



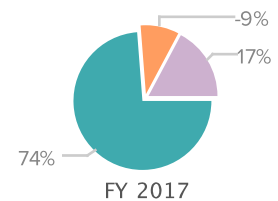
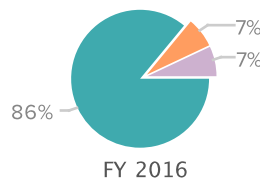
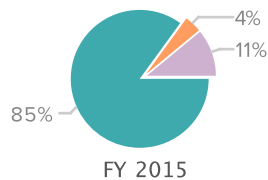
Organization Information

Organization name: Tri-Cities Historical Museum, Inc.
 City: Grand Haven Federal ID #: 237070227
 State: MI Year organization founded: 1959
 County: Ottawa Organization type: 501(c)3 nonprofit organization
 NISP Discipline: 14 - Multidisciplinary Fiscal year end date: 12-31
 NISP Institution: 9 - Other Museum DUNS #
 NTEE: A82 - Historical Societies & Historic Preservation Full-time staff: 4
 Applicant is audited or reviewed by an independent accounting firm. Paid FTEs: 9.47
 A display value of -0% signifies a value of less than +/- 0.5%

Unrestricted Activity	FY 2015	FY 2016	% Change	FY 2017	% Change
Unrestricted Operating Revenue					
Earned Program	\$31,183	\$33,462	7%	\$68,848	106%
Earned Non-program	\$30,449	\$21,494	-29%	\$47,919	123%
Total Earned Revenue	\$61,632	\$54,956	-11%	\$116,767	112%
Investment Revenue	\$22,627	\$50,090	121%	-\$61,245	-222%
Contributed Revenue	\$474,643	\$637,802	34%	\$507,475	-20%
Total Unrestricted Operating Revenue	\$558,902	\$742,848	33%	\$562,997	-24%
Less in-kind			n/a		n/a
Total Unrestricted Operating Revenue Less In-kind	\$558,902	\$742,848	33%	\$562,997	-24%
Expenses by Functional Total					
Program	\$565,023	\$604,572	7%	\$606,530	0%
Fundraising	\$0	\$0	n/a		n/a
General & Administrative	\$159,164	\$151,502	-5%	\$161,458	7%
Total Operating Expenses	\$724,187	\$756,074	4%	\$767,988	2%
Less in-kind			n/a		n/a
Total Operating Expenses Less In-kind	\$724,187	\$756,074	4%	\$767,988	2%
Net Unrestricted Activity - Operating	-\$165,285	-\$13,226	92%	-\$204,991	-1,450%
Net Unrestricted Activity - Non-operating	\$195,427	\$0	-100%	\$0	n/a
Total Net Unrestricted Activity	\$30,142	-\$13,226	-144%	-\$204,991	-1,450%
Net Temporarily Restricted Activity	\$0	\$0	n/a		n/a
Net Permanently Restricted Activity			n/a		n/a
Net Total Activity	\$30,142	-\$13,226	-144%	-\$204,991	-1,450%

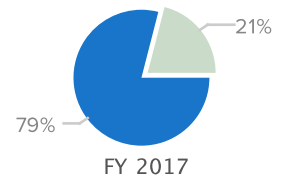
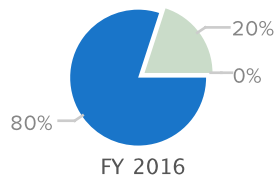
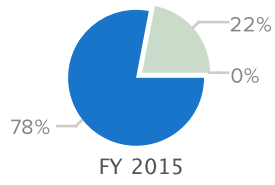
Revenue by Source

