

**Organization Information**

Organization name: **Raven Hill Discovery Center**  
 City: East Jordan  
 State: MI  
 County: Charlevoix  
 Federal ID #: 383032707  
 NISP Discipline: 14 - Multidisciplinary  
 NISP Institution: 9 - Other Museum  
 NTEE: A52 - Children's Museums

Year organization founded: 1991  
 Organization type: 501(c)3 nonprofit organization  
 DUNS #: 794770057  
 Full-time staff: 1  
 Board Members: 5  
 Fiscal year end date: 06-30

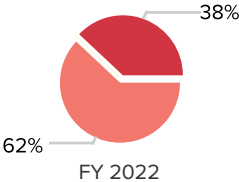
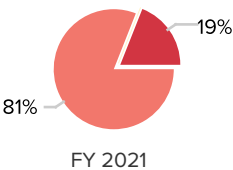
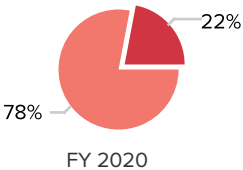
*Applicant is audited or reviewed by an independent accounting firm.*

**Financial Summary**

Unrestricted Activity	FY 2020	FY 2021	% Change	FY 2022	% Change
Unrestricted operating revenue					
Earned program	\$39,713	\$33,363	-16%	\$67,697	103%
Earned non-program	\$3,638		-100%		n/a
Total earned revenue	\$43,351	\$33,363	-23%	\$67,697	103%
Investment revenue			n/a		n/a
Contributed revenue	\$155,242	\$139,036	-10%	\$108,329	-22%
Total unrestricted operating revenue	\$198,593	\$172,399	-13%	\$176,026	2%
Less in-kind	\$1,720	\$3,250	89%		-100%
Unrestricted operating revenue less in-kind	\$196,873	\$169,149	-14%	\$176,026	4%
Operating expenses					
Program	\$142,302	\$104,640	-26%	\$134,521	29%
Management & general	\$11,803	\$8,096	-31%	\$11,075	37%
Fundraising	\$10,282	\$7,125	-31%	\$9,892	39%
Total operating expenses	\$164,387	\$119,861	-27%	\$155,488	30%
Less in-kind	\$1,720	\$3,250	89%		-100%
Unrestricted operating expenses less in-kind	\$162,667	\$116,611	-28%	\$155,488	33%
Unrestricted change in net assets - operating	\$34,206	\$52,538	54%	\$20,538	-61%
Unrestricted change in net assets	\$34,206	\$52,538	54%	\$20,538	-61%
Restricted change in net assets	-\$16,350	\$13,621	183%	\$13,479	-1%
Total change in net assets	\$17,856	\$66,159	271%	\$34,017	-49%

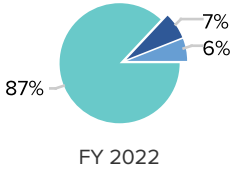
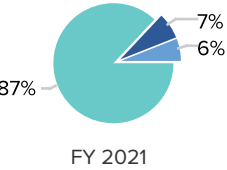
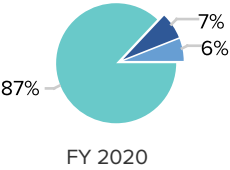
**Unrestricted Operating Revenue by Source**

- Earned
- Investment
- Contributed



**Operating Expenses by Functional Grouping**

- Program
- Management & General
- Fundraising



**Revenue Details**

Operating Revenue	FY 2020	FY 2021	FY 2022	FY 2022	FY 2022
Earned - Program	Total	Total	Total	Unrestricted	Restricted
Subscriptions					
Membership fees - individuals	\$12,685	\$19,320	\$13,270	\$13,270	\$0
Membership fees - organizations					
Ticket sales & admissions	\$17,358	\$7,037	\$37,904	\$37,904	
Education revenue	\$6,050	\$7,006	\$16,523	\$16,523	
Publication sales					
Gallery sales					
Contracted services & touring fees					
Royalty & reproduction revenue					
Earned - program not listed above	\$3,620				
<b>Total earned - program</b>	<b>\$39,713</b>	<b>\$33,363</b>	<b>\$67,697</b>	<b>\$67,697</b>	
<b>Earned - Non-program</b>					
Rental revenue					
Sponsorship revenue					
Attendee-generated revenue not listed above	\$3,638				
Earned - non-program not listed above					
<b>Total earned - non-program</b>	<b>\$3,638</b>				
<b>Total earned revenue</b>	<b>\$43,351</b>	<b>\$33,363</b>	<b>\$67,697</b>	<b>\$67,697</b>	

