

### 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:	17
NISP Discipline:	4 - Theatre	Fiscal year end date:	05-31
NISP Institution:	5 - Performing Group - Community		
NTEE:	A65 - Theater		

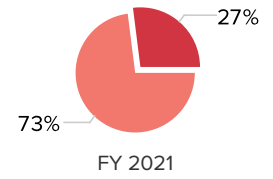
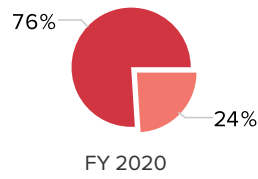
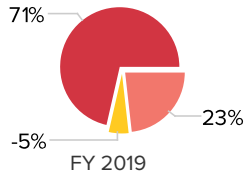
*Applicant is audited or reviewed by an independent accounting firm.*

### Financial Summary

Unrestricted Activity	FY 2019	FY 2020	% Change	FY 2021	% Change
Unrestricted operating revenue					
Earned program	\$383,260	\$307,749	-20%	\$27,512	-91%
Earned non-program	\$127,245	\$128,255	1%	\$48,405	-62%
Total earned revenue	\$510,505	\$436,004	-15%	\$75,917	-83%
Investment revenue	-\$40,442				n/a
Contributed revenue	\$168,834	\$135,897	-20%	\$200,677	48%
Total unrestricted operating revenue	\$638,897	\$571,901	-10%	\$276,594	-52%
Less in-kind			n/a		n/a
Unrestricted operating revenue less in-kind	\$638,897	\$571,901	-10%	\$276,594	-52%
Operating expenses					
Program	\$492,973	\$539,159	9%	\$273,925	-49%
Management & general	\$225,702	\$221,150	-2%	\$158,884	-28%
Fundraising	\$42,914	\$41,728	-3%	\$33,103	-21%
Total operating expenses	\$761,589	\$802,037	5%	\$465,912	-42%
Less in-kind			n/a		n/a
Unrestricted operating expenses less in-kind	\$761,589	\$802,037	5%	\$465,912	-42%
Unrestricted change in net assets - operating	-\$122,692	-\$230,136	-88%	-\$189,318	18%
Unrestricted change in net assets	-\$122,692	-\$230,136	-88%	-\$189,318	18%
Restricted change in net assets	\$20,420	\$62,526	206%	\$33,600	-46%
Total change in net assets	-\$102,272	-\$167,610	-64%	-\$155,718	7%

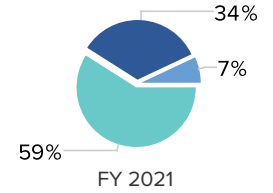
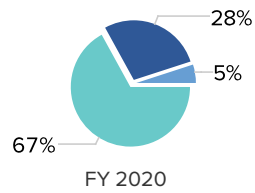
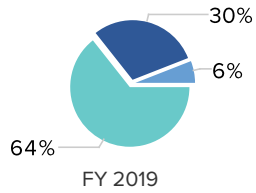
### Unrestricted Operating Revenue by Source

- Earned
- Investment
- Contributed



### Operating Expenses by Functional Grouping

- Program
- Management & General
- Fundraising



## Revenue Details

Operating Revenue Earned - Program	FY 2019 Total	FY 2020 Total	FY 2021 Total	FY 2021 Unrestricted	FY 2021 Restricted
Subscriptions	\$9,991	\$11,859	\$0	\$0	
Membership fees - individuals	\$70,210			\$0	\$0
Membership fees - organizations					
Ticket sales & admissions	\$302,219	\$287,987	\$24,902	\$24,902	
Education revenue		\$4,772	\$0	\$0	
Publication sales					
Gallery sales					
Contracted services & touring fees					
Royalty & reproduction revenue					
Earned - program not listed above	\$840	\$3,131	\$2,610	\$2,610	
<b>Total earned - program</b>	<b>\$383,260</b>	<b>\$307,749</b>	<b>\$27,512</b>	<b>\$27,512</b>	
<b>Earned - Non-program</b>					
Rental revenue	\$58,327	\$62,883	\$37,680	\$37,680	
Sponsorship revenue	\$32,000	\$42,274	\$6,250	\$6,250	
Attendee-generated revenue not listed above	\$36,918	\$23,098	\$4,475	\$4,475	
Earned non-program not listed above					
<b>Total earned - non-program</b>	<b>\$127,245</b>	<b>\$128,255</b>	<b>\$48,405</b>	<b>\$48,405</b>	
<b>Total earned revenue</b>	<b>\$510,505</b>	<b>\$436,004</b>	<b>\$75,917</b>	<b>\$75,917</b>	

