

**Organization Information**

Organization name: Michigan Theater Foundation, Inc.	Year organization founded: 1979
City: Ann Arbor	Organization type: 501(c)3 nonprofit organization
State: MI	DUNS #: 151430816
County: Washtenaw	Full-time staff: 25
Federal ID #: 382269013	Board Members: 20
NISP Discipline: 14 - Multidisciplinary	Fiscal year end date: 09-30
NISP Institution: 15 - Arts Center	
NTEE: A61 - Performing Arts Centers	

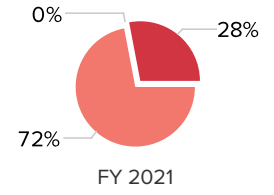
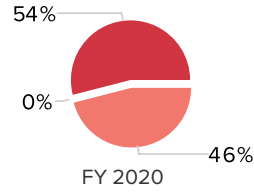
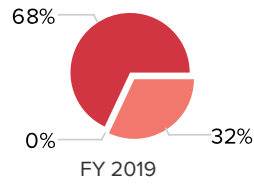
*Applicant is audited or reviewed by an independent accounting firm.*

**Financial Summary**

Unrestricted Activity	FY 2019	FY 2020	% Change	FY 2021	% Change
<b>Unrestricted operating revenue</b>					
Earned program	\$3,484,578	\$2,179,726	-37%	\$571,966	-74%
Earned non-program	\$2,205,009	\$760,502	-66%	\$239,934	-68%
<b>Total earned revenue</b>	<b>\$5,689,587</b>	<b>\$2,940,228</b>	<b>-48%</b>	<b>\$811,900</b>	<b>-72%</b>
Investment revenue	\$10,911	\$15,494	42%	\$13,090	-16%
Contributed revenue	\$2,716,314	\$2,511,402	-8%	\$2,120,405	-16%
<b>Total unrestricted operating revenue</b>	<b>\$8,416,812</b>	<b>\$5,467,124</b>	<b>-35%</b>	<b>\$2,945,395</b>	<b>-46%</b>
Less in-kind	\$93,788	\$45,944	-51%	\$15,843	-66%
Unrestricted operating revenue less in-kind	\$8,323,024	\$5,421,180	-35%	\$2,929,552	-46%
<b>Operating expenses</b>					
Program	\$5,226,867	\$4,064,786	-22%	\$1,613,704	-60%
Management & general	\$974,035	\$1,165,217	20%	\$1,476,713	27%
Fundraising	\$603,429	\$568,293	-6%	\$428,714	-25%
<b>Total operating expenses</b>	<b>\$6,804,331</b>	<b>\$5,798,296</b>	<b>-15%</b>	<b>\$3,519,131</b>	<b>-39%</b>
Less in-kind	\$93,788	\$45,944	-51%	\$15,843	-66%
Unrestricted operating expenses less in-kind	\$6,710,543	\$5,752,352	-14%	\$3,503,288	-39%
Unrestricted change in net assets - operating	\$1,612,481	-\$331,172	-121%	-\$573,736	-73%
Unrestricted change in net assets - non-operating	\$879,616	\$227,675	-74%	\$488,431	115%
<b>Unrestricted change in net assets</b>	<b>\$2,492,097</b>	<b>-\$103,497</b>	<b>-104%</b>	<b>-\$85,305</b>	<b>18%</b>
Restricted change in net assets	-\$1,701,317	-\$449,309	74%	-\$704,042	-57%
<b>Total change in net assets</b>	<b>\$790,780</b>	<b>-\$552,806</b>	<b>-170%</b>	<b>-\$789,347</b>	<b>-43%</b>

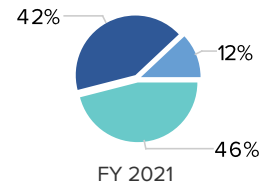
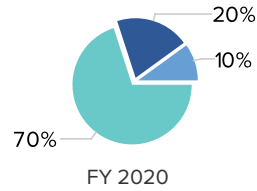
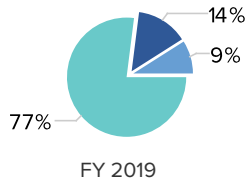
### Unrestricted Operating Revenue by Source