**Raven Hill Discovery Center**

Contributed	FY 2020	FY 2021	FY 2022	FY 2022	
	Total	Total	Total	Unrestricted	Restricted
Trustee & board	\$1,645	\$5,790	\$1,935	\$1,935	
Individual	\$68,877	\$34,306	\$63,180	\$43,180	\$20,000
Corporate	\$6,400	\$2,111	\$1,420	\$1,420	
Foundation	\$42,500	\$84,049	\$39,553	\$13,454	\$26,099
State government	\$17,750	\$12,875	\$18,468		\$18,468
Federal government	\$0	\$10,276	\$0		
In-kind operating contributions	\$1,720	\$3,250	\$0		
Special fundraising events			-\$2,748	-\$2,748	
Net assets released from restriction	\$0	\$0	\$0	\$51,088	-\$51,088
<b>Total contributed revenue</b>	<b>\$138,892</b>	<b>\$152,657</b>	<b>\$121,808</b>	<b>\$108,329</b>	<b>\$13,479</b>
Operating investment revenue	\$0	\$0	\$0		
<b>Total operating revenue</b>	<b>\$182,243</b>	<b>\$186,020</b>	<b>\$189,505</b>	<b>\$176,026</b>	<b>\$13,479</b>
<b>Total operating revenue less operating in-kind</b>	<b>\$180,523</b>	<b>\$182,770</b>	<b>\$189,505</b>	<b>\$176,026</b>	<b>\$13,479</b>
<b>Total revenue</b>	<b>\$182,243</b>	<b>\$186,020</b>	<b>\$189,505</b>	<b>\$176,026</b>	<b>\$13,479</b>
<b>Total revenue less in-kind</b>	<b>\$180,523</b>	<b>\$182,770</b>	<b>\$189,505</b>	<b>\$176,026</b>	<b>\$13,479</b>

### Revenue Narrative

FY 2020	Raven Hill Discovery Center closed March 13, 2020 due to COVID-19. With no outreach, field trips, classes, workshops, summer camps or daily admissions, the anticipated revenue loss for the spring & summer of 2020 was significant and is reflected in this fiscal year's budget.
FY 2021	n/a
FY 2022	n/a

**Expense Details**

	FY 2020 Total	FY 2021 Total	% Change	FY 2022 Total	% Change	FY 2022 Program	FY 2022 General & Administrative	FY 2022 Fundraising
Personnel expenses - Operating								
W2 employees (salaries, payroll taxes and fringe benefits)	\$57,382	\$33,994	-41%	\$55,109	62%	\$44,087	\$5,511	\$5,511
Independent contractors	\$902	\$1,649	83%	\$905	-45%	\$905		
Professional fees	\$3,338	\$6,975	109%	\$6,198	-11%	\$5,578	\$310	\$310
Total personnel expenses - Operating	\$61,622	\$42,618	-31%	\$62,212	46%	\$50,570	\$5,821	\$5,821
Non-personnel expenses - Operating								
Occupancy costs	\$32,128	\$25,717	-20%	\$36,385	41%	\$32,749	\$1,818	\$1,818
Depreciation	\$18,724	\$18,776	0%	\$18,480	-2%	\$16,632	\$924	\$924
Interest expense	\$15,212	\$9,710	-36%	\$11,834	22%	\$10,651	\$1,183	
Non-personnel expenses not listed above	\$36,701	\$23,040	-37%	\$26,577	15%	\$23,919	\$1,329	\$1,329
Total non-personnel expenses - Operating	\$102,765	\$77,243	-25%	\$93,276	21%	\$83,951	\$5,254	\$4,071
Total operating expenses	\$164,387	\$119,861	-27%	\$155,488	30%	\$134,521	\$11,075	\$9,892
Total expenses	\$164,387	\$119,861	-27%	\$155,488	30%			
Total expenses less in-kind	\$162,667	\$116,611	-28%	\$155,488	33%			
Total expenses less depreciation	\$145,663	\$101,085	-31%	\$137,008	36%			
Total expenses less in-kind and depreciation	\$143,943	\$97,835	-32%	\$137,008	40%			

**Expense Narrative**

FY 2020	Staff was reduced to half-time and other expenses, such as marketing, were also reduced or eliminated during the last quarter of this fiscal year and continue, due to the pandemic.
FY 2021	n/a
FY 2022	n/a

