

Organization Information

Organization name:	Owosso Community Players	Year organization founded:	1952
City:	Owosso	Organization type:	501(c)3 nonprofit organization
State:	MI	DUNS #:	794213710
County:	Shiawassee	Full-time staff:	2
Federal ID #:	382369885	Board Members:	18
NISP Discipline:	4 - Theatre	Fiscal year end date:	05-31
NISP Institution:	5 - Performing Group - Community		
NTEE:	A65 - Theater		

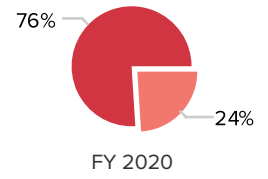
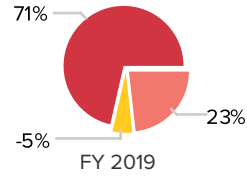
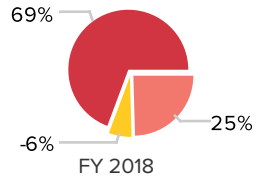
Applicant is audited or reviewed by an independent accounting firm.

Financial Summary

Unrestricted Activity	FY 2018	FY 2019	% Change	FY 2020	% Change
Unrestricted operating revenue					
Earned program	\$360,657	\$383,260	6%	\$307,749	-20%
Earned non-program	\$119,278	\$127,245	7%	\$128,255	1%
Total earned revenue	\$479,935	\$510,505	6%	\$436,004	-15%
Investment revenue	-\$43,374	-\$40,442	7%		
Contributed revenue	\$170,746	\$168,834	-1%	\$135,897	-20%
Total unrestricted operating revenue	\$607,307	\$638,897	5%	\$571,901	-10%
Less in-kind			n/a		n/a
Unrestricted operating revenue less in-kind	\$607,307	\$638,897	5%	\$571,901	-10%
Operating expenses					
Program	\$451,527	\$492,973	9%	\$539,159	9%
Management & general	\$218,002	\$225,702	4%	\$221,150	-2%
Fundraising	\$53,025	\$42,914	-19%	\$41,728	-3%
Total operating expenses	\$722,554	\$761,589	5%	\$802,037	5%
Less in-kind			n/a		n/a
Unrestricted operating expenses less in-kind	\$722,554	\$761,589	5%	\$802,037	5%
Unrestricted change in net assets - operating	-\$115,247	-\$122,692	-6%	-\$230,136	-88%
Unrestricted change in net assets	-\$115,247	-\$122,692	-6%	-\$230,136	-88%
Restricted change in net assets		\$20,420	n/a	\$62,526	206%
Total change in net assets	-\$115,247	-\$102,272	11%	-\$167,610	-64%

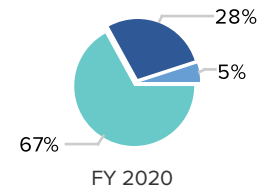
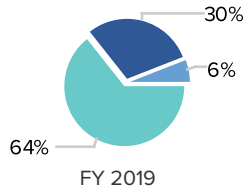
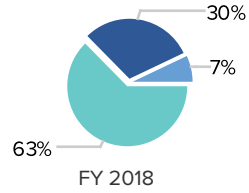
Unrestricted Operating Revenue by Source

- 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	\$10,340	\$9,991	\$11,859	\$11,859	
Membership fees - individuals	\$53,263	\$70,210		\$0	\$0
Membership fees - organizations					
Ticket sales & admissions	\$293,161	\$302,219	\$287,987	\$287,987	
Education revenue			\$4,772	\$4,772	
Publication sales					
Gallery sales					
Contracted services & touring fees					
Royalty & reproduction revenue					
Earned - program not listed above	\$3,893	\$840	\$3,131	\$3,131	
Total earned - program	\$360,657	\$383,260	\$307,749	\$307,749	
Earned - Non-program					
Rental revenue	\$60,283	\$58,327	\$62,883	\$62,883	
Sponsorship revenue	\$25,000	\$32,000	\$42,274	\$42,274	
Attendee-generated revenue not listed above	\$33,995	\$36,918	\$23,098	\$23,098	
Earned non-program not listed above					
Total earned - non-program	\$119,278	\$127,245	\$128,255	\$128,255	
Total earned revenue	\$479,935	\$510,505	\$436,004	\$436,004	

