



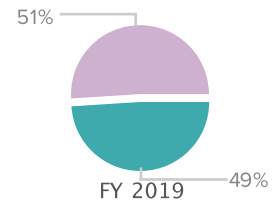
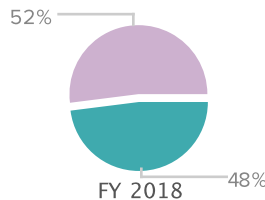
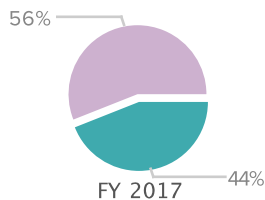
Organization Information

Organization name: Pit & Balcony Inc
 City: Saginaw Federal ID #: 386006243
 State: MI Year organization founded: 1932
 County: Saginaw Organization type: 501(c)3 nonprofit organization
 NISP Discipline: 4 - Theatre Fiscal year end date: 07-31
 NISP Institution: 5 - Performing Group - Community DUNS #
 NTEE: A65 - Theater Full-time staff: 1
 Applicant is not audited or reviewed by an independent accounting firm. Paid FTEs: 1
 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	\$109,053	\$93,506	-14%	\$60,118	-36%
Earned Non-program	\$9,875	\$15,540	57%	\$21,871	41%
Total Earned Revenue	\$118,928	\$109,046	-8%	\$81,989	-25%
Investment Revenue			n/a		n/a
Contributed Revenue	\$92,378	\$99,594	8%	\$80,064	-20%
Total Unrestricted Operating Revenue	\$211,306	\$208,640	-1%	\$162,053	-22%
Less in-kind			n/a		n/a
Total Unrestricted Operating Revenue Less In-kind	\$211,306	\$208,640	-1%	\$162,053	-22%
Expenses by Functional Total					
Program	\$48,887	\$55,114	13%	\$84,197	53%
Fundraising	\$5,491	\$6,588	20%	\$4,899	-26%
General & Administrative	\$125,828	\$135,493	8%	\$118,555	-13%
Total Operating Expenses	\$180,206	\$197,195	9%	\$207,651	5%
Less in-kind			n/a		n/a
Total Operating Expenses Less In-kind	\$180,206	\$197,195	9%	\$207,651	5%
Net Unrestricted Activity - Operating	\$31,100	\$11,445	-63%	-\$45,598	-498%
Net Unrestricted Activity - Non-operating			n/a		n/a
Total Net Unrestricted Activity	\$31,100	\$11,445	-63%	-\$45,598	-498%
Net Restricted Activity			n/a		n/a
Net Total Activity	\$31,100	\$11,445	-63%	-\$45,598	-498%

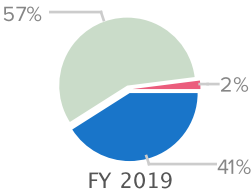
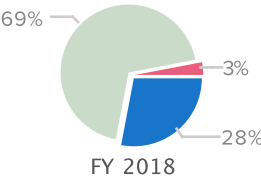
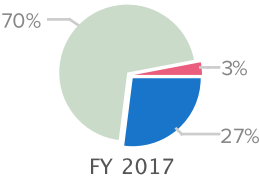
Revenue by Source

- Earned
- Investment
- Contributed



Expenses by Functional Grouping

- Program
- General & Administrative
- Fundraising



Revenue Details

	FY 2017	FY 2018	FY 2019	FY 2019	FY 2019
Operating Revenue	Total	Total	Total	Unrestricted	Restricted
Earned - Program					
Membership revenue	\$2,375	\$1,985			
Performance subscriptions - full	\$25,115	\$24,126	\$16,870	\$16,870	
Performance subscriptions - partial			\$2,790	\$2,790	
Single ticket sales	\$69,703	\$63,330	\$35,568	\$35,568	
Group ticket sales	\$2,835	\$1,690	\$3,015	\$3,015	
Tuitions and registration fees	\$9,025	\$2,375	\$1,875	\$1,875	
Total earned - program	\$109,053	\$93,506	\$60,118	\$60,118	\$0
Earned - Non-program					
Food and concessions	\$5,601	\$6,821	\$5,542	\$5,542	
Advertising revenue	\$950	\$1,829	\$1,252	\$1,252	
Sponsorship revenue			\$11,050	\$11,050	
Space rentals	\$2,975	\$2,820	\$2,725	\$2,725	
Other earned revenue	\$349	\$4,070	\$1,302	\$1,302	
Total earned - non-program	\$9,875	\$15,540	\$21,871	\$21,871	\$0
Total earned revenue	\$118,928	\$109,046	\$81,989	\$81,989	

