



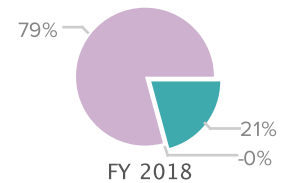
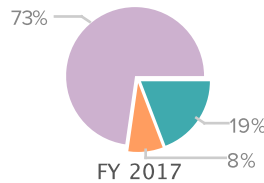
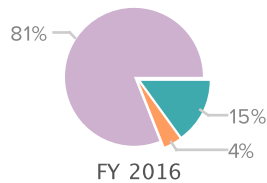
**Organization Information**

Organization name: Yankee Air Force Inc.  
 City: Belleville Federal ID #: 382387453  
 State: MI Year organization founded: 1981  
 County: Wayne Organization type: 501(c)3 nonprofit organization  
 NISP Discipline: 13 - Humanities storytelling Fiscal year end date: 12-31  
 NISP Institution: 9 - Other Museum DUNS #: 109181305  
 NTEE: A80 - Historical Organizations Full-time staff: 9  
 Applicant is audited or reviewed by an independent accounting firm. Paid FTEs: 10  
 A display value of -0% signifies a value of less than +/- 0.5%

Unrestricted Activity	FY 2016	FY 2017	% Change	FY 2018	% Change
<b>Unrestricted Operating Revenue</b>					
Earned Program	\$868,151	\$1,399,817	61%	\$943,167	-33%
Earned Non-program	\$798,457	\$1,230,450	54%	\$1,138,258	-7%
<b>Total Earned Revenue</b>	<b>\$1,666,608</b>	<b>\$2,630,267</b>	<b>58%</b>	<b>\$2,081,425</b>	<b>-21%</b>
Investment Revenue	\$78,473	\$308,014	293%	-\$11,211	-104%
Contributed Revenue	\$305,498	\$692,281	127%	\$547,257	-21%
<b>Total Unrestricted Operating Revenue</b>	<b>\$2,050,579</b>	<b>\$3,630,562</b>	<b>77%</b>	<b>\$2,617,471</b>	<b>-28%</b>
Less in-kind	(\$129,175)	(\$136,920)	6%	(\$140,704)	3%
<b>Total Unrestricted Operating Revenue Less In-kind</b>	<b>\$1,921,404</b>	<b>\$3,493,642</b>	<b>82%</b>	<b>\$2,476,767</b>	<b>-29%</b>
<b>Expenses by Functional Total</b>					
Program	\$2,080,927	\$2,646,959	27%	\$2,440,627	-8%
Fundraising	\$19,047	\$127,930	572%	\$152,578	19%
General & Administrative	\$223,740	\$265,289	19%	\$246,477	-7%
<b>Total Operating Expenses</b>	<b>\$2,323,714</b>	<b>\$3,040,178</b>	<b>31%</b>	<b>\$2,839,682</b>	<b>-7%</b>
Less in-kind	(\$129,175)	(\$136,920)	6%	(\$140,704)	3%
<b>Total Operating Expenses Less In-kind</b>	<b>\$2,194,539</b>	<b>\$2,903,258</b>	<b>32%</b>	<b>\$2,698,978</b>	<b>-7%</b>
Net Unrestricted Activity - Operating	-\$273,135	\$590,384	316%	-\$222,211	-138%
Net Unrestricted Activity - Non-operating			n/a		n/a
<b>Total Net Unrestricted Activity</b>	<b>-\$273,135</b>	<b>\$590,384</b>	<b>316%</b>	<b>-\$222,211</b>	<b>-138%</b>
Net Restricted Activity	-\$2,365	-\$30,507	-1,190%	\$1,487,029	4,974%
<b>Net Total Activity</b>	<b>-\$275,500</b>	<b>\$559,877</b>	<b>303%</b>	<b>\$1,264,818</b>	<b>126%</b>

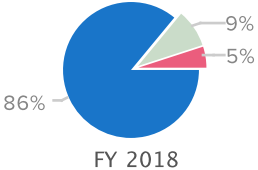
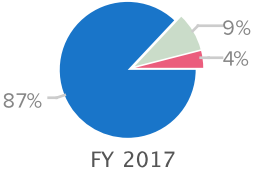
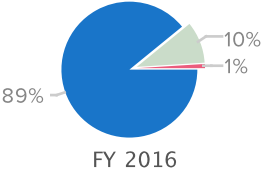
**Revenue by Source**

