



Organization Information

Organization name: Raven Hill Discovery Center  
 City: East Jordan  
 State: MI  
 County: Charlevoix  
 NISP Discipline: 14 - Multidisciplinary  
 NISP Institution: 9 - Other Museum  
 NTEE: A52 - Children's Museums

Federal ID #: 383032707  
 Year organization founded: 1991  
 Organization type: 501(c)3 nonprofit organization  
 Fiscal year end date: 06-30  
 DUNS #: 794770057  
 Full-time staff: 1  
 Paid FTEs: 2.04

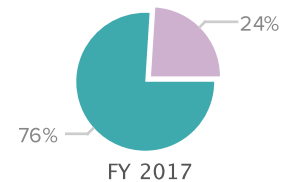
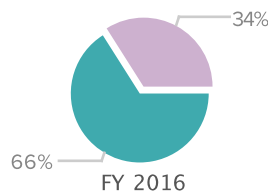
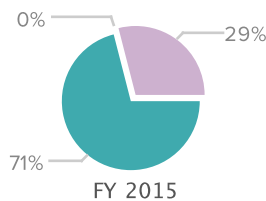
Applicant is audited or reviewed by an independent accounting firm.

A display value of -0% signifies a value of less than +/- 0.5%

Unrestricted Activity	FY 2015	FY 2016	% Change	FY 2017	% Change
<b>Unrestricted Operating Revenue</b>					
Earned Program	\$66,586	\$63,296	-5%	\$68,661	8%
Earned Non-program	\$1,556	\$1,772	14%	\$2,359	33%
<b>Total Earned Revenue</b>	<b>\$68,142</b>	<b>\$65,068</b>	<b>-5%</b>	<b>\$71,020</b>	<b>9%</b>
Investment Revenue	\$0	n/a	n/a	n/a	n/a
Contributed Revenue	\$169,599	\$128,326	-24%	\$223,813	74%
<b>Total Unrestricted Operating Revenue</b>	<b>\$237,741</b>	<b>\$193,394</b>	<b>-19%</b>	<b>\$294,833</b>	<b>52%</b>
Less in-kind	(\$0)	n/a	n/a	(\$75,000)	n/a
<b>Total Unrestricted Operating Revenue Less In-kind</b>	<b>\$237,741</b>	<b>\$193,394</b>	<b>-19%</b>	<b>\$219,833</b>	<b>14%</b>
<b>Expenses by Functional Total</b>					
Program	\$133,608	\$165,990	24%	\$181,438	9%
Fundraising	\$9,830	\$13,707	39%	\$13,879	1%
General & Administrative	\$10,960	\$14,860	36%	\$15,066	1%
<b>Total Operating Expenses</b>	<b>\$154,398</b>	<b>\$194,557</b>	<b>26%</b>	<b>\$210,383</b>	<b>8%</b>
Less in-kind	(\$0)	n/a	n/a	(\$75,000)	n/a
<b>Total Operating Expenses Less In-kind</b>	<b>\$154,398</b>	<b>\$194,557</b>	<b>26%</b>	<b>\$135,383</b>	<b>-30%</b>
Net Unrestricted Activity - Operating	\$83,343	-\$1,163	-101%	\$84,450	7,361%
Net Unrestricted Activity - Non-operating	\$0	n/a	n/a	n/a	n/a
<b>Total Net Unrestricted Activity</b>	<b>\$83,343</b>	<b>-\$1,163</b>	<b>-101%</b>	<b>\$84,450</b>	<b>7,361%</b>
Net Temporarily Restricted Activity	-\$32,606	-\$8,094	75%	\$61,800	864%
Net Permanently Restricted Activity	\$0	n/a	n/a	n/a	n/a
<b>Net Total Activity</b>	<b>\$50,737</b>	<b>-\$9,257</b>	<b>-118%</b>	<b>\$146,250</b>	<b>1,680%</b>

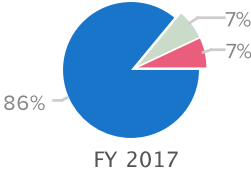
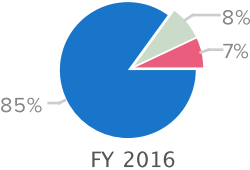
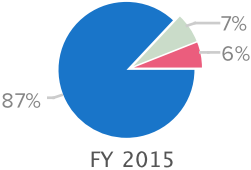
Revenue by Source