	FY 2017	FY 2018	FY 2019	FY 2019	FY 2019
Contributed	Total	Total	Total	Unrestricted	Restricted
Individual	\$41,430	\$35,492	\$15,947	\$15,947	
Corporate	\$0	\$0	\$11,000	\$11,000	
Foundation	\$46,848	\$60,402	\$44,092	\$44,092	
City government	\$2,000	\$2,000	\$7,400	\$7,400	
State government	\$2,100	\$1,700	\$1,625	\$1,625	
In-kind operating contributions	\$0	\$0	\$0		
Net assets released from restriction	\$0	\$0	\$0		
Total contributed revenue	\$92,378	\$99,594	\$80,064	\$80,064	
Operating investment revenue	\$0	\$0	\$0		
Total operating revenue	\$211,306	\$208,640	\$162,053	\$162,053	
Total operating revenue less in-kind	\$211,306	\$208,640	\$162,053	\$162,053	
Transfers and re-classifications					
Total non-operating revenue	\$0	\$0	\$0		
Total revenue	\$211,306	\$208,640	\$162,053	\$162,053	
Total revenue less in-kind	\$211,306	\$208,640	\$162,053	\$162,053	

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)	\$32,111	\$38,392	20%	\$50,557	32%	\$16,119	\$4,605	\$29,833
Independent contractors	\$24,290	\$25,550	5%	\$28,240	11%	\$28,240		
Total personnel expenses - Operating	\$56,401	\$63,942	13%	\$78,797	23%	\$44,359	\$4,605	\$29,833
Non-personnel expenses - Operating								
Advertising and promotion	\$2,447	\$2,971	21%	\$4,096	38%	\$2,389	\$294	\$1,413
Conferences and meetings	\$524	\$489	-7%	\$850	74%			\$850
Dues and subscriptions	\$1,130	\$1,543	37%	\$2,083	35%			\$2,083
Insurance	\$7,476	\$3,153	-58%	\$5,573	77%			\$5,573
Occupancy costs	\$22,880	\$37,130	62%	\$38,357	3%			\$38,357
Office and administration	\$33,068	\$31,108	-6%	\$24,405	-22%	\$10,226		\$14,179
Printing, postage and shipping	\$3,090	\$1,197	-61%	\$1,702	42%			\$1,702
Travel	\$107	\$414	287%	\$1,731	318%			\$1,731
Royalties, rights and reproductions	\$17,575	\$14,800	-16%	\$16,370	11%	\$16,370		
Productions and events costs	\$4,512	\$5,812	29%	\$10,330	78%	\$9,969		\$361
Interest expense	\$11,715	\$4,453	-62%	\$4,533	2%			\$4,533
Other operating expenses	\$4,881	\$15,783	223%	\$4,424	-72%	\$884		\$3,540
Depreciation	\$14,400	\$14,400	0%	\$14,400	0%			\$14,400
Total non-personnel expenses - Operating	\$123,805	\$133,253	8%	\$128,854	-3%	\$39,838	\$294	\$88,722
Total operating expenses	\$180,206	\$197,195	9%	\$207,651	5%	\$84,197	\$4,899	\$118,555
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	\$180,206	\$197,195	9%	\$207,651	5%	\$84,197	\$4,899	\$118,555
Total expenses less in-kind	\$180,206	\$197,195	9%	\$207,651	5%			
Total expenses less depreciation	\$165,806	\$182,795	10%	\$193,251	6%			
Total expenses less in-kind and depreciation	\$165,806	\$182,795	10%	\$193,251	6%			