**Balance Sheet**

Assets	FY 2020	FY 2021	% Change	FY 2022	% Change
<b>Current assets</b>					
Cash and cash equivalents	\$39,256	\$34,976	-11%	\$71,552	105%
Receivables		\$3,500	n/a		-100%
Investments - current			n/a		n/a
Prepaid expenses & other			n/a		n/a
<b>Total current assets</b>	<b>\$39,256</b>	<b>\$38,476</b>	<b>-2%</b>	<b>\$71,552</b>	<b>86%</b>
<b>Long-term/non-current assets</b>					
Investments - non current			n/a		n/a
Fixed assets (net of accumulated depreciation)	\$720,037	\$710,166	-1%	\$692,936	-2%
Non-current assets not listed above	\$194,775	\$216,729	11%	\$231,931	7%
<b>Total long-term/non-current assets</b>	<b>\$914,812</b>	<b>\$926,895</b>	<b>1%</b>	<b>\$924,867</b>	<b>-0%</b>
<b>Total assets</b>	<b>\$954,068</b>	<b>\$965,371</b>	<b>1%</b>	<b>\$996,419</b>	<b>3%</b>
<b>Liabilities &amp; Net Assets</b>					
<b>Current liabilities</b>					
Accounts payable and accrued expenses	\$63,634	\$26,577	-58%	\$29,003	9%
Deferred revenue	\$75,610	\$60,840	-20%		-100%
Loans - current			n/a	\$58,803	n/a
Additional current liabilities not listed above			n/a		n/a
<b>Total current liabilities</b>	<b>\$139,244</b>	<b>\$87,417</b>	<b>-37%</b>	<b>\$87,806</b>	<b>0%</b>
<b>Long-term/non-current liabilities</b>					
Long-term/non-current loans	\$191,990	\$188,961	-2%	\$185,603	-2%
Additional long-term/non-current liabilities not listed above			n/a		n/a
<b>Total long-term/non-current liabilities</b>	<b>\$191,990</b>	<b>\$188,961</b>	<b>-2%</b>	<b>\$185,603</b>	<b>-2%</b>
<b>Total liabilities</b>	<b>\$331,234</b>	<b>\$276,378</b>	<b>-17%</b>	<b>\$273,409</b>	<b>-1%</b>
<b>Net assets</b>					
Unrestricted	\$619,084	\$671,622	8%	\$692,160	3%
Restricted	\$3,750	\$17,371	363%	\$30,850	78%
<b>Total net assets</b>	<b>\$622,834</b>	<b>\$688,993</b>	<b>11%</b>	<b>\$723,010</b>	<b>5%</b>
<b>Total liabilities &amp; net assets</b>	<b>\$954,068</b>	<b>\$965,371</b>	<b>1%</b>	<b>\$996,419</b>	<b>3%</b>

**Balance Sheet Narrative**

FY 2020	n/a
FY 2021	n/a
FY 2022	n/a

**Balance Sheet Metrics**

	FY 2020	FY 2021	% Change	FY 2022	% Change
Months of operating cash -- Unrestricted	2.59	1.76	-32%	3.14	78%
Working capital -- Unrestricted	-\$103,738	-\$66,312	36%	-\$47,104	29%
Current ratio -- Unrestricted	0.25	0.24	-5%	0.46	92%
Net assets as a % of total expenses	379%	575%	52%	465%	-19%
Fixed assets (net)	\$720,037	\$710,166	-1%	\$692,936	-2%
Condition of fixed assets	34%	37%		41%	
Leverage -- Unrestricted	20%	20%	-1%	25%	27%
Total debt	\$191,990	\$188,961	-2%	\$244,406	29%
Debt service impact	9%	8%	-12%	45%	461%

