Art House Convergence

January 19, 2016
About DataArts
Partner Network

AMERICANS for the ARTS

Theatre Communications Group

OPERA AMERICA

League of American Orchestras

Federation of State Humanities Councils

NATIONAL GUILD FOR COMMUNITY ARTS EDUCATION

ART HOUSE CONVERGENCE

Nonprofit Finance Fund

Foundations Center
Overview

Analytic Reports

Example History Museum
Balance Sheet Trend Report

The tables below show trends in the balance sheet. The accompanying table and graphs look at the components of the balance sheet that can help you track your financial position with different measures.

### Assets

<table>
<thead>
<tr>
<th></th>
<th>FY 2012</th>
<th>FY 2013</th>
<th>% change</th>
<th>FY 2014</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$834,785</td>
<td>$1,533,727</td>
<td>84%</td>
<td>$1,302,003</td>
<td>-9%</td>
</tr>
<tr>
<td>Receivables</td>
<td>$791,818</td>
<td>$327,290</td>
<td>-55%</td>
<td>$610,150</td>
<td>-82%</td>
</tr>
<tr>
<td>Investments</td>
<td>$3,184</td>
<td>$713</td>
<td>-75%</td>
<td>$24,351</td>
<td>-3,010%</td>
</tr>
<tr>
<td>Prepaid expenses &amp; other</td>
<td>$2,775</td>
<td>$2,490</td>
<td>-7%</td>
<td>$30,198</td>
<td>42%</td>
</tr>
<tr>
<td>Total Current Assets</td>
<td>$2,089,929</td>
<td>$3,507,200</td>
<td>14%</td>
<td>$2,127,702</td>
<td>92%</td>
</tr>
<tr>
<td>Non-current investments</td>
<td>$276,439</td>
<td>$299,782</td>
<td>8%</td>
<td>$24,351</td>
<td>-92%</td>
</tr>
<tr>
<td>Fixed assets (net)</td>
<td>$4,791,585</td>
<td>$4,583,937</td>
<td>-4%</td>
<td>$36,270</td>
<td>-99%</td>
</tr>
<tr>
<td>Non-current assets</td>
<td>$7,087</td>
<td>$926</td>
<td>-57%</td>
<td>$16,941</td>
<td>3,790%</td>
</tr>
<tr>
<td>Total Assets</td>
<td>$6,731,160</td>
<td>$6,770,945</td>
<td>1%</td>
<td>$229,737</td>
<td>-97%</td>
</tr>
</tbody>
</table>

### Liabilities & Net Assets

<table>
<thead>
<tr>
<th></th>
<th>FY 2012</th>
<th>FY 2013</th>
<th>% change</th>
<th>FY 2014</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Liabilities</td>
<td>$868,298</td>
<td>$888,247</td>
<td>0%</td>
<td>$36,102</td>
<td>-99%</td>
</tr>
<tr>
<td>Loans &amp; other debt</td>
<td>$1,683</td>
<td>$774</td>
<td>-54%</td>
<td>$27,117</td>
<td>3,403%</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>$335,044</td>
<td>$294,554</td>
<td>-10%</td>
<td>$55,027</td>
<td>-97%</td>
</tr>
<tr>
<td>Total current liabilities</td>
<td>$1,020,622</td>
<td>$956,757</td>
<td>-5%</td>
<td>$72,276</td>
<td>4,137%</td>
</tr>
<tr>
<td>Non-current liabilities</td>
<td>$2,058</td>
<td>$858</td>
<td>-56%</td>
<td>$36,270</td>
<td>4,137%</td>
</tr>
<tr>
<td>Total Liabilities</td>
<td>$1,015,680</td>
<td>$994,631</td>
<td>-3%</td>
<td>$108,630</td>
<td>-99%</td>
</tr>
<tr>
<td>Net Assets</td>
<td>$5,716,480</td>
<td>$5,416,337</td>
<td>5%</td>
<td>$41,377</td>
<td>-99%</td>
</tr>
<tr>
<td>Unrestricted</td>
<td>$5,814,749</td>
<td>$5,419,537</td>
<td>5%</td>
<td>$41,377</td>
<td>-99%</td>
</tr>
<tr>
<td>Temporarily Restricted</td>
<td>$391,457</td>
<td>$217,796</td>
<td>-44%</td>
<td>$41,377</td>
<td>-99%</td>
</tr>
<tr>
<td>Permanently Restricted</td>
<td>$400,254</td>
<td>$50,179</td>
<td>7%</td>
<td>$38,346</td>
<td>-74%</td>
</tr>
<tr>
<td>Total Net Assets</td>
<td>$5,716,460</td>
<td>$5,767,512</td>
<td>1%</td>
<td>$121,517</td>
<td>-99%</td>
</tr>
<tr>
<td>Total Liabilities &amp; Net Assets</td>
<td>$6,731,160</td>
<td>$6,770,945</td>
<td>1%</td>
<td>$229,737</td>
<td>-97%</td>
</tr>
</tbody>
</table>

