



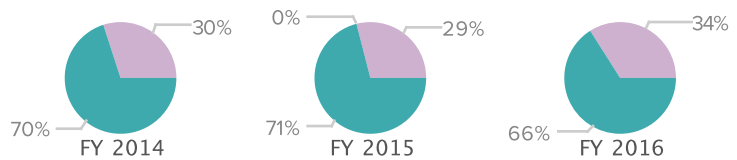
**Organization Information**

Organization name: Raven Hill Discovery Center  
 City: East Jordan Federal ID #: 383032707  
 State: MI Year organization founded: 1991  
 County: Charlevoix County Organization type: 501(c)3 nonprofit organization  
 NISP Discipline: 14 - Multidisciplinary Fiscal year end date: 06-30  
 NISP Institution: 9 - Other Museum DUNS #: 794770057  
 NTEE: A52 - Childrens Museums Full-time staff: 1  
 Applicant is audited or reviewed by an independent accounting firm. Paid FTEs: 1.84  
 A display value of -0% signifies a value of less than +/- 0.5%

Unrestricted Activity	FY 2014	FY 2015	% Change	FY 2016	% Change
<b>Unrestricted Operating Revenue</b>					
Earned Program	\$61,099	\$66,586	9%	\$63,296	-5%
Earned Non-program	\$1,294	\$1,556	20%	\$1,772	14%
<b>Total Earned Revenue</b>	<b>\$62,393</b>	<b>\$68,142</b>	<b>9%</b>	<b>\$65,068</b>	<b>-5%</b>
Investment Revenue		\$0	n/a		n/a
Contributed Revenue	\$148,486	\$169,599	14%	\$128,326	-24%
<b>Total Unrestricted Operating Revenue</b>	<b>\$210,879</b>	<b>\$237,741</b>	<b>13%</b>	<b>\$193,394</b>	<b>-19%</b>
Less in-kind		(\$0)	n/a		n/a
<b>Total Unrestricted Operating Revenue Less In-kind</b>	<b>\$210,879</b>	<b>\$237,741</b>	<b>13%</b>	<b>\$193,394</b>	<b>-19%</b>
<b>Expenses by Functional Total</b>					
Program	\$143,275	\$133,608	-7%	\$165,990	24%
Fundraising	\$8,777	\$9,830	12%	\$13,707	39%
General & Administrative	\$10,232	\$10,960	7%	\$14,860	36%
<b>Total Operating Expenses</b>	<b>\$162,284</b>	<b>\$154,398</b>	<b>-5%</b>	<b>\$194,557</b>	<b>26%</b>
Less in-kind		(\$0)	n/a		n/a
<b>Total Operating Expenses Less In-kind</b>	<b>\$162,284</b>	<b>\$154,398</b>	<b>-5%</b>	<b>\$194,557</b>	<b>26%</b>
Net Unrestricted Activity - Operating	\$48,595	\$83,343	72%	-\$1,163	-101%
Net Unrestricted Activity - Non-operating	-\$14,000	\$0	100%		n/a
<b>Total Net Unrestricted Activity</b>	<b>\$34,595</b>	<b>\$83,343</b>	<b>141%</b>	<b>-\$1,163</b>	<b>-101%</b>
Net Temporarily Restricted Activity	\$45,800	-\$32,606	-171%	-\$8,094	75%
Net Permanently Restricted Activity	\$0	\$0	n/a		n/a
<b>Net Total Activity</b>	<b>\$80,395</b>	<b>\$50,737</b>	<b>-37%</b>	<b>-\$9,257</b>	<b>-118%</b>

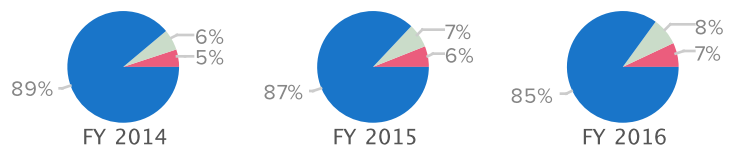
**Revenue by Source**

Legend: Earned (purple), Investment (orange), Contributed (teal)



**Expenses by Functional Grouping**

Legend: Program (blue), Fundraising (red), General & Administrative (green)