Contributed	FY 2019 Total	FY 2020 Total	FY 2021 Total	FY 2021 Unrestricted	FY 2021 Restricted
Trustee & board	\$20,718	\$30,385	\$25,627	\$19,627	\$6,000
Individual	\$106,040	\$114,898	\$105,919	\$78,319	\$27,600
Corporate	\$21,236	\$0	\$0		
Foundation	\$20,420	\$2,000	\$16,000	\$16,000	
State government	\$14,880	\$21,469	\$46,196	\$46,196	
Federal government	\$0	\$4,895	\$29,500	\$29,500	
In-kind operating contributions	\$0	\$0	\$0		
Special fundraising events		\$24,776	\$11,035	\$11,035	
Contributions not listed above	\$5,960	\$0	\$0		
Net assets released from restriction	\$0	\$0	\$0		
<b>Total contributed revenue</b>	<b>\$189,254</b>	<b>\$198,423</b>	<b>\$234,277</b>	<b>\$200,677</b>	<b>\$33,600</b>
Operating investment revenue	-\$40,442	\$0	\$0		
<b>Total operating revenue</b>	<b>\$659,317</b>	<b>\$634,427</b>	<b>\$310,194</b>	<b>\$276,594</b>	<b>\$33,600</b>
<b>Total operating revenue less operating in-kind</b>	<b>\$659,317</b>	<b>\$634,427</b>	<b>\$310,194</b>	<b>\$276,594</b>	<b>\$33,600</b>
<b>Total revenue</b>	<b>\$659,317</b>	<b>\$634,427</b>	<b>\$310,194</b>	<b>\$276,594</b>	<b>\$33,600</b>
<b>Total revenue less in-kind</b>	<b>\$659,317</b>	<b>\$634,427</b>	<b>\$310,194</b>	<b>\$276,594</b>	<b>\$33,600</b>

**Revenue Narrative**

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
FY 2021	As everyone knows, the Pandemic certainly had a negative impact on performing arts revenue. Our theater is very fortunate to have had an increase in donor support to help sustain us. We were able to produce a number of outdoor performances to also provide much needed revenue. Government Covid-Relief funding in both grants and loans also supported the theater during this time.

## Expense Details

	FY 2019 Total	FY 2020 Total	% Change	FY 2021 Total	% Change	FY 2021 Program	FY 2021 General & Administrative	FY 2021 Fundraising
Personnel expenses - Operating								
W2 employees (salaries, payroll taxes and fringe benefits)	\$117,593	\$131,862	12%	\$110,403	-16%	\$58,580	\$28,489	\$23,334
Independent contractors	\$0	\$6,120	n/a	\$0	-100%			
Professional fees	\$0	\$13,618	n/a	\$10,755	-21%		\$10,755	
Total personnel expenses - Operating	\$117,593	\$151,600	29%	\$121,158	-20%	\$58,580	\$39,244	\$23,334
Non-personnel expenses - Operating								
Occupancy costs	\$47,604	\$46,401	-3%	\$39,101	-16%	\$17,227	\$21,874	
Depreciation	\$220,138	\$221,037	0%	\$221,186	0%	\$164,216	\$56,970	
Interest expense	\$53,500	\$53,250	-0%	\$0	-100%			
Non-personnel expenses not listed above	\$322,754	\$329,749	2%	\$84,467	-74%	\$33,902	\$40,796	\$9,769
Total non-personnel expenses - Operating	\$643,996	\$650,437	1%	\$344,754	-47%	\$215,345	\$119,640	\$9,769
Total operating expenses	\$761,589	\$802,037	5%	\$465,912	-42%	\$273,925	\$158,884	\$33,103
Total expenses	\$761,589	\$802,037	5%	\$465,912	-42%			
Total expenses less in-kind	\$761,589	\$802,037	5%	\$465,912	-42%			
Total expenses less depreciation	\$541,451	\$581,000	7%	\$244,726	-58%			
Total expenses less in-kind and depreciation	\$541,451	\$581,000	7%	\$244,726	-58%			

