

## CDP Notes

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*Unrestricted Operating Revenue, Earned Non-program revenue:* In FY 2018, Crescendo rented our two large ensemble rooms to the Arts Council of Greater Kalamazoo for their program use, resulting in \$2,195 in rental income.

*Expenses by Functional Total:* As a result of our financial review, the categories of some of our expenses was changed from *Program* to *General & Administrative*. Additionally, we completed a Strategic Plan during FY 2018, which increased our General & Administrative expenses by \$6,060

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*Revenue Details, Operating Revenue, Earned – Non-program:* In FY 2018, Crescendo rented our two large ensemble rooms to the Arts Council of Greater Kalamazoo for their program use, resulting in \$2,195 in rental income.

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*Expense Details, Personnel expenses – Operating, Independent Contractors:* Crescendo did not use as many teaching subs or outside accompanists FY 2018. Instead, we were able to utilize our employees for these tasks.

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*Balance Sheet, Current assets, Receivables:* FY 2018 amount of \$55,932 is made up of \$5,200 due from grantors, \$27,496 due from students, and \$23,236 due from the Kalamazoo Symphony Orchestra. The \$23,236 due from the Kalamazoo Symphony Orchestra is for our collaborative Marvelous Music program. They are the primary fiduciary for this program, and transfer funds to Crescendo at the end of their fiscal year. The payment for our FY 2018 was delayed, and not received until our FY 2019.



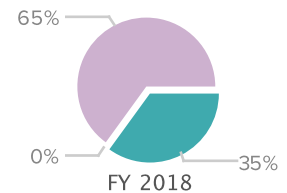
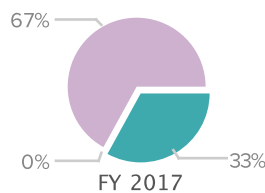
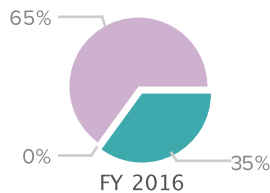
Organization Information

Organization name: Crescendo Academy of Music  
 City: Kalamazoo Federal ID #: 382787387  
 State: MI Year organization founded: 1987  
 County: Kalamazoo Organization type: 501(c)3 nonprofit organization  
 NISP Discipline: 2 - Music Fiscal year end date: 06-30  
 NISP Institution: 48 - School of the Arts DUNS #: 848432441  
 NTEE: B99 - Education N.E.C. Full-time staff: 2  
 Applicant is audited or reviewed by an independent accounting firm. Paid FTEs: 6.83  
 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	\$413,182	\$425,815	3%	\$437,994	3%
Earned Non-program	\$627	\$499	-20%	\$2,985	498%
<b>Total Earned Revenue</b>	<b>\$413,809</b>	<b>\$426,314</b>	<b>3%</b>	<b>\$440,979</b>	<b>3%</b>
Investment Revenue	\$200	\$200	0%	\$221	10%
Contributed Revenue	\$219,927	\$206,600	-6%	\$234,391	13%
<b>Total Unrestricted Operating Revenue</b>	<b>\$633,936</b>	<b>\$633,114</b>	<b>-0%</b>	<b>\$675,591</b>	<b>7%</b>
Less in-kind	(\$0)		n/a		n/a
<b>Total Unrestricted Operating Revenue Less In-kind</b>	<b>\$633,936</b>	<b>\$633,114</b>	<b>-0%</b>	<b>\$675,591</b>	<b>7%</b>
<b>Expenses by Functional Total</b>					
Program	\$489,944	\$514,949	5%	\$475,053	-8%
Fundraising	\$9,594	\$11,378	19%	\$9,411	-17%
General & Administrative	\$104,483	\$96,095	-8%	\$155,987	62%
<b>Total Operating Expenses</b>	<b>\$604,021</b>	<b>\$622,422</b>	<b>3%</b>	<b>\$640,451</b>	<b>3%</b>
Less in-kind	(\$0)		n/a		n/a
<b>Total Operating Expenses Less In-kind</b>	<b>\$604,021</b>	<b>\$622,422</b>	<b>3%</b>	<b>\$640,451</b>	<b>3%</b>
Net Unrestricted Activity - Operating	\$29,915	\$10,692	-64%	\$35,140	229%
Net Unrestricted Activity - Non-operating			n/a		n/a
<b>Total Net Unrestricted Activity</b>	<b>\$29,915</b>	<b>\$10,692</b>	<b>-64%</b>	<b>\$35,140</b>	<b>229%</b>
Net Temporarily Restricted Activity	\$0		n/a	-\$1,461	n/a
Net Permanently Restricted Activity	\$0		n/a		n/a
<b>Net Total Activity</b>	<b>\$29,915</b>	<b>\$10,692</b>	<b>-64%</b>	<b>\$33,679</b>	<b>215%</b>