- 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
	Total	Total	Total	Unrestricted	Temporarily Restricted	Permanently Restricted
Operating Revenue						
Earned - Program						
Membership revenue	\$29,151	\$31,762	\$19,643	\$19,643		n/a
Single ticket sales			\$37,133	\$37,133		n/a
Group ticket sales			\$420	\$420		n/a
Royalties, right and reproductions			\$333	\$333		n/a
Admissions			\$10,134	\$10,134		n/a
Guided or group tours			\$1,185	\$1,185		n/a
Tuitions and registration fees	\$54	\$1,700				n/a
Other program revenue	\$1,978	\$0				n/a
Total earned - program	\$31,183	\$33,462	\$68,848	\$68,848	\$0	n/a
Earned - Non-program						
Food and concessions	\$0		\$3,145	\$3,145		n/a
Gift shop and merchandise fees	\$27,929	\$18,401	\$25,037	\$25,037		n/a
Advertising revenue	\$0		\$3,425	\$3,425		n/a
Sponsorship revenue	\$0		\$2,560	\$2,560		n/a
Space rentals	\$2,520	\$1,425	\$7,548	\$7,548		n/a
Application fees	\$0	\$0	\$3,777	\$3,777		n/a
Other earned revenue		\$1,668	\$2,427	\$2,427		n/a
Total earned - non-program	\$30,449	\$21,494	\$47,919	\$47,919	\$0	n/a
Total earned revenue	\$61,632	\$54,956	\$116,767	\$116,767		n/a

	FY 2015	FY 2016	FY 2017	FY 2017	FY 2017	FY 2017
Contributed	Total	Total	Total	Unrestricted	Temporarily Restricted	Permanently Restricted
Trustee & board	\$0	\$0	\$1,250	\$1,250		
Individual	\$0	\$122,640	\$20,382	\$20,382		
Corporate	\$0	\$0	\$0			
Foundation	\$0	\$12,500	\$18,000	\$18,000		
City government	\$474,643	\$477,582	\$451,837	\$451,837		
State government	\$0	\$25,080	\$16,006	\$16,006		
In-kind operating contributions	\$0	\$0	\$0			
Net assets released from restriction	\$0	\$0	\$0	\$0		
Total contributed revenue	\$474,643	\$637,802	\$507,475	\$507,475		
Operating investment revenue	\$22,627	\$50,090	-\$61,245	-\$61,245		
Total operating revenue	\$558,902	\$742,848	\$562,997	\$562,997		
Total operating revenue less in-kind	\$558,902	\$742,848	\$562,997	\$562,997		
Non-operating revenue						
Contributions	\$195,427	\$0	\$0	\$0		
Total non-operating revenue	\$195,427	\$0	\$0	\$0		
Total revenue	\$754,329	\$742,848	\$562,997	\$562,997		
Total revenue less in-kind	\$754,329	\$742,848	\$562,997	\$562,997		

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)	\$326,931	\$345,022	6%	\$352,949	2%	\$235,299	\$0	\$117,650
Independent contractors	\$8,140	\$9,822	21%	\$9,159	-7%	\$6,999		\$2,160
Professional fees	\$19,240	\$37,678	96%	\$23,706	-37%			\$23,706
Total personnel expenses - Operating	\$354,311	\$392,522	11%	\$385,814	-2%	\$242,298		\$143,516
Non-personnel expenses - Operating								
Advertising and promotion	\$56,403	\$31,376	-44%	\$31,584	1%	\$31,584		
Conferences and meetings	\$6,810	\$7,971	17%	\$4,609	-42%			\$4,609
Grant awards and similar amounts paid	\$0	\$0	n/a	\$8,576	n/a	\$8,576		
Insurance	\$14,671	\$14,898	2%	\$22,736	53%	\$22,736		
Occupancy costs	\$51,185	\$93,373	82%	\$67,281	-28%	\$67,281		
Office and administration	\$30,269	\$14,709	-51%	\$23,898	62%	\$12,725		\$11,173
Printing, postage and shipping	\$0	\$4,343	n/a	\$4,041	-7%	\$4,041		
Travel	\$0	\$986	n/a	\$1,271	29%	\$1,271		
Exhibition costs	\$22,657	\$16,035	-29%	\$23,465	46%	\$23,465		
Collections management	\$0	\$25,926	n/a	\$23,211	-10%	\$23,211		
Productions and events costs	\$50,019	\$54,766	9%	\$57,853	6%	\$57,853		
Interest expense	\$0	\$0	n/a	\$2,160	n/a			\$2,160
Other operating expenses	\$61,082	\$13,963	-77%	\$13,272	-5%	\$13,272		
Depreciation	\$76,780	\$85,206	11%	\$98,217	15%	\$98,217		
Total non-personnel expenses - Operating	\$369,876	\$363,552	-2%	\$382,174	5%	\$364,232		\$17,942
Total operating expenses	\$724,187	\$756,074	4%	\$767,988	2%	\$606,530		\$161,458
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	\$724,187	\$756,074	4%	\$767,988	2%	\$606,530		\$161,458
Total expenses less in-kind	\$724,187	\$756,074	4%	\$767,988	2%			
Total expenses less depreciation	\$647,407	\$670,868	4%	\$669,771	-0%			
Total expenses less in-kind and depreciation	\$647,407	\$670,868	4%	\$669,771	-0%			