**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.

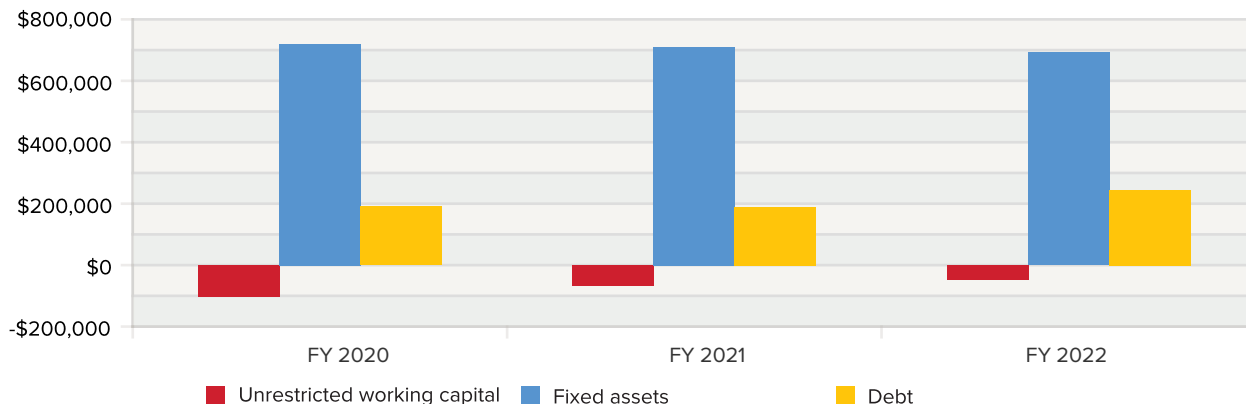
**Leverage ratio** ( Total Debt divided by Total Unrestricted Assets) measures what proportion of your unrestricted assets are supported by debt. A number in excess of 50% may indicate liquidity problems, or reduced capacity for future borrowing.

**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.

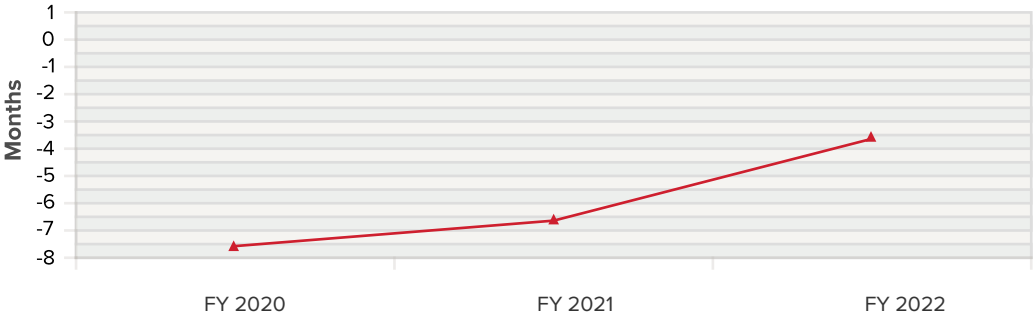
**Components of Net Assets**







**Months of  
Unrestricted  
Working Capital**



**Attendance**

	FY 2020	FY 2021	% Change	FY 2022	% Change
Total attendance					
Paid	3,481	997	-71%	4,759	377%
Free	1,596	658	-59%	773	17%
Total	5,077	1,655	-67%	5,532	234%
In-person attendance					
Paid	3,481	997	-71%	4,759	377%
Free	1,469	658	-55%	773	17%
Total	4,950	1,655	-67%	5,532	234%
Digital attendance					
Paid	0	0	n/a	0	n/a
Free	127		-100%	0	n/a
Total	127	0	-100%	0	n/a
In-person attendees 18 and under	2,784	812	-71%	2,894	256%
Programs in schools	FY 2020	FY 2021	% Change	FY 2022	% Change
Children served in schools	1,373	334	-76%	400	20%
Hours of instruction	91	14	-85%	36	157%

**Workforce**

	FY 2020	FY 2021	% Change	FY 2022	% Change
Number of People					
Employees: Full-time permanent	1	1	0%	1	0%
Employees: Full-time temporary	3	0	-100%	2	n/a
Employees: Part-time temporary	0	3	n/a	3	0%
Volunteers	63	33	-48%	53	61%
Independent contractors	4	19	375%	7	-63%
Interns and apprentices	0	0	n/a	0	n/a
Total positions	71	56	-21%	66	18%

**Visual & Performing Artists**

	FY 2020	FY 2021	% Change	FY 2022	% Change
Number of visual & performing artists	2	9	350%	4	-56%
Payments to artists & performers	\$0	\$1,489	n/a	\$1,658	11%

**Covid-19 Impact**

	FY 2020	FY 2021	FY 2022
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		0	0
Number of employees furloughed	1	0	0
Of those furloughed or laid off employees, how many (if any) have been brought back?	1	0	0

**Mission and Constituency**

**Mission statement**

The overall mission of Raven Hill Discovery Center is to provide a place where children and adults can build life-long connections linking science, history and the arts in a hands-on learning environment.