## Expense Details

	FY 2014 Total	FY 2015 Total	% Change	FY 2016 Total	% Change	FY 2016 Program	FY 2016 Fundraising	FY 2016 General & Administrative
Personnel expenses - Operating								
W2 employees (salaries, payroll taxes and fringe benefits)	\$61,359	\$61,274	-0%	\$100,264	64%	\$80,211	\$10,026	\$10,027
Independent contractors	\$0	\$0	n/a	\$7,456	n/a	\$7,456	\$0	
Professional fees	\$8,515	\$5,367	-37%	\$3,456	-36%	\$3,111	\$173	\$172
Total personnel expenses - Operating	\$69,874	\$66,641	-5%	\$111,176	67%	\$90,778	\$10,199	\$10,199
Non-personnel expenses - Operating								
Advertising and promotion	\$6,581	\$8,037	22%	\$8,415	5%	\$7,574	\$420	\$421
Conferences and meetings	\$0	\$0	n/a	\$316	n/a	\$253	\$31	\$32
Dues and subscriptions	\$495	\$445	-10%	\$784	76%	\$706	\$39	\$39
Insurance	\$6,138	\$5,785	-6%	\$6,539	13%	\$5,885	\$327	\$327
Occupancy costs	\$21,104	\$24,767	17%	\$22,088	-11%	\$20,120	\$983	\$985
Office and administration	\$31,536	\$24,884	-21%	\$6,502	-74%	\$5,122	\$690	\$690
Printing, postage and shipping	\$0	\$0	n/a	\$1,294	n/a	\$1,164	\$65	\$65
Travel	\$0	\$0	n/a	\$422	n/a	\$337	\$43	\$42
Exhibition costs	\$0	\$0	n/a	\$7,309	n/a	\$7,309	\$0	\$0
Interest expense	\$14,559	\$11,304	-22%	\$11,490	2%	\$10,341	\$0	\$1,149
Other operating expenses	\$0	\$0	n/a	\$1,269	n/a	\$1,143	\$63	\$63
Depreciation	\$11,997	\$12,535	4%	\$16,953	35%	\$15,258	\$847	\$848
Total non-personnel expenses - Operating	\$92,410	\$87,757	-5%	\$83,381	-5%	\$75,212	\$3,508	\$4,661
Total operating expenses	\$162,284	\$154,398	-5%	\$194,557	26%	\$165,990	\$13,707	\$14,860
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	\$162,284	\$154,398	-5%	\$194,557	26%	\$165,990	\$13,707	\$14,860
Total expenses less in-kind	\$162,284	\$154,398	-5%	\$194,557	26%			
Total expenses less depreciation	\$150,287	\$141,863	-6%	\$177,604	25%			
Total expenses less in-kind and depreciation	\$150,287	\$141,863	-6%	\$177,604	25%			

## Balance Sheet

Assets	FY 2014	FY 2015	% Change	FY 2016	% Change
Current assets					
Cash	\$36,077	\$8,092	-78%	\$100	-99%
Receivables	\$0	\$0	n/a	\$0	n/a
Investments	\$0	\$0	n/a		n/a
Prepaid expenses & other	\$0	\$0	n/a	\$0	n/a
Total current assets	\$36,077	\$8,092	-78%	\$100	-99%
Non-current investments					
Fixed assets (net)	\$500,036	\$577,971	16%	\$570,190	-1%
Other non-current assets	\$153,200	\$160,278	5%	\$160,278	0%
Total non-current assets	\$653,236	\$738,249	13%	\$730,468	-1%
Total assets	\$689,313	\$746,341	8%	\$730,568	-2%
Liabilities & Net Assets					
Liabilities	FY 2014	FY 2015	% Change	FY 2016	% Change
Liabilities					
Accounts payable & other	\$18,900	\$29,894	58%	\$23,146	-23%
Loans & other debt	\$86,653	\$21,318	-75%	\$24,039	13%
Deferred revenue			n/a	\$0	n/a
Total current liabilities	\$105,553	\$51,212	-51%	\$47,185	-8%
Non-current liabilities	\$208,145	\$268,777	29%	\$266,288	-1%
Total liabilities	\$313,698	\$319,989	2%	\$313,473	-2%
Net assets					
Unrestricted	\$321,715	\$405,058	26%	\$403,895	-0%
Temporarily restricted	\$53,900	\$21,294	-60%	\$13,200	-38%
Permanently restricted			n/a		n/a
Total net assets	\$375,615	\$426,352	14%	\$417,095	-2%
Total liabilities & net assets	\$689,313	\$746,341	8%	\$730,568	-2%

Balance Sheet Metrics

	FY 2014	FY 2015	FY 2016
Months of Operating Cash -- Unrestricted	0	1	0
Total working capital -- Unrestricted	-\$104,453	-\$43,120	-\$47,085
Current Ratio	0.34	0.16	0
Debt Service Impact	191%	195%	155%
Unrestricted Net Assets Net of Property, Plant and Equipment	\$32,077	\$35,232	\$39,482
Operating Margin	38%	21%	-5%
Depreciation as a % of Fixed Assets	28%	26%	28%
Leverage Ratio	78%	68%	70%

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.

