## Organization Information

**Organization name:** St. Cecilia Music Society dba St. Cecilia Music Center  
**City:** Grand Rapids  
**State:** MI  
**County:** Kent  
**Federal ID #:** 380996360  
**NISP Discipline:** 2 - Music  
**NISP Institution:** 15 - Arts Center  
**NTEE:** A68 - Music  

Year organization founded: 1883  
Organization type: 501(c)3 nonprofit organization  
DUNS #: 883578924  
Full-time staff: 4  
Board Members: 20  
Fiscal year end date: 06-30

Applicant is audited or reviewed by an independent accounting firm.

## Financial Summary

<table>
<thead>
<tr>
<th>Unrestricted Activity</th>
<th>FY 2019</th>
<th>FY 2020 % Change</th>
<th>FY 2021 % Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Unrestricted operating revenue</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Earned program</td>
<td>$378,725</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Earned non-program</td>
<td>$334,658</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total earned revenue</td>
<td>$713,383</td>
<td>(-16%)</td>
<td>(-16%)</td>
</tr>
<tr>
<td>Investment revenue</td>
<td>-$10,821</td>
<td>44%</td>
<td></td>
</tr>
<tr>
<td>Contributed revenue</td>
<td>$577,517</td>
<td>62%</td>
<td></td>
</tr>
<tr>
<td>Total unrestricted operating revenue</td>
<td>$1,280,079</td>
<td>(-19%)</td>
<td>(-19%)</td>
</tr>
<tr>
<td>Less in-kind</td>
<td>$36,785</td>
<td>92%</td>
<td></td>
</tr>
<tr>
<td>Unrestricted operating revenue less in-kind</td>
<td>$1,243,294</td>
<td>17%</td>
<td>(-17%)</td>
</tr>
<tr>
<td><strong>Operating expenses</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program</td>
<td>$1,124,933</td>
<td>(-1%)</td>
<td>$662,272</td>
</tr>
<tr>
<td>Management &amp; general</td>
<td>$114,084</td>
<td>4%</td>
<td>$122,143</td>
</tr>
<tr>
<td>Fundraising</td>
<td>$162,019</td>
<td>(-4%)</td>
<td>$127,136</td>
</tr>
<tr>
<td>Total operating expenses</td>
<td>$1,401,036</td>
<td>(-1%)</td>
<td>$911,551</td>
</tr>
<tr>
<td>Less in-kind</td>
<td>$36,785</td>
<td>92%</td>
<td>$32,209</td>
</tr>
<tr>
<td>Unrestricted operating expenses less in-kind</td>
<td>$1,364,251</td>
<td>(-4%)</td>
<td>$879,342</td>
</tr>
<tr>
<td><strong>Unrestricted change in net assets - operating</strong></td>
<td>-$120,957</td>
<td>216%</td>
<td>-$2,868</td>
</tr>
<tr>
<td><strong>Unrestricted change in net assets</strong></td>
<td>-$120,957</td>
<td>216%</td>
<td>-$2,868</td>
</tr>
<tr>
<td><strong>Restricted change in net assets</strong></td>
<td>$241,862</td>
<td>(-171%)</td>
<td>$406,393</td>
</tr>
<tr>
<td><strong>Total change in net assets</strong></td>
<td>$120,905</td>
<td>(-126%)</td>
<td>$403,525</td>
</tr>
</tbody>
</table>

A display value of -0% signifies a value of less than +/- 0.5%
Unrestricted Operating Revenue by Source

- Earned
- Investment
- Contributed

Operating Expenses by Functional Grouping

- Program
- Management & General
- Fundraising
# Revenue Details

<table>
<thead>
<tr>
<th>Operating Revenue</th>
<th>FY 2019 Total</th>
<th>FY 2020 Total</th>
<th>FY 2021 Total</th>
<th>FY 2021 Unrestricted</th>
<th>FY 2021 Restricted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Earned - Program</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subscriptions</td>
<td>$46,390</td>
<td>$32,261</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Membership fees - individuals</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Membership fees - organizations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ticket sales &amp; admissions</td>
<td>$206,698</td>
<td>$180,745</td>
<td>$8,852</td>
<td>$8,852</td>
<td></td>
</tr>
<tr>
<td>Education revenue</td>
<td>$120,023</td>
<td>$104,206</td>
<td>$4,514</td>
<td>$4,514</td>
<td></td>
</tr>
<tr>
<td>Publication sales</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gallery sales</td>
<td>$1,259</td>
<td>$754</td>
<td>$467</td>
<td>$467</td>
<td></td>
</tr>
<tr>
<td>Contracted services &amp; touring fees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Royalty &amp; reproduction revenue</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Earned - program not listed above</td>
<td>$4,355</td>
<td>$3,759</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total earned - program</td>
<td>$378,725</td>
<td>$321,725</td>
<td>$13,833</td>
<td>$13,833</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Earned - Non-program</th>
<th>FY 2019 Total</th>
<th>FY 2020 Total</th>
<th>FY 2021 Total</th>
<th>FY 2021 Unrestricted</th>
<th>FY 2021 Restricted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rental revenue</td>
<td>$136,689</td>
<td>$78,883</td>
<td>$50,839</td>
<td>$50,839</td>
<td></td>
</tr>
<tr>
<td>Sponsorship revenue</td>
<td>$162,551</td>
<td>$163,487</td>
<td>$123,500</td>
<td>$123,500</td>
<td></td>
</tr>
<tr>
<td>Attendee-generated revenue not listed above</td>
<td>$9,556</td>
<td>$6,672</td>
<td>$256</td>
<td>$256</td>
<td></td>
</tr>
<tr>
<td>Earned non-program not listed above</td>
<td>$25,862</td>
<td>$27,292</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total earned - non-program</td>
<td>$334,658</td>
<td>$276,334</td>
<td>$174,595</td>
<td>$174,595</td>
<td></td>
</tr>
<tr>
<td>Total earned revenue</td>
<td>$713,383</td>
<td>$598,059</td>
<td>$188,428</td>
<td>$188,428</td>
<td></td>
</tr>
</tbody>
</table>
St. Cecilia Music Center