- Earned
- Investment
- Contributed



**Expenses by Functional Grouping**

- Program
- General & Administrative
- Fundraising



## Revenue Details

	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018
	Total	Total	Total	Unrestricted	Restricted
Operating Revenue					
Earned - Program					
Membership revenue	\$89,362	\$96,327	\$73,812	\$73,812	
Admissions	\$59,134	\$69,941	\$70,704	\$70,704	
Other program revenue	\$719,655	\$1,233,549	\$798,651	\$798,651	
Total earned - program	\$868,151	\$1,399,817	\$943,167	\$943,167	\$0
Earned - Non-program					
Gift shop and merchandise fees	\$90,441	\$165,020	\$154,964	\$154,964	
Other earned revenue	\$708,016	\$1,065,430	\$983,294	\$983,294	
Total earned - non-program	\$798,457	\$1,230,450	\$1,138,258	\$1,138,258	\$0
Total earned revenue	\$1,666,608	\$2,630,267	\$2,081,425	\$2,081,425	
Contributed					
Individual	\$160,533	\$366,680	\$1,684,578	\$124,957	\$1,559,621
State government	\$0	\$19,500	\$110,000	\$20,000	\$90,000
In-kind operating contributions	\$129,175	\$136,920	\$140,704	\$140,704	
Other contributions	\$13,425	\$138,674	\$99,004	\$99,004	
Net assets released from restriction	\$0	\$0	\$0	\$162,592	-\$162,592
Total contributed revenue	\$303,133	\$661,774	\$2,034,286	\$547,257	\$1,487,029
Operating investment revenue	\$78,473	\$308,014	-\$11,211	-\$11,211	
Total operating revenue	\$2,048,214	\$3,600,055	\$4,104,500	\$2,617,471	\$1,487,029
Total operating revenue less in-kind	\$1,919,039	\$3,463,135	\$3,963,796	\$2,476,767	\$1,487,029
Transfers and re-classifications					
Total non-operating revenue	\$0	\$0	\$0		
Total revenue	\$2,048,214	\$3,600,055	\$4,104,500	\$2,617,471	\$1,487,029
Total revenue less in-kind	\$1,919,039	\$3,463,135	\$3,963,796	\$2,476,767	\$1,487,029

## Expense Details

	FY 2016 Total	FY 2017 Total	% Change	FY 2018 Total	% Change	FY 2018 Program	FY 2018 Fundraising	FY 2018 General & Administrative
Personnel expenses - Operating								
W2 employees (salaries, payroll taxes and fringe benefits)	\$406,433	\$466,156	15%	\$529,336	14%	\$441,137	\$64,640	\$23,559
Independent contractors	\$20,000	\$20,000	0%	\$20,000	0%	\$20,000		
Professional fees	\$21,007	\$20,488	-2%	\$22,365	9%	\$22,265		\$100
Total personnel expenses - Operating	\$447,440	\$506,644	13%	\$571,701	13%	\$483,402	\$64,640	\$23,659
Non-personnel expenses - Operating								
Advertising and promotion	\$95,543	\$55,887	-42%	\$49,332	-12%	\$44,420		\$4,912
Conferences and meetings	\$8,701	\$1,856	-79%	\$6,660	259%			\$6,660
Dues and subscriptions	\$4,021	\$3,000	-25%	\$2,932	-2%	\$2,932		
Insurance	\$80,731	\$89,078	10%	\$82,082	-8%	\$40,749		\$41,333
Occupancy costs	\$164,642	\$199,102	21%	\$208,058	4%	\$152,000	\$148	\$55,910
Office and administration	\$45,647	\$73,228	60%	\$76,111	4%	\$48,141	\$2,492	\$25,478
Printing, postage and shipping	\$41,821	\$28,437	-32%	\$41,929	47%	\$41,631		\$298
Travel	\$6,877	\$8,133	18%	\$7,704	-5%	\$7,704		
Exhibition costs	\$506,641	\$826,086	63%	\$706,325	-14%	\$695,708		\$10,617
Collections management	\$16,956	\$15,618	-8%	\$12,902	-17%	\$12,902		
Productions and events costs	\$615,974	\$921,125	50%	\$765,359	-17%	\$671,700	\$84,105	\$9,554
Interest expense	\$32,373	\$36,352	12%	\$44,102	21%	\$44,102		
Other operating expenses	\$60,064	\$86,755	44%	\$96,025	11%	\$91,165		\$4,860
Depreciation	\$196,283	\$188,877	-4%	\$168,460	-11%	\$104,071	\$1,193	\$63,196
Total non-personnel expenses - Operating	\$1,876,274	\$2,533,534	35%	\$2,267,981	-10%	\$1,957,225	\$87,938	\$222,818
Total operating expenses	\$2,323,714	\$3,040,178	31%	\$2,839,682	-7%	\$2,440,627	\$152,578	\$246,477
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	\$2,323,714	\$3,040,178	31%	\$2,839,682	-7%	\$2,440,627	\$152,578	\$246,477
Total expenses less in-kind	\$2,194,539	\$2,903,258	32%	\$2,698,978	-7%			
Total expenses less depreciation	\$2,127,431	\$2,851,301	34%	\$2,671,222	-6%			
Total expenses less in-kind and depreciation	\$1,998,256	\$2,714,381	36%	\$2,530,518	-7%			