Owosso Community Players

Contributed	FY 2018 Total	FY 2019 Total	FY 2020 Total	FY 2020 Unrestricted	FY 2020 Restricted
Trustee & board	\$15,959	\$20,718	\$30,385	\$12,385	\$18,000
Individual	\$96,058	\$106,040	\$114,898	\$98,736	\$16,162
Corporate	\$22,719	\$21,236	\$0		
Foundation	\$26,200	\$20,420	\$2,000		\$2,000
State government	\$9,810	\$14,880	\$21,469		\$21,469
Federal government	\$0	\$0	\$4,895		\$4,895
In-kind operating contributions	\$0	\$0	\$0		
Special fundraising events			\$24,776	\$24,776	
Contributions not listed above	\$0	\$5,960	\$0		
Net assets released from restriction	\$0	\$0	\$0		
Total contributed revenue	\$170,746	\$189,254	\$198,423	\$135,897	\$62,526
Operating investment revenue	-\$43,374	-\$40,442	\$0		
Total operating revenue	\$607,307	\$659,317	\$634,427	\$571,901	\$62,526
Total operating revenue less operating in-kind	\$607,307	\$659,317	\$634,427	\$571,901	\$62,526
Total revenue	\$607,307	\$659,317	\$634,427	\$571,901	\$62,526
Total revenue less in-kind	\$607,307	\$659,317	\$634,427	\$571,901	\$62,526

Revenue Narrative

FY 2018	n/a
FY 2019	n/a
FY 2020	This report encompasses the first 3 months of the Pandemic shut down. 1 Major Musical - Produced and 2 Hosted Professional Concerts were cancelled. The increase in contributed revenue is a testament of our community to support us during challenging times. We went through major debt restructuring as well which is explained on the Balance Sheet Report

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								
W2 employees (salaries, payroll taxes and fringe benefits)	\$112,017	\$117,593	5%	\$131,862	12%	\$71,985	\$34,189	\$25,688
Independent contractors	\$0	\$0	n/a	\$6,120	n/a	\$0	\$6,120	
Professional fees	\$0	\$0	n/a	\$13,618	n/a			
Total personnel expenses - Operating	\$112,017	\$117,593	5%	\$151,600	29%	\$71,985	\$53,927	\$25,688
Non-personnel expenses - Operating								
Occupancy costs	\$26,870	\$47,604	77%	\$46,401	-3%	\$33,449	\$12,952	
Depreciation	\$218,232	\$220,138	1%	\$221,037	0%	\$164,097	\$56,940	
Interest expense	\$53,500	\$53,500	0%	\$53,250	-0%		\$53,250	
Non-personnel expenses not listed above	\$311,935	\$322,754	3%	\$329,749	2%	\$269,628	\$44,081	\$16,040
Total non-personnel expenses - Operating	\$610,537	\$643,996	5%	\$650,437	1%	\$467,174	\$167,223	\$16,040
Total operating expenses	\$722,554	\$761,589	5%	\$802,037	5%	\$539,159	\$221,150	\$41,728
Total expenses	\$722,554	\$761,589	5%	\$802,037	5%			
Total expenses less in-kind	\$722,554	\$761,589	5%	\$802,037	5%			
Total expenses less depreciation	\$504,322	\$541,451	7%	\$581,000	7%			
Total expenses less in-kind and depreciation	\$722,554	\$761,589	5%	\$802,037	5%			

Expense Narrative

FY 2018	n/a
FY 2019	n/a
FY 2020	Performance Bonus were provided our 2 Full time employees. We added a part time Technical Manager. Change is Net Assets is a result of major debt restructuring outlined in the Balance Sheet Narrative.