The table below shows several key measures of financial position. Reviewing these measures against total expenses illustrates whether these resources are keeping pace with budget growth. The graph below illustrates these net asset components.

### Financial Position

<table>
<thead>
<tr>
<th></th>
<th>FY 2012</th>
<th>FY 2013</th>
<th>% change</th>
<th>FY 2014</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net assets as a % of total expenses</td>
<td>33%</td>
<td>28%</td>
<td>-6%</td>
<td>-9%</td>
<td>25%</td>
</tr>
<tr>
<td>Total working capital</td>
<td>$640,065</td>
<td>$902,074</td>
<td>41%</td>
<td>$279,100</td>
<td>100%</td>
</tr>
<tr>
<td>Fixed assets (net)</td>
<td>$4,791,585</td>
<td>$4,583,937</td>
<td>-4%</td>
<td>$36,270</td>
<td>-99%</td>
</tr>
<tr>
<td>Total endowment and reserves</td>
<td>$0</td>
<td>$0</td>
<td>0%</td>
<td>$0</td>
<td>0%</td>
</tr>
<tr>
<td>Total debt</td>
<td>$2,712</td>
<td>$1,203</td>
<td>-56%</td>
<td>$45,294</td>
<td>3,685%</td>
</tr>
</tbody>
</table>
Participants
Participants

Participating Organizations

70 Art House Convergence

- Under $250K: 11
- $250K to $1M: 24
- $1M to $5M: 24
- $5M & Above: 11
Participants

Participating Organizations

70 Art House Convergence
70 Art House Convergence

Participating Organizations

<table>
<thead>
<tr>
<th>Category</th>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under $250K</td>
<td>11</td>
</tr>
<tr>
<td>$250K to $1M</td>
<td>24</td>
</tr>
<tr>
<td>$1M to $5M</td>
<td>24</td>
</tr>
<tr>
<td>$5M &amp; Above</td>
<td>11</td>
</tr>
</tbody>
</table>
Participants

Participating Organizations

- Under $250K: 11
- $250K to $1M: 24
- $1M to $5M: 24
- $5M & Above: 11

70 Art House Convergence
58 Film Festivals
Participants

Participating Organizations

- Under $250K: 11
- $250K to $1M: 24
- $1M to $5M: 24
- $5M & Above: 3

Comparison Organizations: 252

Art House Convergence: 70

Film Festivals: 58
Participants

252 Comparison Organizations

• “Live Action” Theatres & Performing Arts Organizations
252 Comparison Organizations

• “Live Action” Theatres & Performing Arts Organizations
• Same Percentages by Size as Convergence Organizations
252 Comparison Organizations

- “Live Action” Theatres & Performing Arts Organizations
- Same Percentages by Size as Convergence Organizations
- Same Percentages by Venue Ownership as Comparison Organizations
Revenue
Art House Convergence Organizations' Revenue