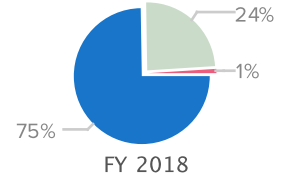
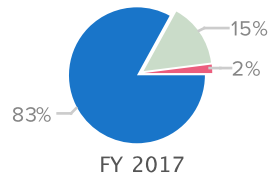
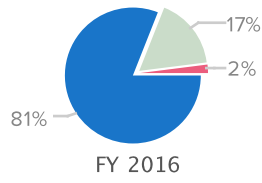
Revenue by Source

- Earned
- Investment
- Contributed



### Expenses by Functional Grouping

- Program
- General & Administrative
- Fundraising



## Revenue Details

	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2018
	Total	Total	Total	Unrestricted	Temporarily Restricted	Permanently Restricted
Operating Revenue						
Earned - Program						
Contracted services	\$2,755	\$2,400	\$2,400	\$2,400		n/a
Tuitions and registration fees	\$408,502	\$418,943	\$434,944	\$434,944		n/a
Other program revenue	\$1,925	\$4,472	\$650	\$650		n/a
Total earned - program	\$413,182	\$425,815	\$437,994	\$437,994	\$0	n/a
Earned - Non-program						
Gift shop and merchandise fees	\$130	\$268	\$621	\$621		n/a
Space rentals	\$390		\$2,195	\$2,195		n/a
Other earned revenue	\$107	\$231	\$169	\$169		n/a
Total earned - non-program	\$627	\$499	\$2,985	\$2,985	\$0	n/a
Total earned revenue	\$413,809	\$426,314	\$440,979	\$440,979		n/a

Contributed	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2018
	Total	Total	Total	Unrestricted	Temporarily Restricted	Permanently Restricted
Trustee & board	\$4,252	\$4,045	\$7,125	\$7,125		
Individual	\$17,818	\$23,792	\$22,853	\$22,853		
Corporate	\$3,822	\$4,964	\$4,906	\$4,906		
Foundation	\$160,877	\$152,799	\$171,046	\$171,046		
State government	\$33,158	\$21,000	\$27,000	\$27,000		
In-kind operating contributions	\$0	\$0	\$0			
Net assets released from restriction	\$0	\$0	\$0	\$1,461	-\$1,461	
<b>Total contributed revenue</b>	<b>\$219,927</b>	<b>\$206,600</b>	<b>\$232,930</b>	<b>\$234,391</b>	<b>-\$1,461</b>	
Operating investment revenue	\$200	\$200	\$221	\$221		
<b>Total operating revenue</b>	<b>\$633,936</b>	<b>\$633,114</b>	<b>\$674,130</b>	<b>\$675,591</b>	<b>-\$1,461</b>	
<b>Total operating revenue less in-kind</b>	<b>\$633,936</b>	<b>\$633,114</b>	<b>\$674,130</b>	<b>\$675,591</b>	<b>-\$1,461</b>	
Transfers and re-classifications						
<b>Total non-operating revenue</b>						
<b>Total revenue</b>	<b>\$633,936</b>	<b>\$633,114</b>	<b>\$674,130</b>	<b>\$675,591</b>	<b>-\$1,461</b>	
<b>Total revenue less in-kind</b>	<b>\$633,936</b>	<b>\$633,114</b>	<b>\$674,130</b>	<b>\$675,591</b>	<b>-\$1,461</b>	

## 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)	\$413,285	\$424,278	3%	\$432,820	2%	\$337,280	\$6,517	\$89,023
Independent contractors	\$5,344	\$6,303	18%	\$3,093	-51%	\$2,749	\$344	
Total personnel expenses - Operating	\$418,629	\$430,581	3%	\$435,913	1%	\$340,029	\$6,861	\$89,023
Non-personnel expenses - Operating								
Advertising and promotion	\$9,846	\$10,772	9%	\$10,333	-4%		\$350	\$9,983
Dues and subscriptions	\$1,168	\$1,471	26%	\$610	-59%			\$610
Grant awards and similar amounts paid	\$28,578	\$27,007	-5%	\$27,992	4%	\$27,992		
Insurance	\$3,814	\$3,918	3%	\$3,895	-1%	\$1,037	\$20	\$2,838
Occupancy costs	\$43,274	\$44,469	3%	\$47,230	6%	\$40,164		\$7,066
Office and administration	\$28,945	\$31,710	10%	\$37,520	18%		\$1,080	\$36,440
Printing, postage and shipping	\$4,227	\$6,754	60%	\$5,734	-15%		\$1,100	\$4,634
Travel	\$644	\$1,376	114%	\$360	-74%	\$360		
Productions and events costs	\$161	\$433	169%	\$927	114%	\$927		
Other operating expenses	\$64,735	\$63,931	-1%	\$58,577	-8%	\$55,002		\$3,575
Depreciation	\$0	\$0	n/a	\$11,360	n/a	\$9,542		\$1,818
Total non-personnel expenses - Operating	\$185,392	\$191,841	3%	\$204,538	7%	\$135,024	\$2,550	\$66,964
Total operating expenses	\$604,021	\$622,422	3%	\$640,451	3%	\$475,053	\$9,411	\$155,987
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	\$604,021	\$622,422	3%	\$640,451	3%	\$475,053	\$9,411	\$155,987
Total expenses less in-kind	\$604,021	\$622,422	3%	\$640,451	3%			
Total expenses less depreciation	\$604,021	\$622,422	3%	\$629,091	1%			
Total expenses less in-kind and depreciation	\$604,021	\$622,422	3%	\$629,091	1%			