- 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		\$0			
Membership fees - individuals	\$669,451	\$518,756	\$230,983	\$230,983	\$0
Membership fees - organizations					
Ticket sales & admissions	\$1,970,667	\$998,323	\$298,945	\$298,945	
Education revenue	\$33,163	\$4,615	\$11,200	\$11,200	
Publication sales					
Gallery sales					
Contracted services & touring fees					
Royalty & reproduction revenue					
Earned - program not listed above	\$811,297	\$658,032	\$30,838	\$30,838	
<b>Total earned - program</b>	<b>\$3,484,578</b>	<b>\$2,179,726</b>	<b>\$571,966</b>	<b>\$571,966</b>	
<b>Earned - Non-program</b>					
Rental revenue	\$749,982	\$305,601	\$72,896	\$72,896	
Sponsorship revenue	\$872,839	\$124,088	\$69,413	\$69,413	
Attendee-generated revenue not listed above	\$582,188	\$274,048	\$94,012	\$94,012	
Earned non-program not listed above		\$56,765	\$3,613	\$3,613	
<b>Total earned - non-program</b>	<b>\$2,205,009</b>	<b>\$760,502</b>	<b>\$239,934</b>	<b>\$239,934</b>	
<b>Total earned revenue</b>	<b>\$5,689,587</b>	<b>\$2,940,228</b>	<b>\$811,900</b>	<b>\$811,900</b>	

Contributed	FY 2019 Total	FY 2020 Total	FY 2021 Total	FY 2021 Unrestricted	FY 2021 Restricted
Trustee & board	\$104,114	\$92,890	\$61,278	\$33,200	\$28,078
Individual	\$101,990	\$1,185,071	\$1,096,871	\$871,146	\$225,725
Corporate	\$89,617	\$181,250	\$31,785	\$31,785	
Foundation	\$551,988	\$471,143	\$180,586	\$180,586	
State government	\$73,500	\$75,795	\$30,000	\$30,000	
Federal government	\$0	\$10,000	\$0		
In-kind operating contributions	\$93,788	\$45,944	\$15,843	\$15,843	
Special fundraising events					
Net assets released from restriction	\$0	\$0	\$0	\$957,845	-\$957,845
<b>Total contributed revenue</b>	<b>\$1,014,997</b>	<b>\$2,062,093</b>	<b>\$1,416,363</b>	<b>\$2,120,405</b>	<b>-\$704,042</b>
Operating investment revenue	\$10,911	\$15,494	\$13,090	\$13,090	
<b>Total operating revenue</b>	<b>\$6,715,495</b>	<b>\$5,017,815</b>	<b>\$2,241,353</b>	<b>\$2,945,395</b>	<b>-\$704,042</b>
<b>Total operating revenue less operating in-kind</b>	<b>\$6,621,707</b>	<b>\$4,971,871</b>	<b>\$2,225,510</b>	<b>\$2,929,552</b>	<b>-\$704,042</b>
<b>Non-operating revenue</b>					
Other non-operating	\$879,616	\$227,675	\$488,431	\$488,431	
<b>Total non-operating revenue</b>	<b>\$879,616</b>	<b>\$227,675</b>	<b>\$488,431</b>	<b>\$488,431</b>	
<b>Total revenue</b>	<b>\$7,595,111</b>	<b>\$5,245,490</b>	<b>\$2,729,784</b>	<b>\$3,433,826</b>	<b>-\$704,042</b>
<b>Total revenue less in-kind</b>	<b>\$7,501,323</b>	<b>\$5,199,546</b>	<b>\$2,713,941</b>	<b>\$3,417,983</b>	<b>-\$704,042</b>

## Revenue Narrative

FY 2019	n/a
FY 2020	Although the pandemic greatly reduced our earned revenue during FY20, our donor base provided significant funding and we were able to receive COVID related funding to maintain a cash balance to cover 3+ months of expenses. Our current office space was sold, and we will need to renovate/outfit new office space we purchased.
FY 2021	The pandemic continued to impact us as we were closed for several months and then partially open with restrictions for the rest of the fiscal year. Our PPP1 loan was fully forgiven, which provided much needed non-operating revenue.