- Earned
- Investment
- Contributed



### Expenses by Functional Grouping

- Program
- General & Administrative
- Fundraising



## Revenue Details

	FY 2015	FY 2016	FY 2017	FY 2017	FY 2017	FY 2017
Operating Revenue	Total	Total	Total	Unrestricted	Temporarily Restricted	Permanently Restricted
<b>Earned - Program</b>						
Membership revenue	\$21,865	\$18,200	\$12,260	\$12,260		n/a
Admissions	\$16,986	\$30,359	\$35,230	\$35,230		n/a
Guided or group tours		\$7,973	\$9,522	\$9,522		n/a
Tuitions and registration fees	\$18,440	\$6,764	\$11,649	\$11,649		n/a
Total earned - program	\$66,586	\$63,296	\$68,661	\$68,661	\$0	n/a
<b>Earned - Non-program</b>						
Gift shop and merchandise fees	\$1,556	\$1,772	\$2,359	\$2,359		n/a
Total earned - non-program	\$1,556	\$1,772	\$2,359	\$2,359	\$0	n/a
Total earned revenue	\$68,142	\$65,068	\$71,020	\$71,020		n/a
<b>Contributed</b>						
Trustee & board	\$1,221	\$4,578	\$3,200	\$3,200		
Individual	\$54,221	\$32,884	\$90,327	\$71,327	\$19,000	
Corporate	\$8,038	\$8,230	\$13,214	\$8,214	\$5,000	
Foundation	\$40,980	\$54,940	\$82,400	\$13,500	\$68,900	
State government	\$19,200	\$19,600	\$21,472		\$21,472	
In-kind operating contributions	\$0	\$0	\$75,000	\$75,000		
Other contributions	\$13,333	\$0	\$0			
Net assets released from restriction	\$0	\$0	\$0	\$52,572	-\$52,572	
Total contributed revenue	\$136,993	\$120,232	\$285,613	\$223,813	\$61,800	
Operating investment revenue	\$0	\$0	\$0			
Total operating revenue	\$205,135	\$185,300	\$356,633	\$294,833	\$61,800	
Total operating revenue less in-kind	\$205,135	\$185,300	\$281,633	\$219,833	\$61,800	
Total non-operating revenue	\$0					
Total revenue	\$205,135	\$185,300	\$356,633	\$294,833	\$61,800	
Total revenue less in-kind	\$205,135	\$185,300	\$281,633	\$219,833	\$61,800	

## Expense Details

	FY 2015 Total	FY 2016 Total	% Change	FY 2017 Total	% Change	FY 2017 Program	FY 2017 Fundraising	FY 2017 General & Administrative
Personnel expenses - Operating								
W2 employees (salaries, payroll taxes and fringe benefits)	\$61,274	\$100,264	64%	\$91,905	-8%	\$73,523	\$9,191	\$9,191
Independent contractors	\$0	\$7,456	n/a	\$10,453	40%	\$10,453		
Professional fees	\$5,367	\$3,456	-36%	\$4,736	37%	\$4,322	\$207	\$207
Total personnel expenses - Operating	\$66,641	\$111,176	67%	\$107,094	-4%	\$88,298	\$9,398	\$9,398
Non-personnel expenses - Operating								
Advertising and promotion	\$8,037	\$8,415	5%	\$11,083	32%	\$9,975	\$554	\$554
Conferences and meetings	\$0	\$316	n/a	\$3,383	971%	\$3,045	\$169	\$169
Dues and subscriptions	\$445	\$784	76%	\$655	-16%	\$589	\$33	\$33
Insurance	\$5,785	\$6,539	13%	\$7,556	16%	\$6,800	\$378	\$378
Occupancy costs	\$24,767	\$22,088	-11%	\$30,772	39%	\$27,874	\$1,449	\$1,449
Office and administration	\$24,884	\$6,502	-74%	\$14,935	130%	\$13,283	\$826	\$826
Printing, postage and shipping	\$0	\$1,294	n/a	\$1,128	-13%	\$1,016	\$56	\$56
Travel	\$0	\$422	n/a	\$0	-100%			
Exhibition costs	\$0	\$7,309	n/a	\$1,582	-78%	\$1,582		
Interest expense	\$11,304	\$11,490	2%	\$11,874	3%	\$10,687		\$1,187
Other operating expenses	\$0	\$1,269	n/a	\$2,929	131%	\$2,637	\$146	\$146
Depreciation	\$12,535	\$16,953	35%	\$17,392	3%	\$15,652	\$870	\$870
Total non-personnel expenses - Operating	\$87,757	\$83,381	-5%	\$103,289	24%	\$93,140	\$4,481	\$5,668
Total operating expenses	\$154,398	\$194,557	26%	\$210,383	8%	\$181,438	\$13,879	\$15,066
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	\$154,398	\$194,557	26%	\$210,383	8%	\$181,438	\$13,879	\$15,066
Total expenses less in-kind	\$154,398	\$194,557	26%	\$135,383	-30%			
Total expenses less depreciation	\$141,863	\$177,604	25%	\$192,991	9%			
Total expenses less in-kind and depreciation	\$141,863	\$177,604	25%	\$117,991	-34%			