## Expense Narrative

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.
FY 2021	n/a

**Balance Sheet**

Assets	FY 2019	FY 2020	% Change	FY 2021	% Change
<b>Current assets</b>					
Cash and cash equivalents	\$227,694	\$205,774	-10%	\$361,379	76%
Receivables			n/a		n/a
Investments - current			n/a		n/a
Prepaid expenses & other	\$32,641	\$2,489	-92%	\$8,870	256%
<b>Total current assets</b>	<b>\$260,335</b>	<b>\$208,263</b>	<b>-20%</b>	<b>\$370,249</b>	<b>78%</b>
<b>Long-term/non-current assets</b>					
Investments - non current			n/a		n/a
Fixed assets (net of accumulated depreciation)	\$6,779,654	\$6,561,104	-3%	\$6,351,837	-3%
Non-current assets not listed above	\$4,543,750	\$40,848	-99%	\$21,843	-47%
<b>Total long-term/non-current assets</b>	<b>\$11,323,404</b>	<b>\$6,601,952</b>	<b>-42%</b>	<b>\$6,373,680</b>	<b>-3%</b>
<b>Total assets</b>	<b>\$11,583,739</b>	<b>\$6,810,215</b>	<b>-41%</b>	<b>\$6,743,929</b>	<b>-1%</b>
<b>Liabilities &amp; Net Assets</b>					
<b>Current liabilities</b>					
Accounts payable and accrued expenses	\$24,971	\$17,233	-31%	\$7,715	-55%
Deferred revenue	\$16,622	\$29,585	78%	\$36,375	23%
Loans - current	\$39,464	\$70,801	79%	\$29,500	-58%
Additional current liabilities not listed above	\$8,380	\$8,255	-1%	\$54,920	565%
<b>Total current liabilities</b>	<b>\$89,437</b>	<b>\$125,874</b>	<b>41%</b>	<b>\$128,510</b>	<b>2%</b>
<b>Long-term/non-current liabilities</b>					
Long-term/non-current loans	\$7,247,321	\$1,162,270	-84%	\$1,266,005	9%
Additional long-term/non-current liabilities not listed above			n/a		n/a
<b>Total long-term/non-current liabilities</b>	<b>\$7,247,321</b>	<b>\$1,162,270</b>	<b>-84%</b>	<b>\$1,266,005</b>	<b>9%</b>
<b>Total liabilities</b>	<b>\$7,336,758</b>	<b>\$1,288,144</b>	<b>-82%</b>	<b>\$1,394,515</b>	<b>8%</b>
<b>Net assets</b>					
Unrestricted	\$4,157,233	\$5,481,223	32%	\$5,327,571	-3%
Restricted	\$89,748	\$40,848	-54%	\$21,843	-47%
<b>Total net assets</b>	<b>\$4,246,981</b>	<b>\$5,522,071</b>	<b>30%</b>	<b>\$5,349,414</b>	<b>-3%</b>
<b>Total liabilities &amp; net assets</b>	<b>\$11,583,739</b>	<b>\$6,810,215</b>	<b>-41%</b>	<b>\$6,743,929</b>	<b>-1%</b>

**Balance Sheet Narrative**

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.
FY 2021	Our organization secured every grant and loan available to ensure the survival of the organization through the pandemic.

**Balance Sheet Metrics**

	FY 2019	FY 2020	% Change	FY 2021	% Change
Months of operating cash -- Unrestricted	2.17	3.08	42%	9.31	202%
Working capital -- Unrestricted	\$81,150	\$82,389	2%	\$241,739	193%
Current ratio -- Unrestricted	1.91	1.65	-13%	2.88	74%
Net assets as a % of total expenses	558%	689%	23%	1,148%	67%
Fixed assets (net)	\$6,779,654	\$6,561,104	-3%	\$6,351,837	-3%
Condition of fixed assets		3%		3%	
Leverage -- Unrestricted	63%	18%	-71%	19%	6%
Total debt	\$7,286,785	\$1,233,071	-83%	\$1,295,505	5%
Debt service impact	12%	15%	27%	6%	-59%

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.

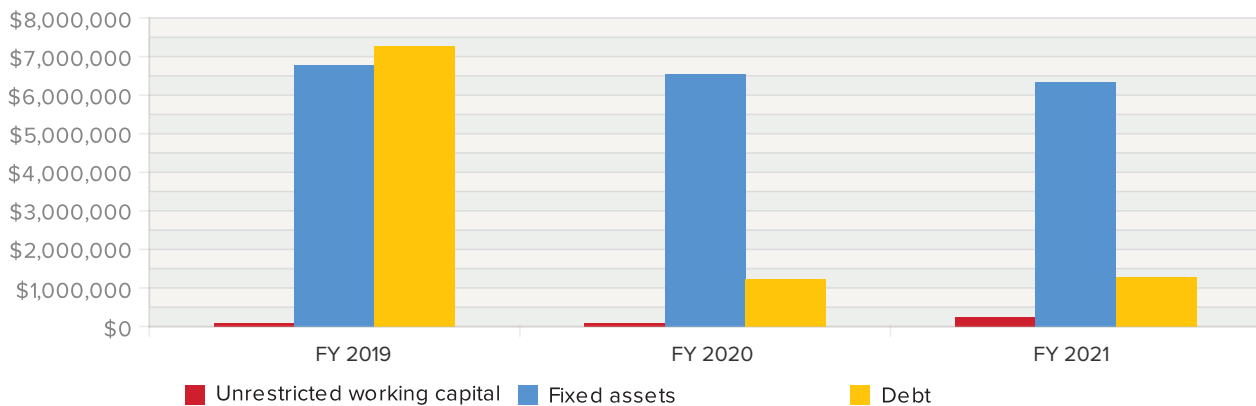
Leverage ratio (Total Debt divided by Total Unrestricted Assets) measures what proportion of your unrestricted assets are supported by debt. A number in excess of 50% may indicate liquidity problems, or reduced capacity for future borrowing.