Balance Sheet

Assets	FY 2018	FY 2019	% Change	FY 2020	% Change
Current assets					
Cash and cash equivalents	\$141,056	\$227,694	61%	\$205,774	-10%
Receivables	\$0	\$0	n/a	\$0	n/a
Investments - current			n/a		n/a
Prepaid expenses & other	\$32,920	\$32,641	-1%	\$2,489	-92%
Total current assets	\$173,976	\$260,335	50%	\$208,263	-20%
Long-term/non-current assets					
Investments - non current			n/a		n/a
Fixed assets (net of accumulated depreciation)	\$6,977,963	\$6,779,654	-3%	\$6,561,104	-3%
Non-current assets not listed above	\$4,543,750	\$4,543,750	0%	\$40,848	-99%
Total long-term/non-current assets	\$11,521,713	\$11,323,404	-2%	\$6,601,952	-42%
Total assets	\$11,695,689	\$11,583,739	-1%	\$6,810,215	-41%
Liabilities & Net Assets					
	FY 2018	FY 2019	% Change	FY 2020	% Change
Current liabilities					
Accounts payable and accrued expenses	\$33,990	\$24,971	-27%	\$17,233	-31%
Deferred revenue	\$8,675	\$16,622	92%	\$29,585	78%
Loans - current	\$43,683	\$39,464	-10%	\$70,801	79%
Additional current liabilities not listed above		\$8,380	n/a	\$8,255	-1%
Total current liabilities	\$86,348	\$89,437	4%	\$125,874	41%
Long-term/non-current liabilities					
Long-term/non-current loans	\$7,219,648	\$7,247,321	0%	\$1,162,270	-84%
Additional long-term/non-current liabilities not listed above			n/a		n/a
Total long-term/non-current liabilities	\$7,219,648	\$7,247,321	0%	\$1,162,270	-84%
Total liabilities	\$7,305,996	\$7,336,758	0%	\$1,288,144	-82%
Net assets					
Unrestricted	\$4,320,365	\$4,157,233	-4%	\$5,481,223	32%
Restricted	\$69,328	\$89,748	29%	\$40,848	-54%
Total net assets	\$4,389,693	\$4,246,981	-3%	\$5,522,071	30%
Total liabilities & net assets	\$11,695,689	\$11,583,739	-1%	\$6,810,215	-41%

Balance Sheet Narrative

FY 2018	n/a
FY 2019	n/a
FY 2020	Notes. 1. The organization underwent a debt restructuring process discharging a significant long term liability incurred from rebuilding the theater after a fire in 2007. 2. COVID shuttered our venue from March 15 on. 3. We received a PPP Loan and a MEDC Loan to help with payroll and utility expenses.

Balance Sheet Metrics

	FY 2018	FY 2019	% Change	FY 2020	% Change
Months of operating cash -- Unrestricted	1.19	2.17	83%	3.08	42%
Working capital -- Unrestricted	\$18,300	\$81,150	343%	\$82,389	2%
Current ratio -- Unrestricted	1.21	1.91	57%	1.65	-13%
Net assets as a % of total expenses	608%	558%	-8%	689%	23%
Fixed assets (net)	\$6,977,963	\$6,779,654	-3%	\$6,561,104	-3%
Condition of fixed assets				3%	
Leverage -- Unrestricted	62%	63%	1%	18%	-71%
Total debt	\$7,263,331	\$7,286,785	0%	\$1,233,071	-83%
Debt service impact	13%	12%	-9%	15%	27%

Months of operating cash -- unrestricted (Unrestricted 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. This ratio is calculated using unrestricted numbers only.

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

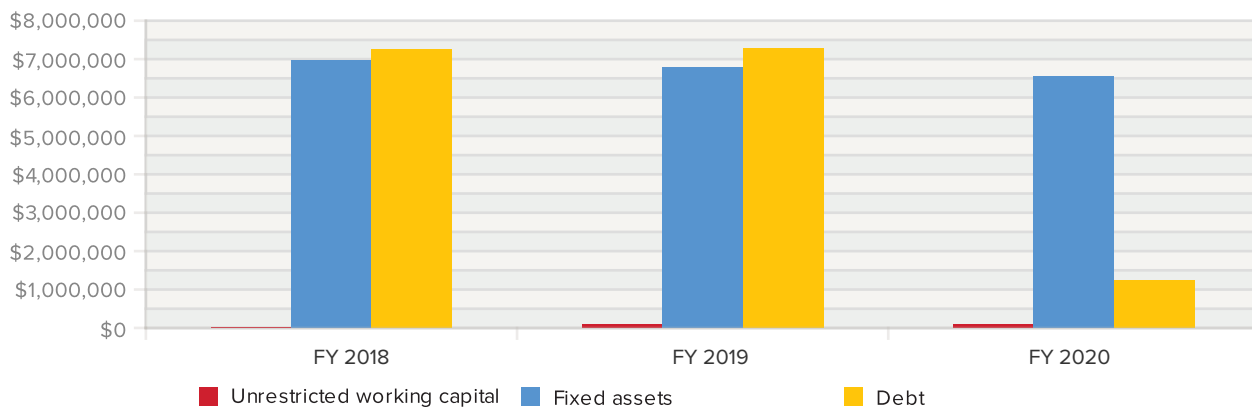
Leverage ratio (Total Debt divided by Total Unrestricted Assets) measures what proportion of your unrestricted assets are supported by debt. A number in excess of 50% may indicate liquidity problems, or reduced capacity for future borrowing.