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admissions &amp; Tickets</td>
<td>36%</td>
</tr>
<tr>
<td>Members</td>
<td>9%</td>
</tr>
<tr>
<td>Concess.</td>
<td>12%</td>
</tr>
<tr>
<td>Rental</td>
<td>5%</td>
</tr>
</tbody>
</table>

CONVERGENCE
Under $5M

0%  50%  100%
Art House Convergence & Comparison Revenue

<table>
<thead>
<tr>
<th>CONVERGENCE</th>
<th>Admissions &amp; Tickets</th>
<th>Members</th>
<th>Concess.</th>
<th>Rental</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under $5M</td>
<td>36%</td>
<td>9%</td>
<td>12%</td>
<td>5%</td>
</tr>
</tbody>
</table>

- Individuals
- Foundation
- Special Events & Parent
Art House Convergence & Comparison Revenue

**Convergence Under $5M**
- Admissions & Tickets: 36%
- Members: 9%
- Concess. Rental: 12%
- Special Events & Parent: 7%
- Individuals: 13%
- Foundation: 4%
- Govt.: 6%
- Other: 6%

**Comparison Under $5M**
- Admissions & Tickets: 23%
- Members: 6%
- Concess. Rental: 2%
- Special Events & Parent: 7%
- Individuals: 18%
- Foundation: 14%
- Govt.: 6%
- Other: 14%

0% to 100%
Revenue

Art House Convergence & Film Festivals' Revenue

<table>
<thead>
<tr>
<th></th>
<th>Admissions &amp; Tickets</th>
<th>Members</th>
<th>Concess.</th>
<th>Rental</th>
<th>Special Events &amp; Parent</th>
</tr>
</thead>
<tbody>
<tr>
<td>CONVERGENCE Under $5M</td>
<td>36%</td>
<td>9%</td>
<td>12%</td>
<td>5%</td>
<td>13%</td>
</tr>
<tr>
<td>FILM FESTIVALS Under $5M</td>
<td>16%</td>
<td>3%</td>
<td>13%</td>
<td>9%</td>
<td>15%</td>
</tr>
</tbody>
</table>

0% 50% 100%
Individual Contributions

AVERAGE NUMBER OF INDIVIDUAL CONTRIBUTORS
Convergence & Comparison

- **Coverage:** 1,499
- **Coverage:** 734
- **Comparison:** 529
- **Coverage:** 85
- **Comparison:** 118

- **Under $250K**
- **$250K to $1M**
- **$1M to $5M**
AVERAGE AMOUNT FROM INDIVIDUAL CONTRIBUTORS
Convergence & Comparison

Coverage $119  Comparison $139
Under $250K

Coverage $183  Comparison $154
$250K to $1M

Coverage $104
$1M to $5M

Comparison $405
Individual Contributions

AVERAGE AMOUNT FROM BOARD MEMBERS
Convergence & Comparison

Comparison
$7,686

Covergence
$4,713

Comparison
$2,690

Covergence
$1,571

Comparison
$1,018

Covergence
$248

Under $250K

$250K to $1M

$1M to $5M
Expenses
Expenses by Type

- **Salary & Benefits**: 38%
- **Non-Salary Personnel**: 8%
- **Occupancy**: 29%
- **All Other**: 25%

**CONVERGENCE**
Expenses by Type

<table>
<thead>
<tr>
<th>Category</th>
<th>Convergence</th>
<th>Comparison</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary &amp; Benefits</td>
<td>38%</td>
<td>44%</td>
</tr>
<tr>
<td>Non-Salary Personnel</td>
<td>8%</td>
<td>10%</td>
</tr>
<tr>
<td>Occupancy</td>
<td>29%</td>
<td>20%</td>
</tr>
<tr>
<td>All Other</td>
<td>25%</td>
<td>26%</td>
</tr>
</tbody>
</table>
Expenses by Type

**Convergence**
- Salary & Benefits: 38%
- Non-Salary Personnel: 8%
- Occupancy: 29%
- All Other: 25%

**Film Festivals**
- Salary & Benefits: 21%
- Non-Salary Personnel: 2%
- Occupancy: 42%
- All Other: 35%
Expenses by Type