## Balance Sheet

Assets	FY 2016	FY 2017	% Change	FY 2018	% Change
Current assets					
Cash	\$69,025	\$98,531	43%	\$99,981	1%
Receivables	\$27,962	\$19,982	-29%	\$55,932	180%
Investments			n/a		n/a
Prepaid expenses & other	\$1,583	\$0	-100%	\$2,163	n/a
<b>Total current assets</b>	<b>\$98,570</b>	<b>\$118,513</b>	<b>20%</b>	<b>\$158,076</b>	<b>33%</b>
Non-current investments					
Fixed assets (net)	\$201,036	\$201,036	0%	\$189,824	-6%
Other non-current assets	\$0	\$0	n/a	\$0	n/a
<b>Total non-current assets</b>	<b>\$201,036</b>	<b>\$201,036</b>	<b>0%</b>	<b>\$189,824</b>	<b>-6%</b>
<b>Total assets</b>	<b>\$299,606</b>	<b>\$319,549</b>	<b>7%</b>	<b>\$347,900</b>	<b>9%</b>
Liabilities & Net Assets	FY 2016	FY 2017	% Change	FY 2018	% Change
Liabilities					
Accounts payable & other	\$5,419	\$7,420	37%	\$6,938	-6%
Loans & other debt			n/a		n/a
Deferred revenue	\$18,250	\$25,500	40%	\$16,555	-35%
<b>Total current liabilities</b>	<b>\$23,669</b>	<b>\$32,920</b>	<b>39%</b>	<b>\$23,493</b>	<b>-29%</b>
Non-current liabilities	\$0	\$0	n/a	\$0	n/a
<b>Total liabilities</b>	<b>\$23,669</b>	<b>\$32,920</b>	<b>39%</b>	<b>\$23,493</b>	<b>-29%</b>
Net assets					
Unrestricted	\$254,791	\$254,409	-0%	\$281,794	11%
Temporarily restricted	\$44,815	\$32,220	-28%	\$42,613	32%
Permanently restricted	\$0		n/a		n/a
<b>Total net assets</b>	<b>\$275,937</b>	<b>\$286,629</b>	<b>4%</b>	<b>\$324,407</b>	<b>13%</b>
<b>Total liabilities &amp; net assets</b>	<b>\$299,606</b>	<b>\$319,549</b>	<b>7%</b>	<b>\$347,900</b>	<b>9%</b>

## Balance Sheet Metrics

	FY 2016	FY 2017	FY 2018
Months of Operating Cash -- Unrestricted	1	2	1
Total working capital -- Unrestricted	\$74,901	\$85,593	\$91,970
Current Ratio	4.16	3.6	6.73
Debt Service Impact	0%		
Unrestricted Net Assets Net of Property, Plant and Equipment			\$91,970
Operating Margin	5%	2%	5%
Depreciation as a % of Fixed Assets	n/a	n/a	n/a
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.  $\text{Cash} + \text{Cash Equivalents} / (\text{Total Expense} / 12)$ . 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.