## Balance Sheet

Assets	FY 2016	FY 2017	% Change	FY 2018	% Change
Current assets					
Cash	\$304,439	\$681,074	124%	\$1,015,111	49%
Receivables	\$23,004	\$115,879	404%	\$48,535	-58%
Investments	\$1,856,414	\$1,949,733	5%	\$2,957,286	52%
Prepaid expenses & other	\$471,623	\$453,329	-4%	\$457,814	1%
Total current assets	\$2,655,480	\$3,200,015	21%	\$4,478,746	40%
Non-current investments					
Fixed assets (net)	\$3,006,394	\$2,855,356	-5%	\$2,785,256	-2%
Other non-current assets	\$475,509	\$608,507	28%	\$613,107	1%
Total non-current assets	\$3,481,903	\$3,463,863	-1%	\$3,398,363	-2%
Total assets	\$6,137,383	\$6,663,878	9%	\$7,877,109	18%
Liabilities & Net Assets					
Liabilities & Net Assets	FY 2016	FY 2017	% Change	FY 2018	% Change
Liabilities					
Accounts payable & other	\$147,264	\$93,281	-37%	\$155,987	67%
Loans & other debt	\$53,200	\$44,870	-16%	\$25,284	-44%
Deferred revenue	\$240,185	\$250,217	4%	\$155,831	-38%
Total current liabilities	\$440,649	\$388,368	-12%	\$337,102	-13%
Non-current liabilities	\$966,716	\$930,615	-4%	\$930,294	-0%
Total liabilities	\$1,407,365	\$1,318,983	-6%	\$1,267,396	-4%
Net assets					
Unrestricted	\$4,184,703	\$4,830,087	15%	\$4,607,876	-5%
Restricted	\$545,315	\$514,808	-6%	\$2,001,837	289%
Total net assets	\$4,730,018	\$5,344,895	13%	\$6,609,713	24%
Total liabilities & net assets	\$6,137,383	\$6,663,878	9%	\$7,877,109	18%

**Balance Sheet Metrics**

	FY 2016	FY 2017	FY 2018
Months of Operating Cash -- Unrestricted	1	3	4
Total working capital -- Unrestricted	\$1,669,516	\$2,296,839	\$2,139,807
Current Ratio	6.03	8.24	13.29
Debt Service Impact	43%	32%	33%
Unrestricted Net Assets Net of Property, Plant and Equipment	\$1,178,309	\$1,974,731	\$1,822,620
Operating Margin	-13%	15%	48%
Depreciation as a % of Fixed Assets	54%	57%	58%
Leverage Ratio -- Unrestricted	17%	15%	15%

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.