## 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)	\$2,859,136	\$2,001,344	-30%	\$1,485,804	-26%	\$401,543	\$756,081	\$328,180
Independent contractors	\$450	\$0	-100%	\$22,700	n/a	\$200	\$22,500	\$0
Professional fees	\$147,616	\$217,852	48%	\$296,722	36%	\$86,613	\$193,921	\$16,188
Total personnel expenses - Operating	\$3,007,202	\$2,219,196	-26%	\$1,805,226	-19%	\$488,356	\$972,502	\$344,368
Non-personnel expenses - Operating								
Occupancy costs	\$448,238	\$352,293	-21%	\$330,622	-6%	\$127,678	\$197,472	\$5,472
Depreciation	\$641,941	\$693,325	8%	\$722,101	4%	\$649,707	\$44,553	\$27,841
Interest expense	\$112,423	\$1,455	-99%	\$25,252	1,636%		\$25,252	
Non-personnel expenses not listed above	\$2,594,527	\$2,532,027	-2%	\$635,930	-75%	\$347,963	\$236,934	\$51,033
Total non-personnel expenses - Operating	\$3,797,129	\$3,579,100	-6%	\$1,713,905	-52%	\$1,125,348	\$504,211	\$84,346
Total operating expenses	\$6,804,331	\$5,798,296	-15%	\$3,519,131	-39%	\$1,613,704	\$1,476,713	\$428,714
Total expenses	\$6,804,331	\$5,798,296	-15%	\$3,519,131	-39%			
Total expenses less in-kind	\$6,710,543	\$5,752,352	-14%	\$3,503,288	-39%			
Total expenses less depreciation	\$6,162,390	\$5,104,971	-17%	\$2,797,030	-45%			
Total expenses less in-kind and depreciation	\$6,068,602	\$5,059,027	-17%	\$2,781,187	-45%			

## Expense Narrative

FY 2019	n/a
FY 2020	When we realized the theaters would be closed for an extended period, we reduced our expenses to reflect the greatly decreased revenue stream. We also entered the pandemic with no long-term debt. We are slowly bringing back staff as we ramp back up for the expected lifting of restrictions.
FY 2021	Although we reopened in February at a reduced schedule, we began to re-staff in anticipation of fully opening in FY2022.

**Balance Sheet**

Assets	FY 2019	FY 2020	% Change	FY 2021	% Change
<b>Current assets</b>					
Cash and cash equivalents	\$1,247,501	\$1,379,235	11%	\$4,462,511	224%
Receivables	\$1,097,299	\$1,099,912	0%	\$593,983	-46%
Investments - current	\$5,616		-100%		n/a
Prepaid expenses & other	\$59,122	\$32,083	-46%	\$65,940	106%
<b>Total current assets</b>	<b>\$2,409,538</b>	<b>\$2,511,230</b>	<b>4%</b>	<b>\$5,122,434</b>	<b>104%</b>
<b>Long-term/non-current assets</b>					
Investments - non current			n/a		n/a
Fixed assets (net of accumulated depreciation)	\$10,366,244	\$10,740,291	4%	\$10,086,215	-6%
Non-current assets not listed above	\$1,453,019	\$881,625	-39%	\$676,144	-23%
<b>Total long-term/non-current assets</b>	<b>\$11,819,263</b>	<b>\$11,621,916</b>	<b>-2%</b>	<b>\$10,762,359</b>	<b>-7%</b>
<b>Total assets</b>	<b>\$14,228,801</b>	<b>\$14,133,146</b>	<b>-1%</b>	<b>\$15,884,793</b>	<b>12%</b>
<b>Liabilities &amp; Net Assets</b>					
<b>Current liabilities</b>					
Accounts payable and accrued expenses	\$227,555	\$116,175	-49%	\$98,003	-16%
Deferred revenue	\$145,588	\$33,737	-77%	\$648,520	1,822%
Loans - current		\$346,205	n/a	\$223,310	-35%
Additional current liabilities not listed above	\$1,800		-100%	\$1,798,891	n/a
<b>Total current liabilities</b>	<b>\$374,943</b>	<b>\$496,117</b>	<b>32%</b>	<b>\$2,768,724</b>	<b>458%</b>
<b>Long-term/non-current liabilities</b>					
Long-term/non-current loans		\$335,977	n/a	\$604,364	80%
Additional long-term/non-current liabilities not listed above			n/a		n/a
<b>Total long-term/non-current liabilities</b>		<b>\$335,977</b>	<b>n/a</b>	<b>\$604,364</b>	<b>80%</b>
<b>Total liabilities</b>	<b>\$374,943</b>	<b>\$832,094</b>	<b>122%</b>	<b>\$3,373,088</b>	<b>305%</b>
<b>Net assets</b>					
Unrestricted	\$11,445,247	\$11,341,750	-1%	\$11,256,445	-1%
Restricted	\$2,408,611	\$1,959,302	-19%	\$1,255,260	-36%
<b>Total net assets</b>	<b>\$13,853,858</b>	<b>\$13,301,052</b>	<b>-4%</b>	<b>\$12,511,705</b>	<b>-6%</b>
<b>Total liabilities &amp; net assets</b>	<b>\$14,228,801</b>	<b>\$14,133,146</b>	<b>-1%</b>	<b>\$15,884,793</b>	<b>12%</b>