## Balance Sheet

Assets	FY 2015	FY 2016	% Change	FY 2017	% Change
<b>Current assets</b>					
Cash	\$8,092	\$100	-99%	\$104,539	104,439%
Receivables	\$0	\$0	n/a	\$0	n/a
Investments	\$0		n/a		n/a
Prepaid expenses & other	\$0	\$0	n/a	\$0	n/a
<b>Total current assets</b>	<b>\$8,092</b>	<b>\$100</b>	<b>-99%</b>	<b>\$104,539</b>	<b>104,439%</b>
<b>Non-current investments</b>					
Fixed assets (net)	\$577,971	\$570,190	-1%	\$633,301	11%
Other non-current assets	\$160,278	\$160,278	0%	\$160,278	0%
<b>Total non-current assets</b>	<b>\$738,249</b>	<b>\$730,468</b>	<b>-1%</b>	<b>\$793,579</b>	<b>9%</b>
<b>Total assets</b>	<b>\$746,341</b>	<b>\$730,568</b>	<b>-2%</b>	<b>\$898,118</b>	<b>23%</b>
<b>Liabilities &amp; Net Assets</b>					
Liabilities	FY 2015	FY 2016	% Change	FY 2017	% Change
<b>Liabilities</b>					
Accounts payable & other	\$29,894	\$23,146	-23%	\$50,002	116%
Loans & other debt	\$21,318	\$24,039	13%	\$21,100	-12%
Deferred revenue		\$0	n/a		n/a
<b>Total current liabilities</b>	<b>\$51,212</b>	<b>\$47,185</b>	<b>-8%</b>	<b>\$71,102</b>	<b>51%</b>
Non-current liabilities	\$268,777	\$266,288	-1%	\$263,671	-1%
<b>Total liabilities</b>	<b>\$319,989</b>	<b>\$313,473</b>	<b>-2%</b>	<b>\$334,773</b>	<b>7%</b>
<b>Net assets</b>					
Unrestricted	\$405,058	\$403,895	-0%	\$488,345	21%
Temporarily restricted	\$21,294	\$13,200	-38%	\$75,000	468%
Permanently restricted			n/a		n/a
<b>Total net assets</b>	<b>\$426,352</b>	<b>\$417,095</b>	<b>-2%</b>	<b>\$563,345</b>	<b>35%</b>
<b>Total liabilities &amp; net assets</b>	<b>\$746,341</b>	<b>\$730,568</b>	<b>-2%</b>	<b>\$898,118</b>	<b>23%</b>

Balance Sheet Metrics

	FY 2015	FY 2016	FY 2017
Months of Operating Cash -- Unrestricted	1	0	2
Total working capital -- Unrestricted	-\$43,120	-\$47,085	-\$41,563
Current Ratio	0.16	0	1.47
Debt Service Impact	195%	155%	141%
Unrestricted Net Assets Net of Property, Plant and Equipment	\$35,232	\$39,482	\$58,332
Operating Margin	21%	-5%	50%
Depreciation as a % of Fixed Assets	26%	28%	31%
Leverage Ratio	68%	70%	51%

Months of Operating Cash -- Unrestricted represents the number of months an organization can operate at current average monthly expense levels with existing unrestricted cash and cash equivalents.  $Cash + Cash\ Equivalents / (Total\ Expense / 12)$ . The ratio is calculated using unrestricted numbers only.

Total working capital -- Unrestricted consists of the resources available for operations, and in this report is calculated as unrestricted current assets minus unrestricted current liabilities. This is a conservative calculation of working capital and 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.

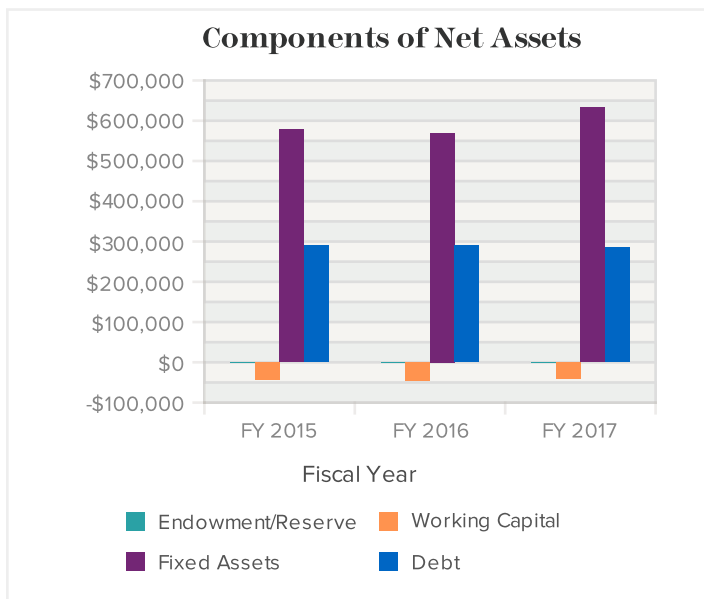
Debt Service Impact (Total Debt Service including principal and interest divided by Total Expense) calculates the % of an organization's total expenses applied to the total debt-service burden, e.g. a mortgage). This measure can help understand the portion of the book value of an organization's fixed assets that they truly own free and clear of related obligations and depreciated value. It is calculated as  $Unrestricted\ Net\ Assets - (Net\ Fixed\ Assets - Mortgage\ Debt)$ .