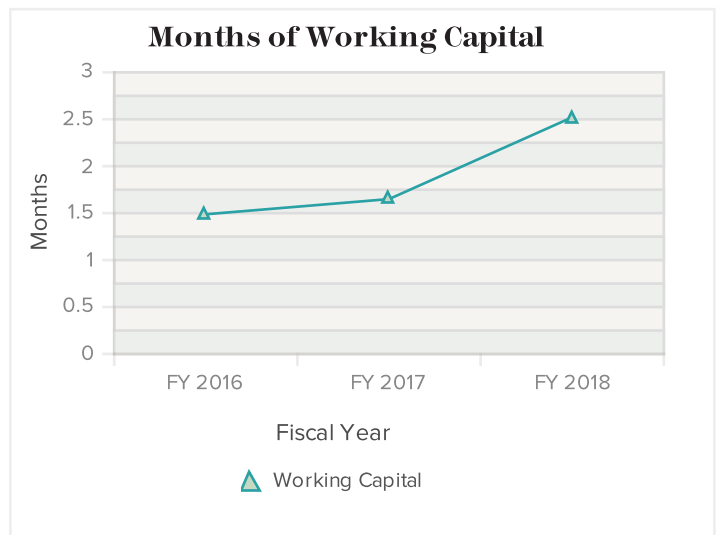
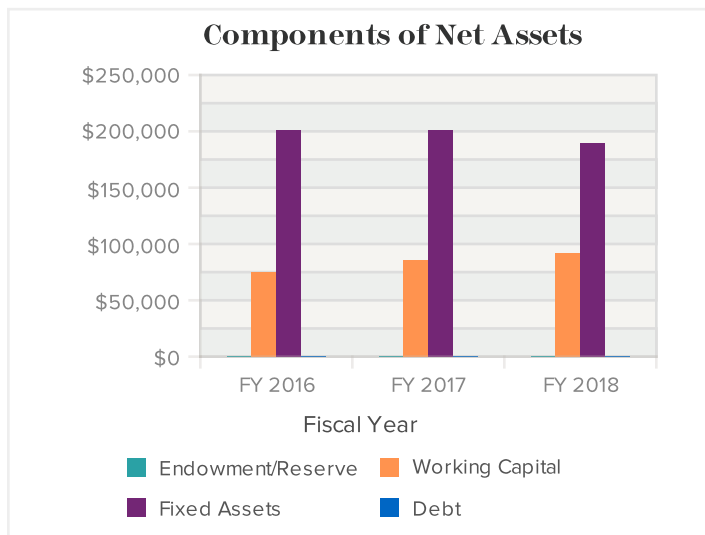
Debt Service Impact (Total Debt Service including principal and interest divided by Total Expense) calculates the % of an organization's total expenses applied to the total debt-service burden, e.g. a mortgage).

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, 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) determines how heavily the organization has borrowed. A number in excess of 50% may indicate a potential crunch.





## Attendance

In-person Participation	FY 2016	FY 2017	% Change	FY 2018	% Change
In-person participation - paid	1,553	1,295	-17%	947	-27%
In-person participation - free	5,145	5,740	12%	4,988	-13%
<b>Total in-person participation</b>	<b>6,698</b>	<b>7,035</b>	<b>5%</b>	<b>5,935</b>	<b>-16%</b>

Types of In-person Attendance	FY 2016	FY 2017	% Change	FY 2018	% Change
Performance tickets	4,324	5,025	16%	4,264	-15%
Registrants for classes/workshops	1,230	921	-25%	619	-33%
Students given private lessons	418	439	5%	447	2%
Participants of other events	726	650	-10%	605	-7%
<b>Total in-person participation</b>	<b>6,698</b>	<b>7,035</b>	<b>5%</b>	<b>5,935</b>	<b>-16%</b>

Attendance Ages	FY 2016	FY 2017	% Change	FY 2018	% Change
Children (18 and under)	3,695	4,685	27%	3,955	-16%
Children served in schools	754	37	-95%	40	8%
Seniors	100	250	150%	500	100%
Adults	2,903	2,100	-28%	1,480	-30%

Other Participation	FY 2016	FY 2017	% Change	FY 2018	% Change
Grant applicants	85	75	-12%	76	1%
Grant recipients	78	65	-17%	69	6%

## Staffing

Staff & Non-Staff Statistics	FY 2016	FY 2017	% Change	FY 2018	% Change
Full-time permanent employees	2	2	0%	2	0%
Part-time permanent employees	44	40	-9%	45	12%
Part-time permanent employees - FTEs	4.76	5.49	15%	4.83	-12%
Number of part-time or one-time volunteers	30	35	17%	21	-40%
Part-time or one-time volunteers - FTEs	0.37	0.34	-8%	0.06	-82%
Independent contractors	11	14	27%	13	-7%

Artistic Staff & Non-Staff Statistics	FY 2016	FY 2017	% Change	FY 2018	% Change
Part-time employees that are artists	44	40	-9%	44	10%
Independent contractors that are artists	9	12	33%	12	0%

## Program Activity

	FY 2016	FY 2017	% Change	FY 2018	% Change
Distinct productions	42	42	0%	42	0%
Total performances	42	42	0%	42	0%
Distinct classes/workshops	2		-100%		n/a
Distinct class series/courses	6	6	0%	8	33%
Total classes/class sessions	73	63	-14%	70	11%
Private lessons offered	22	22	0%	22	0%
Programs offered in schools	5	4	-20%	4	0%
Hours of programming in schools	85	124	46%	150	21%
Number of schools served	45	3	-93%	3	0%
Artists placed in schools	6	4	-33%	4	0%
Space - hours rented			n/a	25	n/a
Distinct other programs	1	1	0%	1	0%
Other programs occurrences	1,295	1,194	-8%	1,140	-5%