- **OWN SPACE**
  - Salary & Benefits: 38%
  - Non-Salary Personnel: 9%
  - Occupancy: 29%
  - All Other: 25%

- **DO NOT OWN SPACE**
  - Salary & Benefits: 35%
  - Non-Salary Personnel: 1%
  - Occupancy: 33%
  - All Other: 31%
AVERAGE MARKETING EXPENSES - % OF TOTAL
Convergence & Comparison

- Under $250K:
  - Convergence: 16%
  - Comparison: 7%

- $250K to $1M:
  - Convergence: 8%
  - Comparison: 8%

- $1M to $5M:
  - Convergence: 10%
  - Comparison: 9%
Marketing Expenses

AVERAGE MARKETING EXPENSES - % OF TOTAL
Convergence & Film Festivals

- Film Festivals
  - Under $250K: 23%
  - $250K to $1M: 17%
  - $1M to $5M: 10%
- Convergence
  - Under $250K: 16%
  - $250K to $1M: 8%
  - $1M to $5M: 10%
MARKETING EXPENSE PER AUDIENCE MEMBER
Convergence & Comparison

- Under $250K: Convergence $1.89, Comparison $1.11
- $250K to $1M: Convergence $0.79
- $1M to $5M: Convergence $1.63, Comparison $3.88
Financial Health
Net Income

NET INCOME
(Unrestricted Revenue minus Total Expenses)

34% Surplus 10%+
29% Surplus under 10%
24% Deficit under 10%
14% Deficit 10%+

CONVERGENCE
Net Income

NET INCOME
(Unrestricted Revenue minus Total Expenses)

- Surplus 10%+: 34%
- Surplus under 10%: 29%
- Deficit under 10%: 24%
- Deficit 10%+: 14%

CONVERGENCE

- Surplus 10%+: 16%
- Surplus under 10%: 35%
- Deficit under 10%: 32%
- Deficit 10%+: 17%

COMPARISON
Net Income

NET INCOME
(Unrestricted Revenue minus Total Expenses)

- Surplus 10%+:
  - CONVERGENCE: 25%
  - OWN SPACE: 38%

- Surplus under 10%:
  - CONVERGENCE: 30%
  - OWN SPACE: 28%

- Deficit under 10%:
  - CONVERGENCE: 35%
  - OWN SPACE: 18%

- Deficit 10%+:
  - CONVERGENCE: 10%
  - OWN SPACE: 15%
Working Capital

Convergence Organizations with 3 of more months of Working Capital

- 25%

Film Festivals with 3 of more months of Working Capital

- 24%
Events & Attendance
Events & Attendance

FILMS & FILM SHOWINGS
Average by Number of Screens (Limited Response)

- ONE: 122
- TWO: 199
- THREE: 315
- FOUR: 5,205
- FIVE: 4,625
Over 5,000,000 in Attendance

Total - all Convergence organizations under $5 Million
AVERAGE ANNUAL ATTENDANCE
Per Organization - Convergence & Comparison

Convergence
117,433

Convergence
59,487

Convergence
10,941

Under $250K

$250K to $1M

$1M to $5M
AVERAGE ANNUAL ATTENDANCE
Per Organization - Convergence & Comparison

- Convergence: 117,433
  - Under $250K: 10,941
  - $250K to $1M: 59,487
  - $1M to $5M: 45,290
- Comparison: 15,872
  - Under $250K: 6,875
  - $250K to $1M: 15,872
Price vs. Cost of Admission

Median Admission Price
$9.00

Median Cost of Admission
$18.23
Workforce
TOTAL: 1,871
For all Convergence organizations under $5 Million
AVERAGE EMPLOYEES PER ORGANIZATION
Convergence & Comparison

- Under $250K: Convergence 6
- $250K to $1M: Convergence 17
- $1M to $5M: Convergence 58

- Independent Contractors
- Part-time
- Full-time

DataArts
Thank You!