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, highlighting the amount of an organization's surplus or deficit.

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 Unrestricted and Temporarily Restricted Assets) is a measurement of a company's efficiency in operating.



## Attendance

In-person Participation	FY 2015	FY 2016	% Change	FY 2017	% Change
In-person participation - paid	3,452	3,923	14%	3,118	-21%
In-person participation - free	1,767	2,563	45%	751	-71%
<b>Total in-person participation</b>	<b>5,219</b>	<b>6,486</b>	<b>24%</b>	<b>3,869</b>	<b>-40%</b>

Types of In-person Attendance	FY 2015	FY 2016	% Change	FY 2017	% Change
Admissions		3,955	n/a	476	-88%
Registrants for classes/workshops		321	n/a	547	70%
Students given private lessons			n/a	15	n/a
Guided tours participants		148	n/a	70	-53%
Field trip participants		1,861	n/a	1,339	-28%
Lecture attendees			n/a	1,266	n/a
Festival attendees		201	n/a	156	-22%
<b>Total in-person participation</b>	<b>5,219</b>	<b>6,486</b>	<b>24%</b>	<b>3,869</b>	<b>-40%</b>

Attendance Ages	FY 2015	FY 2016	% Change	FY 2017	% Change
Children (18 and under)	2,891	3,230	12%	1,835	-43%
Children served in schools		4,949	n/a	3,646	-26%
Seniors		600	n/a	320	-47%
Adults		2,656	n/a	1,714	-35%

Other Participation	FY 2015	FY 2016	% Change	FY 2017	% Change
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## Staffing

Staff & Non-Staff Statistics	FY 2015	FY 2016	% Change	FY 2017	% Change
Full-time permanent employees	1	1	0%	1	0%
Full-time seasonal employees		2	n/a	2	0%
Full-time seasonal employees - FTEs			n/a	0.4	n/a
Part-time permanent employees	3	1	-67%	1	0%
Part-time permanent employees - FTEs	0.5	0.84	68%	0.64	-24%
Number of part-time or one-time volunteers	61	50	-18%	28	-44%
Part-time or one-time volunteers - FTEs	0.93	0.6	-35%	0.93	55%
Independent contractors	0	2	n/a	2	0%

Artistic Staff & Non-Staff Statistics	FY 2015	FY 2016	% Change	FY 2017	% Change
Independent contractors that are artists	0	2	n/a	1	-50%

## Program Activity

	FY 2015	FY 2016	% Change	FY 2017	% Change
Permanent exhibits	16	46	188%	1	-98%
Temporary exhibits	2	3	50%	2	-33%
Objects/works in collection		285	n/a	12	-96%
Objects/works on exhibit		251	n/a	12	-95%
Animals in collection		55	n/a	20	-64%
Animals on exhibit		55	n/a	20	-64%
Plants in collection		203	n/a	12	-94%
Plants on exhibit		203	n/a	12	-94%
Works commissioned	0	5	n/a	1	-80%
Distinct classes/workshops	77	76	-1%	6	-92%
Distinct class series/courses		10	n/a	8	-20%
Total classes/class sessions	0	109	n/a	137	26%
Private lessons offered			n/a	6	n/a
Distinct guided tours		4	n/a	3	-25%
Total guided tour occurrences		46	n/a	24	-48%
Distinct field trips		80	n/a	47	-41%
Field trip occurrences		80	n/a	47	-41%
Distinct lectures	0		n/a	5	n/a
Lecture occurrences	0		n/a	103	n/a
Programs offered in schools	75	82	9%	5	-94%
Hours of programming in schools		410	n/a	270	-34%
Number of schools served		82	n/a	45	-45%
Artists placed in schools		3	n/a	1	-67%
Fairs/festivals/parades		3	n/a	1	-67%
Distinct publications	1		-100%		n/a
Publications distributed	12		-100%		n/a