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.

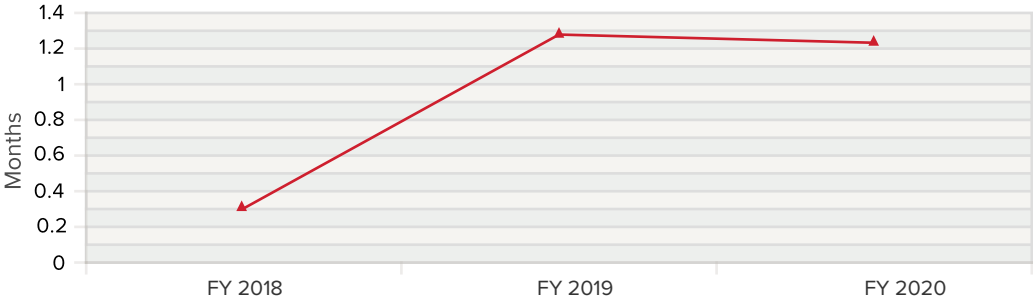
Total debt consists of all short and long-term contractual obligations of the organization, including lines of credit, loans, notes, bonds, and capital leases.

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
Unrestricted
Working Capital**



Attendance

	FY 2018	FY 2019	% Change	FY 2020	% Change
Total attendance					
Paid	14,982	15,149	1%	14,381	-5%
Free	323	414	28%	325	-21%
Total	15,305	15,563	2%	14,706	-6%
In-person attendance					
Paid	14,982	15,149	1%	14,381	-5%
Free	323	414	28%	325	-21%
Total	15,305	15,563	2%	14,706	-6%
Digital attendance					
Paid			n/a		n/a
Free			n/a		n/a
Total			n/a		n/a
In-person attendees 18 and under	2,734	2,305	-16%	2,643	15%
Programs in schools	FY 2018	FY 2019	% Change	FY 2020	% Change
Children served in schools			n/a		n/a
Hours of instruction			n/a		n/a

Workforce

Number of People	FY 2018	FY 2019	% Change	FY 2020	% Change
Employees: Full-time permanent	2	2	0%	2	0%
Employees: Part-time permanent	3	2	-33%	2	0%
Volunteers	400	351	-12%	225	-36%
Independent contractors			n/a	1	n/a
Interns and apprentices			n/a		n/a
Total positions	405	355	-12%	230	-35%

Visual & Performing Artists

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

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			
Number of employees furloughed			1
Of those furloughed or laid off employees, how many (if any) have been brought back?			1

Mission and Constituency

Mission statement

Owosso Community Players exists to enrich people's lives by providing quality theatre arts experiences.

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

Rural

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)	10	45	10	43	6	38
Productions (presented)					2	3
Classes/assemblies/other programs in schools						
Classes/workshops (outside of schools)	0	0	0	0	6	30
Field trips/school visits					2	2
Guided tours					1	1
Lectures						
Permanent exhibitions						
Temporary exhibitions						
Traveling exhibitions (hosted)						
Films screened						
Festivals/conferences	0		0		0	
Readings/workshops (developing works)						
Community programs (not included above)					2	4
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	\$479,935		\$510,505		\$436,004	\$0
Contributed revenue	\$170,746		\$189,254		\$198,423	\$0
Operating expense	\$722,554		\$761,589		\$802,037	\$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		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		n/a	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	We found it very important to communicate with our patrons through social media more this year than in past years.