Balance Sheet

Assets	FY 2015	FY 2016	% Change	FY 2017	% Change
Current assets					
Cash	\$387,351	\$405,614	5%	\$150,851	-63%
Receivables	\$0	\$0	n/a	\$0	n/a
Investments	\$0		n/a		n/a
Prepaid expenses & other	\$9,492	\$8,560	-10%	\$12,184	42%
Total current assets	\$396,843	\$414,174	4%	\$163,035	-61%
Non-current investments					
Fixed assets (net)	\$2,055,844	\$2,035,409	-1%	\$2,116,016	4%
Other non-current assets	\$213,680	\$232,581	9%	\$189,270	-19%
Total non-current assets	\$2,898,885	\$2,933,387	1%	\$3,086,960	5%
Total assets	\$3,295,728	\$3,347,561	2%	\$3,249,995	-3%
Liabilities & Net Assets					
Liabilities & Net Assets	FY 2015	FY 2016	% Change	FY 2017	% Change
Liabilities					
Accounts payable & other	-\$85,467	\$13,402	116%	\$12,630	-6%
Loans & other debt			n/a		n/a
Deferred revenue			n/a		n/a
Total current liabilities	-\$85,467	\$13,402	116%	\$12,630	-6%
Non-current liabilities	\$0	\$0	n/a	\$0	n/a
Total liabilities	-\$85,467	\$13,402	116%	\$12,630	-6%
Net assets					
Unrestricted	\$3,215,114	\$3,334,159	4%	\$3,030,809	-9%
Temporarily restricted	\$66,081		-100%	\$106,556	n/a
Permanently restricted	\$100,000		-100%	\$100,000	n/a
Total net assets	\$3,381,195	\$3,334,159	-1%	\$3,237,365	-3%
Total liabilities & net assets	\$3,295,728	\$3,347,561	2%	\$3,249,995	-3%

Balance Sheet Metrics

	FY 2015	FY 2016	FY 2017
Months of Operating Cash -- Unrestricted	6	6	2
Total working capital -- Unrestricted	\$482,310	\$400,772	\$150,405
Current Ratio	-4.64	30.9	12.91
Debt Service Impact	0%	0%	0%
Unrestricted Net Assets Net of Property, Plant and Equipment	\$1,159,270	\$1,298,750	\$914,793
Operating Margin	5%	-2%	-36%
Depreciation as a % of Fixed Assets	1,355%	1,499%	1,619%
Leverage Ratio			

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.