Balance Sheet

Assets	FY 2017	FY 2018	% Change	FY 2019	% Change
Current assets					
Cash	\$86,364	\$88,743	3%	\$18,803	-79%
Receivables	\$0	\$0	n/a	\$0	n/a
Investments			n/a		n/a
Prepaid expenses & other	\$15,641	\$17,985	15%	\$11,197	-38%
Total current assets	\$102,005	\$106,728	5%	\$30,000	-72%
Non-current investments					
Fixed assets (net)	\$281,942	\$299,784	6%	\$293,619	-2%
Other non-current assets	\$0	\$0	n/a	\$0	n/a
Total non-current assets	\$281,942	\$299,784	6%	\$293,619	-2%
Total assets	\$383,947	\$406,512	6%	\$323,619	-20%
Liabilities & Net Assets	FY 2017	FY 2018	% Change	FY 2019	% Change
Liabilities					
Accounts payable & other	\$4,768	\$6,104	28%	\$12,621	107%
Loans & other debt			n/a		n/a
Deferred revenue	\$60,588	\$60,992	1%	\$44,673	-27%
Total current liabilities	\$65,356	\$67,096	3%	\$57,294	-15%
Non-current liabilities	\$88,884	\$92,241	4%	\$86,418	-6%
Total liabilities	\$154,240	\$159,337	3%	\$143,712	-10%
Net assets					
Unrestricted	\$191,017	\$222,078	16%	\$179,907	-19%
Restricted			n/a	\$0	n/a
Total net assets	\$229,707	\$247,175	8%	\$179,907	-27%
Total liabilities & net assets	\$383,947	\$406,512	6%	\$323,619	-20%

Balance Sheet Metrics

	FY 2017	FY 2018	FY 2019
Months of Operating Cash	6	5	1
Total working capital	\$36,649	\$39,632	-\$27,294
Current Ratio	1.56	1.59	0.52
Debt Service Impact	7%	2%	2%
Unrestricted Net Assets Net of Property, Plant and Equipment			
Operating Margin	15%	5%	-28%
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.

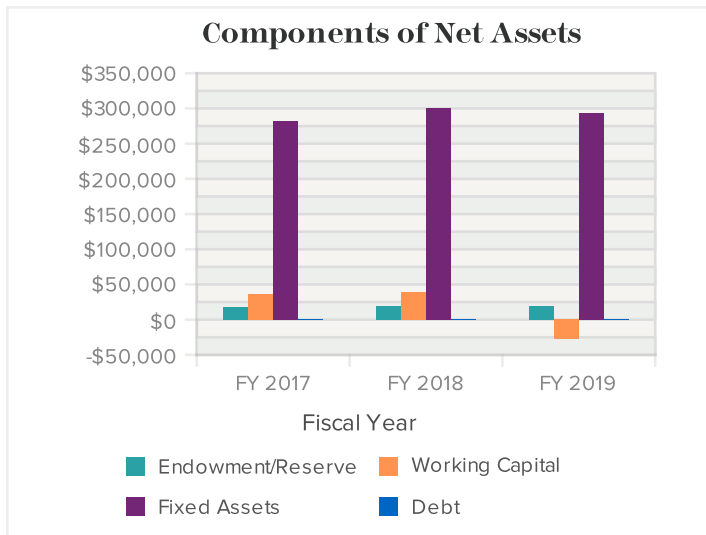
Debt Service Impact (Total Debt Service including principal and interest divided by Total Expense) calculates the % of an organization's total expenses applied to the total debt-service burden, e.g. a mortgage).

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	5,526	5,393	-2%	4,316	-20%
In-person participation - free	330	330	0%	332	1%
Total in-person participation	5,856	5,723	-2%	4,648	-19%

Types of In-person Attendance	FY 2017	FY 2018	% Change	FY 2019	% Change
Performance tickets	5,811	5,684	-2%	4,621	-19%
Registrants for classes/workshops	45	39	-13%	27	-31%
Total in-person participation	5,856	5,723	-2%	4,648	-19%

Attendance Ages	FY 2017	FY 2018	% Change	FY 2019	% Change
Children (18 and under)	306	293	-4%	197	-33%
Adults	5,550	5,430	-2%	4,451	-18%

Other Participation	FY 2017	FY 2018	% Change	FY 2019	% Change
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Staffing

Staff & Non-Staff Statistics	FY 2017	FY 2018	% Change	FY 2019	% Change
Full-time permanent employees			n/a	1	n/a
Part-time permanent employees	2	2	0%	1	-50%
Part-time permanent employees - FTEs	1	1	0%		-100%
Number of part-time or one-time volunteers	237	240	1%	104	-57%
Part-time or one-time volunteers - FTEs	6.5	6.5	0%	5.69	-12%
Independent contractors	58	58	0%	34	-41%
Number of interns and apprentices			n/a	2	n/a
Artistic Staff & Non-Staff Statistics	FY 2017	FY 2018	% Change	FY 2019	% Change
Independent contractors that are artists	58	58	0%	34	-41%

Program Activity

			% Change		% Change
Distinct productions	6	6	0%	6	0%
Total performances	33	33	0%	33	0%
Distinct classes/workshops	1	1	0%	1	0%
Distinct class series/courses	1	1	0%	1	0%
Total classes/class sessions	7	7	0%	7	0%