

### **Explanation for Variances in Funder Report**

Program revenue is only obtained in years when the Band hosts the Upper Peninsula Community Band Festival which occurs in even years (2018). Participants pay a registration fee.

Contributed revenue in 2017 was \$30K greater than usual due to one-time soliciting of scholarship funding for high school and college students traveling with the Band to Finland. Contributed revenue in 2018 was inflated due to an unanticipated and unsolicited \$15K end-of-the-year donation by a generous community member who has been attending the Band's concerts for over 50 years.

Program expenses were greater in 2017 due to costs of the Finland tour, and slightly higher in 2018 due to expenses associated with the Upper Peninsula Community Band Festival.

Production costs in 2017 were inflated by expenses incurred on the Finland tour.



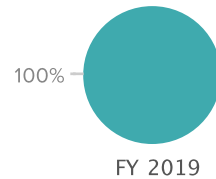
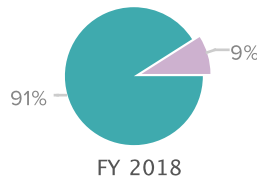
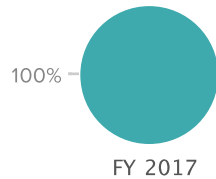
Organization Information

Organization name: Marquette City Band, Inc.  
 City: Marquette Federal ID #: 382694178  
 State: MI Year organization founded: 1887  
 County: Marquette Organization type: 501(c)3 nonprofit organization  
 NISP Discipline: 2 - Music Fiscal year end date: 12-31  
 NISP Institution: 5 - Performing Group - Community DUNS #: 079129618  
 NTEE: A6C - Bands & Ensembles Full-time staff:  
 Applicant is not audited or reviewed by an independent accounting firm. Paid FTEs: 0  
 A display value of -0% signifies a value of less than +/- 0.5%

Unrestricted Activity	FY 2017	FY 2018	% Change	FY 2019	% Change
Unrestricted Operating Revenue					
Earned Program		\$3,210	n/a		-100%
Earned Non-program		\$1,310	n/a		-100%
Total Earned Revenue		\$4,520	n/a		-100%
Investment Revenue			n/a		n/a
Contributed Revenue	\$64,449	\$46,848	-27%	\$31,885	-32%
<b>Total Unrestricted Operating Revenue</b>	<b>\$64,449</b>	<b>\$51,368</b>	<b>-20%</b>	<b>\$31,885</b>	<b>-38%</b>
Less in-kind	(\$1,422)	(\$1,200)	-16%		-100%
<b>Total Unrestricted Operating Revenue Less In-kind</b>	<b>\$63,027</b>	<b>\$50,168</b>	<b>-20%</b>	<b>\$31,885</b>	<b>-36%</b>
Expenses by Functional Total					
Program	\$60,257	\$31,325	-48%	\$30,284	-3%
Fundraising			n/a		n/a
General & Administrative	\$3,794	\$1,510	-60%		-100%
<b>Total Operating Expenses</b>	<b>\$64,051</b>	<b>\$32,835</b>	<b>-49%</b>	<b>\$30,284</b>	<b>-8%</b>
Less in-kind	(\$1,422)	(\$1,200)	-16%		-100%
<b>Total Operating Expenses Less In-kind</b>	<b>\$62,629</b>	<b>\$31,635</b>	<b>-49%</b>	<b>\$30,284</b>	<b>-4%</b>
Net Unrestricted Activity - Operating	\$398	\$18,533	4,557%	\$1,601	-91%
Net Unrestricted Activity - Non-operating	\$23	\$22	-4%	\$37	68%
<b>Total Net Unrestricted Activity</b>	<b>\$421</b>	<b>\$18,555</b>	<b>4,307%</b>	<b>\$1,638</b>	<b>-91%</b>
Net Restricted Activity			n/a		n/a
<b>Net Total Activity</b>	<b>\$421</b>	<b>\$18,555</b>	<b>4,307%</b>	<b>\$1,638</b>	<b>-91%</b>