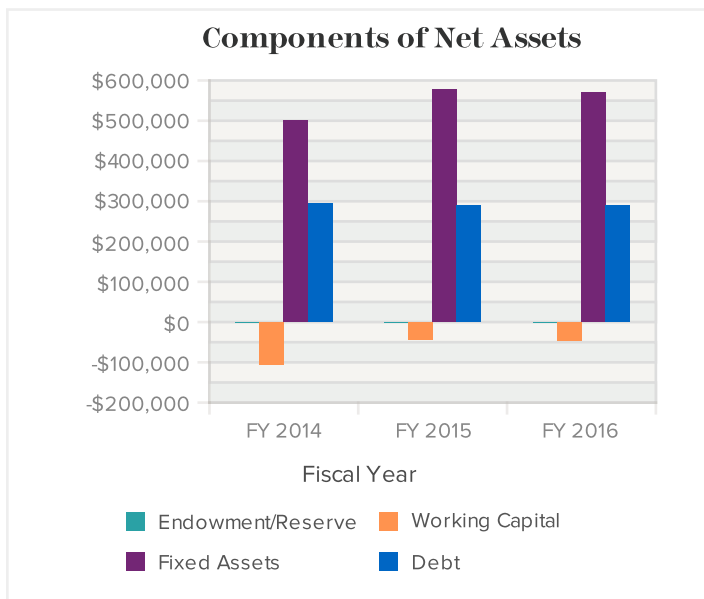
Debt Service Impact (Total Debt Service including principal and interest divided by Total Expense) calculates the % of an organization's total expenses applied to the total debt-service burden, e.g. a mortgage). This measure can help understand the portion of the book value of an organization's fixed 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 (Long Term Debt divided by Total Unrestricted and Temporarily Restricted Assets) is a measurement of a company's efficiency in operating.



## Attendance

In-person Participation	FY 2014	FY 2015	% Change	FY 2016	% Change
In-person participation - paid	4,569	3,452	-24%	3,923	14%
In-person participation - free	2,253	1,767	-22%	2,563	45%
Total in-person participation	6,822	5,219	-23%	6,486	24%

Types of In-person Attendance	FY 2014	FY 2015	% Change	FY 2016	% Change
Admissions			n/a	3,955	n/a
Registrants for classes/workshops			n/a	321	n/a
Guided tours participants			n/a	148	n/a
Field trip participants			n/a	1,861	n/a
Festival attendees			n/a	201	n/a
Total in-person participation	6,822	5,219	-23%	6,486	24%

Attendance Ages	FY 2014	FY 2015	% Change	FY 2016	% Change
Children (18 and under)	1,033	2,891	180%	3,230	12%
Children served in schools			n/a	4,949	n/a
Seniors			n/a	600	n/a
Adults			n/a	2,656	n/a

Other Participation	FY 2014	FY 2015	% Change	FY 2016	% Change
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## Staffing

Staff & Non-Staff Statistics	FY 2014	FY 2015	% Change	FY 2016	% Change
Full-time permanent employees	1	1	0%	1	0%
Part-time permanent employees	3	3	0%	1	-67%
Part-time permanent employees - FTEs	1.5	0.5	-67%	0.84	68%
Number of part-time or one-time volunteers	52	61	17%	50	-18%
Part-time or one-time volunteers - FTEs	0.68	0.93	37%	0.6	-35%
Independent contractors	0	0	n/a	2	n/a

Artistic Staff & Non-Staff Statistics	FY 2014	FY 2015	% Change	FY 2016	% Change
Independent contractors that are artists	0	0	n/a	2	n/a

## Program Activity

	FY 2014	FY 2015	% Change	FY 2016	% Change
Permanent exhibits	16	16	0%	46	188%
Temporary exhibits	0	2	n/a	3	50%
Objects/works in collection			n/a	285	n/a
Objects/works on exhibit			n/a	251	n/a
Animals in collection			n/a	55	n/a
Animals on exhibit			n/a	55	n/a
Plants in collection			n/a	203	n/a
Plants on exhibit			n/a	203	n/a
Works commissioned	1	0	-100%	5	n/a
Distinct classes/workshops	35	77	120%	76	-1%
Distinct class series/courses			n/a	10	n/a
Total classes/class sessions	0	0	n/a	109	n/a
Distinct guided tours			n/a	4	n/a
Total guided tour occurrences			n/a	46	n/a
Distinct field trips			n/a	80	n/a
Field trip occurrences			n/a	80	n/a
Programs offered in schools	81	75	-7%	82	9%
Hours of programming in schools			n/a	410	n/a
Number of schools served			n/a	82	n/a
Artists placed in schools			n/a	3	n/a
Fairs/festivals/parades			n/a	3	n/a
Distinct publications	0	1	n/a	0	-100%
Publications distributed	0	12	n/a	0	-100%