served in schools	47,000	47,000	0%		-100%
Hours of instruction	0		n/a		n/a

Workforce

	FY 2018	FY 2019	% Change	FY 2020	% Change
Number of People					
Volunteers	145	42	-71%	10	-76%
Independent contractors	27	9	-67%	12	33%
Interns and apprentices	0	2	n/a	2	0%
Total positions	172	53	-69%	24	-55%

Visual & Performing Artists

	FY 2018	FY 2019	% Change	FY 2020	% Change
Number of visual & performing artists		9	n/a	9	0%
Payments to artists & performers	\$17,012	\$6,050	-64%	\$35,482	486%

Covid-19 Impact

	FY 2018	FY 2019	FY 2020
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			0
Number of employees furloughed			0
Of those furloughed or laid off employees, how many (if any) have been brought back?			0

Mission and Constituency

Mission statement

The Arts Alliance's mission is to advocate for and support the Arts and Creative Industries in Washtenaw County, MI —arts and creative individuals, organizations and businesses—to ensure that the region remains a great place to create, live, work, learn, play and visit. The Arts Alliance is a leader, persuading community leaders and stakeholders of the importance of arts and culture and helping the sector connect with business, education, tourism, philanthropy, government and others in the townships and city centers of Washtenaw County - Ann Arbor, Chelsea, Dexter, Manchester, Milan, Saline and Ypsilanti.

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)						
Productions (presented)						
Classes/assemblies/other programs in schools	0					
Classes/workshops (outside of schools)	19	11	6	10	1	5
Field trips/school visits						
Guided tours						
Lectures	0		0	0		
Permanent exhibitions						
Temporary exhibitions						
Traveling exhibitions (hosted)						
Films screened						
Festivals/conferences	0		0		0	
Readings/workshops (developing works)						
Community programs (not included above)					2	10
Additional programs not listed above	1	1	9	19	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							31		
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	\$64,068		\$38,271		\$41,826	\$0
Contributed revenue	\$169,125		\$175,093		\$110,062	\$0
Operating expense	\$268,445		\$241,395		\$203,692	\$0

Program Activity

	FY 2018	FY 2019	% Change	FY 2020	% 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	18	18	0%	93	417%
Amount awarded in grants	\$45,643	\$38,573	-15%	\$61,853	60%
Public art installations			n/a	3	n/a
Works commissioned	8		-100%		n/a
Films produced			n/a		n/a
World premieres			n/a		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)			n/a		n/a
Private lessons (digital)			n/a		n/a
Competitions	1		-100%		n/a
Open rehearsals			n/a		n/a

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	n/a