**Balance Sheet Narrative**

FY 2019	n/a
FY 2020	Liabilities increased from the prior year to reflect COVID related funding received, some of which may be forgiven. In total, our Net Assets decreased just 4% from the prior year.
FY 2021	We received additional COVID related funding in FY21 which included a PPP2 loan (subsequently forgiven in FY22) and Shuttered Venue Operators Grant in the amount of \$1.737 million, listed as a Refundable Advance. We also have deferred revenue for Advanced Ticket Sales of \$358,000 as live shows were being scheduled for FY22.

## Balance Sheet Metrics

	FY 2019	FY 2020	% Change	FY 2021	% Change
Months of operating cash -- Unrestricted	2.2	2.85	30%	15.22	433%
Working capital -- Unrestricted	\$1,079,003	\$937,436	-13%	\$1,774,594	89%
Current ratio -- Unrestricted	3.88	2.89	-25%	1.64	-43%
Net assets as a % of total expenses	204%	229%	13%	356%	55%
Fixed assets (net)	\$10,366,244	\$10,740,291	4%	\$10,086,215	-6%
Condition of fixed assets	53%	58%		68%	
Leverage -- Unrestricted		6%	n/a	6%	1%
Total debt		\$682,182	n/a	\$827,674	21%
Debt service impact	2%	6%	263%	7%	18%

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.

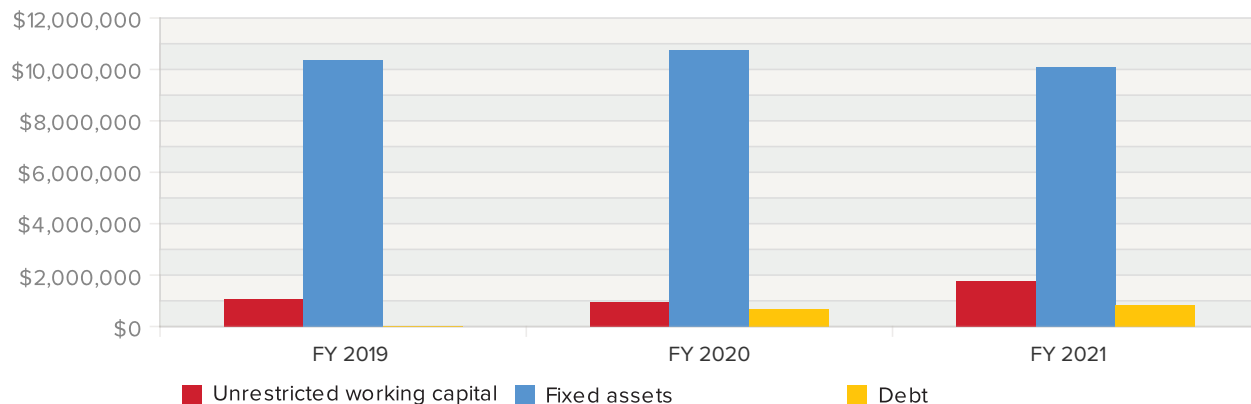
Leverage ratio (Total Debt divided by Total Unrestricted Assets) measures what proportion of your unrestricted assets are supported by debt. A number in excess of 50% may indicate liquidity problems, or reduced capacity for future borrowing.

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.

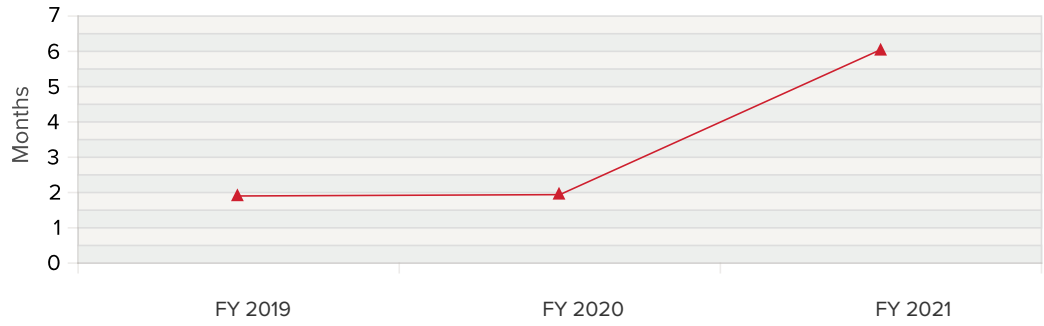
Total debt consists of all short and long-term contractual obligations of the organization, including lines of credit, loans, notes, bonds, and capital leases.