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.

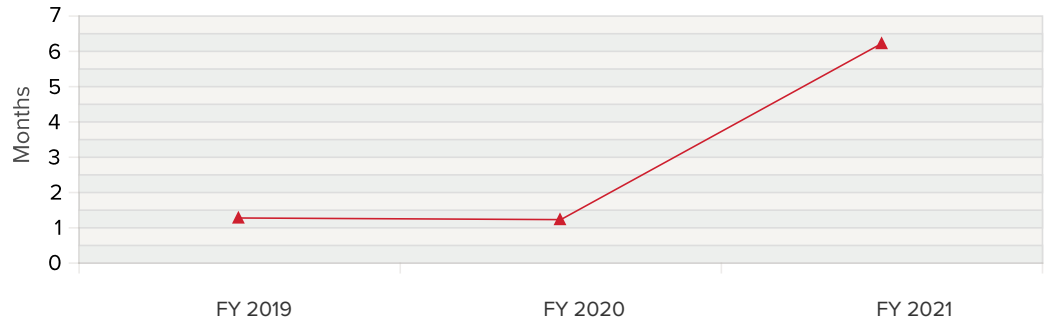
Total debt consists of all short and long-term contractual obligations of the organization, including lines of credit, loans, notes, bonds, and capital leases.

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 2019	FY 2020	% Change	FY 2021	% Change
<b>Total attendance</b>					
Paid	15,149	14,381	-5%	261	-98%
Free	414	325	-21%	10	-97%
<b>Total</b>	<b>15,563</b>	<b>14,706</b>	<b>-6%</b>	<b>271</b>	<b>-98%</b>
<b>In-person attendance</b>					
Paid	15,149	14,381	-5%	261	-98%
Free	414	325	-21%	10	-97%
<b>Total</b>	<b>15,563</b>	<b>14,706</b>	<b>-6%</b>	<b>271</b>	<b>-98%</b>
<b>Digital attendance</b>					
Paid			n/a		n/a
Free			n/a		n/a
<b>Total</b>			<b>n/a</b>		<b>n/a</b>
In-person attendees 18 and under	2,305	2,643	15%	1	-100%
<b>Programs in schools</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>% Change</b>	<b>FY 2021</b>	<b>% Change</b>
Children served in schools			n/a		n/a
Hours of instruction			n/a		n/a

**Workforce**

Number of People	FY 2019	FY 2020	% Change	FY 2021	% Change
Employees: Full-time permanent	2	2	0%	2	0%
Employees: Part-time permanent	2	2	0%	2	0%
Volunteers	351	225	-36%	175	-22%
Independent contractors		1	n/a		-100%
Interns and apprentices			n/a		n/a
<b>Total positions</b>	<b>355</b>	<b>230</b>	<b>-35%</b>	<b>179</b>	<b>-22%</b>

**Visual & Performing Artists**

	FY 2019	FY 2020	% Change	FY 2021	% Change
Number of visual & performing artists		0	n/a	0	n/a
Payments to artists & performers		\$0	n/a	\$0	n/a

**Covid-19 Impact**

	FY 2019	FY 2020	FY 2021
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 2019		FY 2020		FY 2021	
	Distinct offerings	# of times offered	Distinct offerings	# of times offered	Distinct offerings	# of times offered
Productions (self-produced)	10	43	6	38	1	1
Productions (presented)			2	3		
Classes/assemblies/other programs in schools						
Classes/workshops (outside of schools)	0	0	6	30	0	0
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 2019			FY 2020			FY 2021		
	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 2019		FY 2020		FY 2021	
	Total	Associated with digital program delivery	Total	Associated with digital program delivery	Total	Associated with digital program delivery
Earned revenue	\$510,505		\$436,004	\$0	\$75,917	\$0
Contributed revenue	\$189,254		\$198,423	\$0	\$234,277	\$0
Operating expense	\$761,589		\$802,037	\$0	\$465,912	\$0

## Program Activity

	FY 2019	FY 2020	% Change	FY 2021	% 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 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.
FY 2021	In a normal season, the Lebowsky Center produces 3 major musicals, 2 drama/comedy plays and one holiday variety show. In addition they host other performance genres such as comedy, a variety of musical tributes and original artists, and magic. Attendance for musicals are 80% - 100%. The Holiday Show sells out each year as do many of the hosted performances. Drama/Comedy plays attendance have been on the rise at 50% - 80%. The Lebowsky Center also offers a Summer Youth Musical Theater Camp that culminates in a Jr. Production on the main stage. Approximately 50 youth per year participate.