**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 2020		FY 2021		FY 2022	
	Distinct offerings	# of times offered	Distinct offerings	# of times offered	Distinct offerings	# of times offered
Productions (self-produced)	0	0	0	0	0	0
Productions (presented)	0	0	0	0	0	0
Classes/assemblies/other programs in schools	7	24	1	31	1	36
Classes/workshops (outside of schools)	2	11	1	24	2	2
Field trips/school visits	4	11	1	108	1	37
Guided tours	3	3	1	39	0	0
Lectures	0	0	0	0	0	0
Permanent exhibitions	1		1		3	
Temporary exhibitions	4		1		0	
Traveling exhibitions (hosted)	0		0		0	
Films screened	0	0	0	0	0	0
Festivals/conferences	5	5	0	0	0	0
Readings/workshops (developing works)	0	0	0	0	0	0
Community programs (not included above)	0	0	0	0	0	0
Additional programs not listed above	0	0	0	0	1	1

*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 2020			FY 2021			FY 2022		
	Distinct offerings	# times digitally offered	On-demand	Distinct offerings	# times digitally offered	On-demand	Distinct offerings	# times digitally offered	On-demand
Productions (self-produced)	0	0	0	0	0	0	0	0	0
Productions (presented)	0	0	0	0	0	0	0	0	0
Classes/assemblies/other programs in schools	0	0	0	0	0	0	0	0	0
Classes/workshops (outside of schools)	0	0	0	0	0	0	0	0	0
Field trips/school visits	0	0	0	0	0	0	0	0	0
Guided tours	0	0	0	0	0	0	0	0	0
Lectures	1	4	0	0	0	0	0	0	0
Permanent exhibitions									0
Temporary exhibitions									0
Traveling exhibitions (hosted)									0
Films screened	0	0	0	0	0	0	0	0	0
Broadcast productions	0	0	0	0	0	0	0	0	0
Festivals/conferences	0	0	0				0	0	0
Readings/workshops (developing works)	0	0	0	0	0	0	0	0	0
Community programs (not included above)	0	0	0	0	0	0	0	0	0
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.*

Digital activity financials	FY 2020		FY 2021		FY 2022	
	Total	Associated with digital program delivery	Total	Associated with digital program delivery	Total	Associated with digital program delivery
Earned revenue	\$43,351	\$0	\$33,363	\$0	\$67,697	\$0
Contributed revenue	\$138,892		\$152,657	\$0	\$121,808	\$0
Operating expense	\$164,387		\$119,861	\$0	\$155,488	

**Program Activity**

	FY 2020	FY 2021	% Change	FY 2022	% Change
Fiscally sponsored projects	0	0	n/a	0	n/a
Amount distributed to fiscally sponsored projects			n/a	\$0	n/a
Residencies	0	0	n/a	0	n/a
Scholarships awarded	0	0	n/a	1	n/a
Amount awarded in scholarships			n/a	\$250	n/a
Other grants awarded	0	0	n/a	0	n/a
Amount awarded in grants			n/a	\$0	n/a
Public art installations	0	0	n/a	0	n/a
Works commissioned	1	9	800%	3	-67%
Films produced	0	0	n/a	0	n/a
World premieres	0	0	n/a	0	n/a
National premieres	0	1	n/a	0	-100%
Local/regional premieres	1	0	-100%	0	n/a
Published works (physical)	0	0	n/a	0	n/a
Published works (digital)			n/a	0	n/a
Private lessons (in-person)	0	0	n/a	0	n/a
Private lessons (digital)			n/a	0	n/a
Competitions	0	0	n/a	0	n/a
Open rehearsals	0	0	n/a	0	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 2020	As previously mentioned, Raven Hill program attendance was significantly lower during the last quarter of the 2019-20 fiscal year, due to COVID-19.
FY 2021	Programs change with the seasons at Raven Hill Discovery Center. Spring brings school field trip visits; summer offers camps and classes for summer visitors; fall is the time for individuals enjoying the autumn colors and winters are filled with outreach programs into the schools and libraries. Raven Hill was closed from March 13, 2020 to April 17, 2021, so all programs were affected during that time.
FY 2022	Raven Hill provides programs that allow all ages to learn, create, grow and play indoors and outside. Informal learning opportunities allow a focus on science, history and art connections that are age and interest appropriate. Offerings include field trips, classes, professional development and outreach, in addition to providing a place for families, scouts, schools and other groups to explore. Special events and exhibits are timed to provide maximum use by everyone.