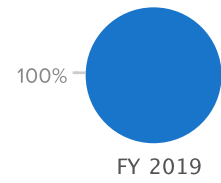
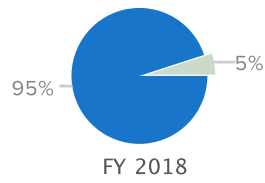
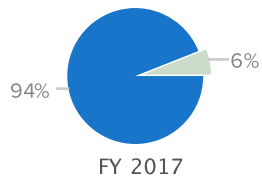
Revenue by Source

- Earned
- Investment
- Contributed



### Expenses by Functional Grouping

- Program
- General & Administrative
- Fundraising



## Revenue Details

	FY 2017	FY 2018	FY 2019	FY 2019	FY 2019
Operating Revenue	Total	Total	Total	Unrestricted	Restricted
Earned - Program					
Tuitions and registration fees		\$3,210			
Total earned - program		\$3,210			\$0
Earned - Non-program					
Food and concessions		\$392			
Gift shop and merchandise fees		\$918			
Total earned - non-program		\$1,310			\$0
Total earned revenue	\$0	\$4,520	\$0		
Contributed	Total	Total	Total	Unrestricted	Restricted
Trustee & board	\$750	\$820	\$700	\$700	
Individual	\$38,777	\$26,828	\$14,985	\$14,985	
Foundation	\$10,000	\$1,000	\$1,000	\$1,000	
City government	\$7,000	\$7,000	\$7,000	\$7,000	
State government	\$6,500	\$10,000	\$8,200	\$8,200	
In-kind operating contributions	\$1,422	\$1,200	\$0		
Net assets released from restriction	\$0	\$0	\$0		
Total contributed revenue	\$64,449	\$46,848	\$31,885	\$31,885	
Operating investment revenue	\$0	\$0	\$0		
Total operating revenue	\$64,449	\$51,368	\$31,885	\$31,885	
Total operating revenue less in-kind	\$63,027	\$50,168	\$31,885	\$31,885	
Non-operating revenue					
Non-operating investment revenue	\$23	\$22	\$37	\$37	
Transfers and re-classifications					
Total non-operating revenue	\$23	\$22	\$37	\$37	
Total revenue	\$64,472	\$51,390	\$31,922	\$31,922	
Total revenue less in-kind	\$63,050	\$50,190	\$31,922	\$31,922	

## Expense Details

	FY 2017 Total	FY 2018 Total	% Change	FY 2019 Total	% Change	FY 2019 Program	FY 2019 Fundraising	FY 2019 General & Administrative
Personnel expenses - Operating								
Independent contractors	\$13,815	\$19,270	39%	\$18,640	-3%	\$18,640		
Total personnel expenses - Operating	\$13,815	\$19,270	39%	\$18,640	-3%	\$18,640		
Non-personnel expenses - Operating								
Advertising and promotion	\$1,310	\$613	-53%	\$733	20%	\$733		
Conferences and meetings	\$0	\$200	n/a	\$0	-100%			
Dues and subscriptions	\$70	\$80	14%	\$50	-38%	\$50		
Insurance	\$323	\$343	6%	\$343	0%	\$343		
Occupancy costs	\$1,516	\$1,458	-4%	\$0	-100%			
Office and administration	\$81	\$661	716%	\$358	-46%	\$358		
Printing, postage and shipping	\$179	\$491	174%	\$240	-51%	\$240		
Travel	\$6,739	\$0	-100%	\$1,485	n/a	\$1,485		
Royalties, rights and reproductions	\$1,641	\$200	-88%	\$245	22%	\$245		
Productions and events costs	\$34,382	\$4,969	-86%	\$2,895	-42%	\$2,895		
Other operating expenses	\$510	\$258	-49%	\$644	150%	\$644		
Depreciation	\$3,485	\$4,292	23%	\$4,651	8%	\$4,651		
Total non-personnel expenses - Operating	\$50,236	\$13,565	-73%	\$11,644	-14%	\$11,644		
Total operating expenses	\$64,051	\$32,835	-49%	\$30,284	-8%	\$30,284		
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	\$64,051	\$32,835	-49%	\$30,284	-8%	\$30,284		
Total expenses less in-kind	\$62,629	\$31,635	-49%	\$30,284	-4%			
Total expenses less depreciation	\$60,566	\$28,543	-53%	\$25,633	-10%			
Total expenses less in-kind and depreciation	\$59,144	\$27,343	-54%	\$25,633	-6%			