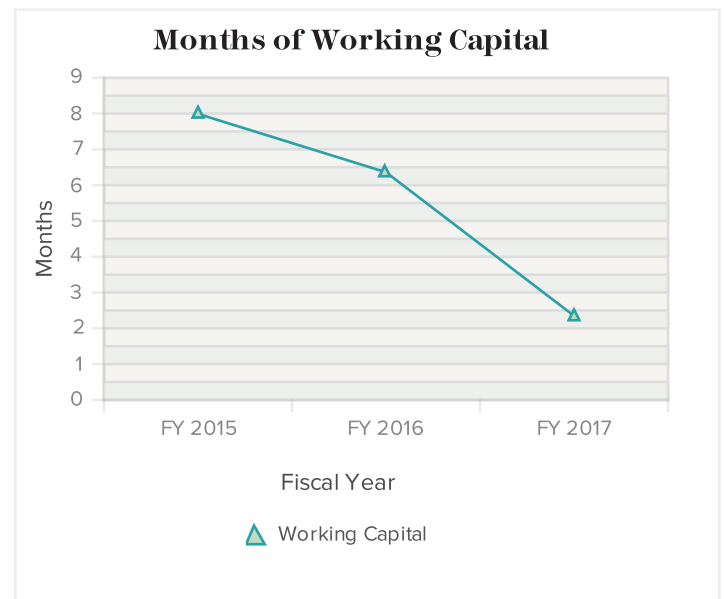
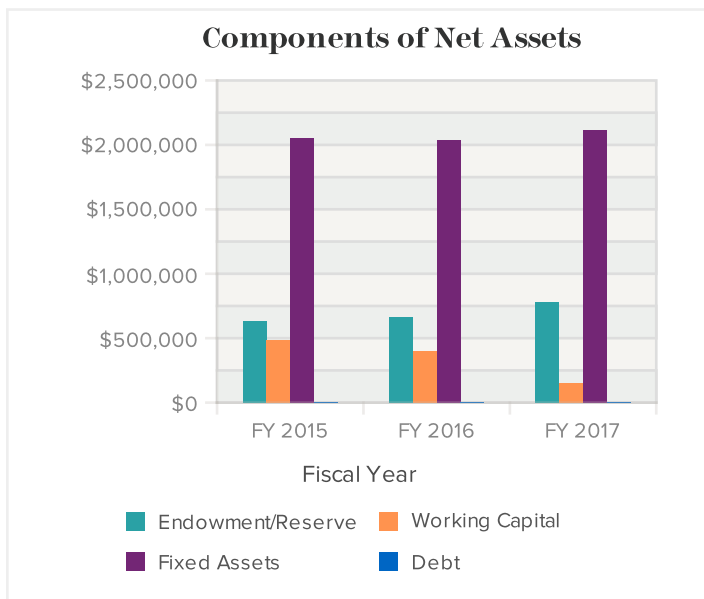
Debt Service Impact (Total Debt Service including principal and interest divided by Total Expense) calculates the % of an organization's total expenses applied to the total debt-service burden, e.g. a mortgage). This measure can help understand the portion of the book value of an organization's fixed 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	2,302	3,667	59%	4,706	28%
In-person participation - free	59,889	57,883	-3%	58,581	1%
Total in-person participation	62,191	61,550	-1%	63,287	3%

Types of In-person Attendance	FY 2015	FY 2016	% Change	FY 2017	% Change
Performance tickets			n/a	1,230	n/a
Students given private lessons			n/a	600	n/a
Guided tours participants	800	2,100	162%	1,199	-43%
Field trip participants	45	28	-38%	75	168%
Lecture attendees	105	459	337%	369	-20%
Festival attendees	2,202	1,500	-32%	1,420	-5%
Total in-person participation	62,191	61,550	-1%	63,287	3%

Attendance Ages	FY 2015	FY 2016	% Change	FY 2017	% Change
Children (18 and under)	17,760	16,700	-6%	16,900	1%
Children served in schools	10,829	10,443	-4%	13,466	29%
Seniors	25,000	15,000	-40%	15,000	0%
Adults		29,850	n/a	31,387	5%

Other Participation	FY 2015	FY 2016	% Change	FY 2017	% Change
Grant applicants	2	2	0%	2	0%
Grant recipients	2	2	0%	2	0%
People engaged in advocacy	25	25	0%	25	0%

Staffing

Staff & Non-Staff Statistics	FY 2015	FY 2016	% Change	FY 2017	% Change
Full-time permanent employees	4	5	25%	4	-20%
Part-time permanent employees	7	9	29%	7	-22%
Part-time permanent employees - FTEs	4.1	3.74	-9%	4.93	32%
Part-time seasonal employees	3	3	0%	3	0%
Part-time seasonal employees - FTEs	0.45	0.52	16%	0.54	4%
Number of full-time volunteers	1		-100%		n/a
Number of part-time or one-time volunteers	60	100	67%	100	0%
Part-time or one-time volunteers - FTEs	0.75	0.75	0%	0.75	0%
Independent contractors	1	1	0%	1	0%
Number of interns and apprentices	2	2	0%	0	-100%
Artistic Staff & Non-Staff Statistics	FY 2015	FY 2016	% Change	FY 2017	% Change

This organization has not provided data on artistic staff. This may be because the organization does not hire artistic staff or the organization's annual expenses are under \$50,000, and they are therefore only required to complete the short form of the DataArts Survey.