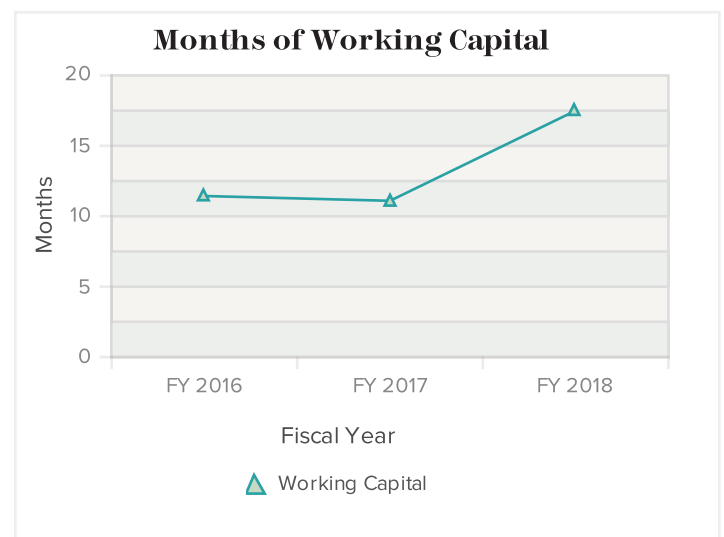
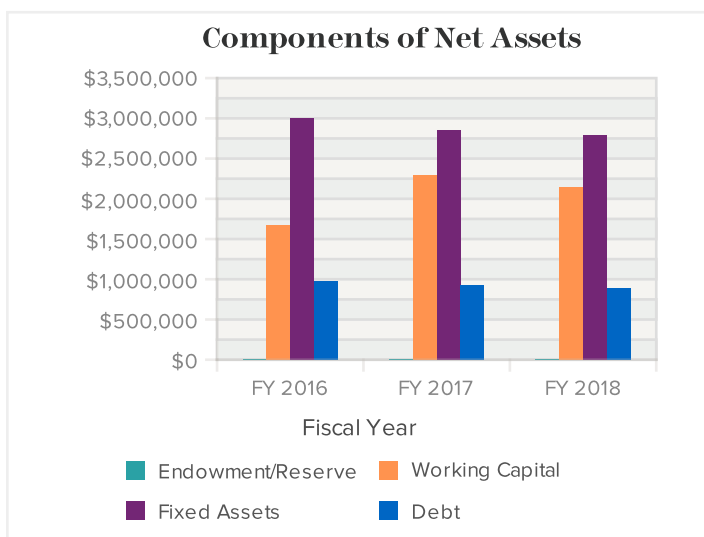
Debt Service Impact (Total Debt Service including principal and interest divided by Total Expense) calculates the % of an organization's total expenses applied to the total debt-service burden, e.g. a mortgage).

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. The higher the margin, the more sustainable the organization because it's using more reliable sources of revenue to operate. Low ratios indicate that an organization is using revenue sources with a higher degree of variability and uncertainty. Negative operating margins highlight losses, and an organization's need to increase revenue, decrease expenses, or both, to be sustainable over time.

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 - Unrestricted (Total Unrestricted 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.



## Attendance

In-person Participation	FY 2016	FY 2017	% Change	FY 2018	% Change
In-person participation - paid	45,000	54,150	20%	47,500	-12%
In-person participation - free			n/a		n/a
<b>Total in-person participation</b>	<b>45,000</b>	<b>54,150</b>	<b>20%</b>	<b>47,500</b>	<b>-12%</b>
Types of In-person Attendance	FY 2016	FY 2017	% Change	FY 2018	% Change
Admissions	45,000	54,150	20%	47,500	-12%
<b>Total in-person participation</b>	<b>45,000</b>	<b>54,150</b>	<b>20%</b>	<b>47,500</b>	<b>-12%</b>
Attendance Ages	FY 2016	FY 2017	% Change	FY 2018	% Change
Other Participation	FY 2016	FY 2017	% Change	FY 2018	% Change

## Staffing

Staff & Non-Staff Statistics	FY 2016	FY 2017	% Change	FY 2018	% Change
Full-time permanent employees	7	9	29%	9	0%
Part-time permanent employees	2	2	0%	2	0%
Part-time permanent employees - FTEs	1	1	0%	1	0%
Number of full-time volunteers	40	40	0%	40	0%
Number of part-time or one-time volunteers	250	250	0%	250	0%
Independent contractors	15	15	0%	20	33%
Number of interns and apprentices	4	4	0%	3	-25%
Artistic Staff & Non-Staff Statistics	FY 2016	FY 2017	% Change	FY 2018	% 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 2016	FY 2017	% Change	FY 2018	% Change
Distinct productions	60	60	0%	60	0%
Total performances	100	100	0%	100	0%
Permanent exhibits	10	10	0%	11	10%
Temporary exhibits	2	2	0%	1	-50%
Traveling exhibits		1	n/a	1	0%
Distinct classes/workshops	3	3	0%	60	1,900%
Total classes/class sessions	3	3	0%	0	-100%