## Balance Sheet

Assets	FY 2017	FY 2018	% Change	FY 2019	% Change
Current assets					
Cash	\$16,791	\$31,351	87%	\$28,877	-8%
Receivables	\$0	\$0	n/a	\$0	n/a
Investments			n/a		n/a
Prepaid expenses & other	\$0	\$0	n/a	\$0	n/a
<b>Total current assets</b>	<b>\$16,791</b>	<b>\$31,351</b>	<b>87%</b>	<b>\$28,877</b>	<b>-8%</b>
Non-current investments					
Fixed assets (net)	\$25,886	\$24,688	-5%	\$34,063	38%
Other non-current assets	\$0	\$0	n/a	\$0	n/a
<b>Total non-current assets</b>	<b>\$25,886</b>	<b>\$24,688</b>	<b>-5%</b>	<b>\$34,063</b>	<b>38%</b>
<b>Total assets</b>	<b>\$42,677</b>	<b>\$56,039</b>	<b>31%</b>	<b>\$62,940</b>	<b>12%</b>
Liabilities & Net Assets					
	FY 2017	FY 2018	% Change	FY 2019	% Change
Liabilities					
Accounts payable & other	\$0	\$0	n/a	\$0	n/a
Loans & other debt			n/a		n/a
Deferred revenue			n/a		n/a
<b>Total current liabilities</b>	<b>\$0</b>	<b>\$0</b>	<b>n/a</b>	<b>\$0</b>	<b>n/a</b>
Non-current liabilities	\$0	\$0	n/a	\$0	n/a
<b>Total liabilities</b>	<b>\$0</b>	<b>\$0</b>	<b>n/a</b>	<b>\$0</b>	<b>n/a</b>
Net assets					
Unrestricted	\$45,697		-100%	\$62,940	n/a
Restricted			n/a	\$0	n/a
<b>Total net assets</b>	<b>\$42,677</b>	<b>\$56,039</b>	<b>31%</b>	<b>\$62,940</b>	<b>12%</b>
<b>Total liabilities &amp; net assets</b>	<b>\$42,677</b>	<b>\$56,039</b>	<b>31%</b>	<b>\$62,940</b>	<b>12%</b>

Balance Sheet Metrics

	FY 2017	FY 2018	FY 2019
Months of Operating Cash	3	11	11
Total working capital	\$16,791	\$31,351	\$28,877
Current Ratio	n/a	n/a	n/a
Debt Service Impact			
Unrestricted Net Assets Net of Property, Plant and Equipment			
Operating Margin	1%	36%	5%
Depreciation as a % of Fixed Assets	n/a	n/a	n/a
Leverage Ratio			

Months of Operating Cash represents the number of months an organization can operate at current average monthly expense levels with existing cash and cash equivalents.  $Cash + Cash\ Equivalents / (Total\ Expense / 12)$ . The ratio is calculated using total numbers since this organization does not have a disaggregated balance sheet.

Total Working Capital consists of the resources available for operations, and in this report is calculated as total current assets minus total current liabilities since this organization does not have a disaggregated balance sheet. 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 (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.