Program Activity

	FY 2015	FY 2016	% Change	FY 2017	% Change
Distinct productions			n/a	1	n/a
Total performances			n/a	6	n/a
Permanent exhibits	59,034	20	-100%	20	0%
Temporary exhibits		9	n/a	9	0%
Traveling exhibits			n/a	1	n/a
Objects/works in collection	60,000	60,613	1%	63,754	5%
Objects/works on exhibit	1,500	1,500	0%	1,500	0%
Private lessons offered			n/a	18	n/a
Distinct guided tours	4	12	200%	5	-58%
Total guided tour occurrences	10	40	300%	11	-72%
Distinct field trips	1	1	0%	2	100%
Field trip occurrences	1	1	0%	2	100%
Distinct lectures	5	11	120%	5	-55%
Lecture occurrences	5	11	120%	5	-55%
Programs offered in schools	104	128	23%	140	9%
Hours of programming in schools	1,000	64	-94%	280	338%
Number of schools served	12	16	33%	16	0%
Fairs/festivals/parades	2	1	-50%	6	500%
Space - days rented	18	11	-39%	19	73%
Research reports issued	110	112	2%	110	-2%
Periodical titles published	1	1	0%	1	0%
Periodical issues published	1	1	0%	1	0%
Periodicals distributed	608	683	12%	683	0%
Distinct publications	111	113	2%	111	-2%
Publications distributed	608	683	12%	683	0%

Types of objects restored/preserved

FY 2015	Historic building;Historic sites;Landscape features, constructed;Sculpture, outdoor
FY 2016	Historic sites
FY 2017	Historic sites

Key advocacy Issues

FY 2015	<p>A major challenge continues to be finding the necessary space to inventory, manage, prepare, and ultimately display the Museum's ever growing collections. The new storage facility provides the space needed to begin to do a more professional job of handling the collection which grows with each passing day.</p> <p>The long-term viability of the Museum is achieved through proper planning and sound management, along with a location and facility capable of presenting our heritage in a suitable and proper manner.</p>
FY 2016	<p>The long-term viability of the Tri-Cities Historical Museum must be achieved through proper planning and sound management, along with a location and facility capable of presenting Michigan heritage in an engaging and educational manner, and give recognition and respect to Native and other ethnic groups and cultures that have a historical contribution to West Michigan.</p> <p>A major challenge continues to be finding the necessary space to inventory, manage, prepare, and ultimately display the Tri-Cities Historical Museum's ever growing collections. The new storage facility, the Community Archive & Research Center, provides an improved facility needed for proper management of the collection and archives by our museum professional staff. Over 500 artifacts have been added to the collection in 2016 alone.</p> <p>The Tri-Cities Historical Museum, like many smaller regional museums, are challenged to offer high quality programming and exhibits on a limited budget, where operating expenses account for the bulk of the budget.</p>

Key advocacy Issues

FY 2017

The long-term viability of the Tri-Cities Historical Museum must be achieved through proper planning and sound management, along with a location and facility capable of presenting Michigan heritage in an engaging and educational manner, and give recognition and respect to Native and other ethnic groups and cultures that have a historical contribution to West Michigan

A major challenge continues to be finding the necessary space to inventory, manage, prepare, and ultimately display the Tri-Cities Historical Museum's ever growing collections. The new storage facility, the Community Archive & Research Center, provides an improved facility needed for proper management of the collection and archives by the museum professional staff. The total collection is 63,754 artifacts, 22,850 photographic images, with 216 new artifacts in 2017.

The Tri-Cities Historical Museum, like many smaller regional museums, are challenged to offer high quality programming and exhibits on a limited budget, where operating expenses account for the bulk of the budget.