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	310,623	111,868	-64%	35,369	-68%
Free	41,631	13,864	-67%	0	-100%
<b>Total</b>	<b>352,254</b>	<b>125,732</b>	<b>-64%</b>	<b>35,369</b>	<b>-72%</b>
<b>In-person attendance</b>					
Paid	310,623	108,065	-65%	33,229	-69%
Free	41,631	13,356	-68%		-100%
<b>Total</b>	<b>352,254</b>	<b>121,421</b>	<b>-66%</b>	<b>33,229</b>	<b>-73%</b>
<b>Digital attendance</b>					
Paid		3,803	n/a	2,140	-44%
Free		508	n/a	0	-100%
<b>Total</b>		<b>4,311</b>	<b>n/a</b>	<b>2,140</b>	<b>-50%</b>
In-person attendees 18 and under	56,361	2,000	-96%	200	-90%
<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**

	FY 2019	FY 2020	% Change	FY 2021	% Change
<b>Number of People</b>					
Employees: Full-time permanent	28	16	-43%	25	56%
Employees: Part-time permanent	95	4	-96%	38	850%
Employees: Part-time temporary	76		-100%		n/a
Volunteers	350	740	111%	10	-99%
Independent contractors	9		-100%	1	n/a
Interns and apprentices			n/a	0	n/a
<b>Total positions</b>	<b>558</b>	<b>760</b>	<b>36%</b>	<b>74</b>	<b>-90%</b>

**Visual & Performing Artists**

	FY 2019	FY 2020	% Change	FY 2021	% Change
Number of visual & performing artists			n/a	2	n/a
Payments to artists & performers		\$0	n/a	\$5,541	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		60	0
Number of employees furloughed			0
Of those furloughed or laid off employees, how many (if any) have been brought back?		0	0

## Mission and Constituency

### Mission statement

To preserve, restore, and operate the historic Michigan Theater for the benefit of the community and the arts.

### 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 2019		FY 2020		FY 2021	
	Distinct offerings	# of times offered	Distinct offerings	# of times offered	Distinct offerings	# of times offered
Productions (self-produced)	104	104				
Productions (presented)			16	16		
Classes/assemblies/other programs in schools						
Classes/workshops (outside of schools)	3	18	2	2	1	2
Field trips/school visits						
Guided tours	8	8	2	2	1	1
Lectures	7		14	14		
Permanent exhibitions						
Temporary exhibitions						
Traveling exhibitions (hosted)						
Films screened	157	5,000	2,310	2,310	186	1,160
Festivals/conferences	3		1	85	2	2
Readings/workshops (developing works)						
Community programs (not included above)			10	10		
Additional programs not listed above	0	0	4	4	88	88

*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				4	4		1	35	
Lectures									
Permanent exhibitions									
Temporary exhibitions									
Traveling exhibitions (hosted)									
Films screened						117			
Broadcast productions									
Festivals/conferences							1	18	
Readings/workshops (developing works)									
Community programs (not included above)									
Additional programs not listed above				4	4		34	34	

*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	\$5,689,587		\$2,940,228	\$15,974	\$811,900	\$22,136
Contributed revenue	\$1,014,997		\$2,062,093		\$1,416,363	\$0
Operating expense	\$6,804,331		\$5,798,296		\$3,519,131	

## 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		119	n/a		-100%
Amount awarded in grants		\$582,259	n/a		-100%
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	1	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 2019	n/a
FY 2020	Although we were closed for half of the fiscal year due to COVID, we continued to engage our audience through virtual offerings. We improved our social media outreach, achieving an overall increase of 25% in social media engagement. As the pandemic recedes, we look forward to bringing audiences back to experience the arts together as a community.
FY 2021	We were closed for several months of the fiscal year due to COVID and then were reopened with limited capacity and COVID restriction about 7.5 months. We were not able to host any live shows in FY21 and look forward to a more robust schedule in FY22.