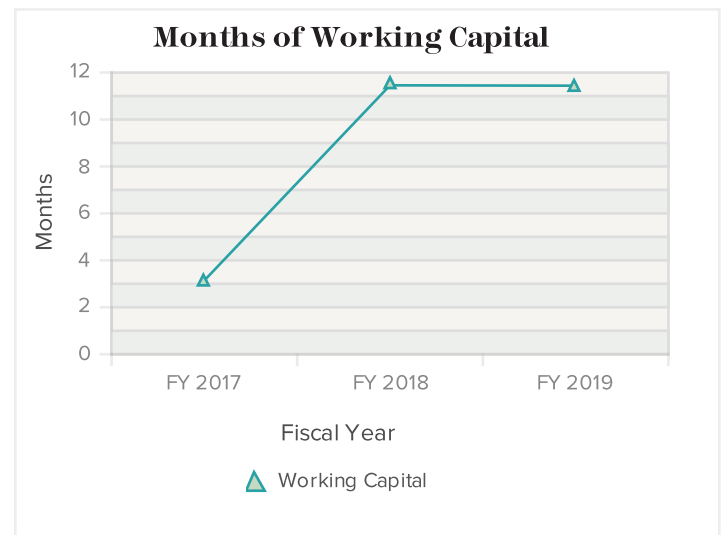
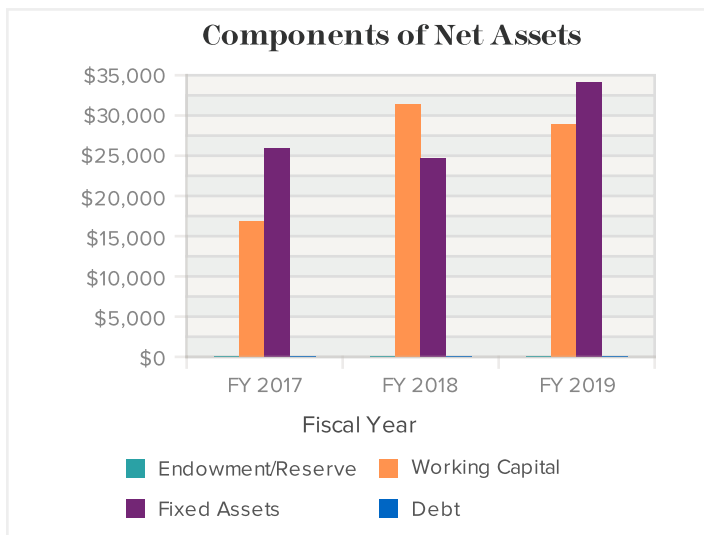
Debt Service Impact (Total Debt Service including principal and interest divided by Total Expense) calculates the % of an organization's total expenses applied to the total debt-service burden, e.g. a mortgage).

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 (Total Debt divided by Total Assets) measures what proportion of your 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 2017	FY 2018	% Change	FY 2019	% Change
In-person participation - paid		82	n/a		-100%
In-person participation - free	3,200	3,000	-6%	3,200	7%
<b>Total in-person participation</b>	<b>3,200</b>	<b>3,082</b>	<b>-4%</b>	<b>3,200</b>	<b>4%</b>

Types of In-person Attendance	FY 2017	FY 2018	% Change	FY 2019	% Change
Performance tickets	3,200	3,000	-6%	3,200	7%
Festival attendees		82	n/a		-100%
<b>Total in-person participation</b>	<b>3,200</b>	<b>3,082</b>	<b>-4%</b>	<b>3,200</b>	<b>4%</b>

Attendance Ages	FY 2017	FY 2018	% Change	FY 2019	% Change
Children (18 and under)	200	200	0%	200	0%
Seniors	1,000	1,200	20%	1,000	-17%
Adults	2,000	1,682	-16%	2,000	19%

Other Participation	FY 2017	FY 2018	% Change	FY 2019	% Change
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## Staffing

Staff & Non-Staff Statistics	FY 2017	FY 2018	% Change	FY 2019	% Change
Number of part-time or one-time volunteers	20	20	0%	15	-25%
Part-time or one-time volunteers - FTEs	0.4	0.25	-38%	0.01	-96%
Independent contractors	80	91	14%	81	-11%

Artistic Staff & Non-Staff Statistics	FY 2017	FY 2018	% Change	FY 2019	% Change
Independent contractors that are artists	80	91	14%	81	-11%



Program Activity

			% Change		% Change
Distinct productions	13	8	-38%	9	12%
Total performances	14	9	-36%	10	11%
Fairs/festivals/parades		1	n/a		-100%