Revenue Narrative

FY 2019
n/a

FY 2020
SCMC cancelled all concerts, educational programs, and building rentals after March 13, 2020 accounting for the decline in earned revenue. SCMC received a $339,000 unrestricted bequest near the onset of the Covid-19 pandemic. Family members requested it be used during the pandemic and once the organization is back to a pre-covid funding level, any unused amount be transferred to the endowment. SCMC received 2 multi-year foundation grant pledges in 2019 recorded in the year grant pledge made.

FY 2021
Due to the ongoing pandemic, SCMC cancelled all in-person concerts and educational programs and were able to rent the building for limited small events. The investment revenue increase was due to the stock market performance during our fiscal year. Contributed revenue was less than 2020 because of a $339,000 unrestricted bequest received in 2020. SCMC was unable to hold any fundraising special events during 2021 and due to that our in-kind donations were also down.
Even though we cancelled our remaining events and education activities after Covid-19, we continued to pay our ensemble instructors and salaried personnel through the end of the fiscal year. Many of our other expenses, such as the maintenance and utilities for our historic building are fixed. Therefore our operating expenses did not decline proportionately with our activity.

SCMC was not able to hold any live concerts or educational programs but did stream concerts and offer digital education opportunities. Our expenses were significantly lower due to much smaller artist fees and production expenses. Since we held no live events or education programs our part-time event and education staff received limited working hours and thus our personnel expenses were much lower.
Balance Sheet Narrative

FY 2019  

n/a

FY 2020

The unrestricted cash consists of $175,000 operating reserve, $10,000 building reserve and $339,000 Covid-19 reserve. The Covid-19 reserve was a bequest and unused funds will be put in the endowment once effects of the pandemic are over. Receivables and non-current assets decreased due to payment on capital campaign and multi-year foundation pledges. Deferred revenue decreased due to lower advance ticket sales due to pandemic uncertainty. The $106,250 is a PPP loan which was forgiven 2/2021.

FY 2021

The unrestricted cash consists of $180,000 operating reserve, $260,000 building reserve for major repairs of our historic building, and $339,000 Covid-19 reserve. The Covid-19 reserve was a bequest and unused funds will be put in the endowment once the effects of the pandemic are over. Investments increased due to the positive performance in the stock market during our fiscal year. Liabilities decreased due to the forgiveness of the PPP loan.
Balance Sheet Metrics

<table>
<thead>
<tr>
<th></th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>% Change</th>
<th>FY 2021</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Months of operating cash -- Unrestricted</td>
<td>3.41</td>
<td>7.26</td>
<td>113%</td>
<td>13.21</td>
<td>82%</td>
</tr>
<tr>
<td>Working capital -- Unrestricted</td>
<td>$298,104</td>
<td>$653,577</td>
<td>119%</td>
<td>$874,481</td>
<td>34%</td>
</tr>
<tr>
<td>Current ratio -- Unrestricted</td>
<td>2.93</td>
<td>3.96</td>
<td>35%</td>
<td>6.55</td>
<td>66%</td>
</tr>
<tr>
<td>Net assets as a % of total expenses</td>
<td>448%</td>
<td>451%</td>
<td>1%</td>
<td>730%</td>
<td>62%</td>
</tr>
<tr>
<td>Fixed assets (net)</td>
<td>$3,389,231</td>
<td>$3,173,935</td>
<td>-6%</td>
<td>$2,950,163</td>
<td>-7%</td>
</tr>
<tr>
<td>Condition of fixed assets</td>
<td>80%</td>
<td>94%</td>
<td>n/a</td>
<td>109%</td>
<td>n/a</td>
</tr>
<tr>
<td>Leverage -- Unrestricted</td>
<td>3%</td>
<td>n/a</td>
<td>-100%</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Total debt</td>
<td>$106,250</td>
<td>n/a</td>
<td>-100%</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Debt service impact</td>
<td>0%</td>
<td>0%</td>
<td>n/a</td>
<td>0%</td>
<td>n/a</td>
</tr>
</tbody>
</table>

**Months of operating cash -- unrestricted** (Unrestricted Cash & Cash Equivalents/(Total Expense/12)) indicates the number of months an organization can operate at current average monthly expense levels with existing unrestricted cash and cash equivalents. This ratio is calculated using unrestricted numbers only.

**Working capital -- unrestricted** (Unrestricted Current Assets minus Unrestricted Current Liabilities) consists of the unrestricted resources available for operations. 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 unrestricted** (Unrestricted Current Assets divided by Unrestricted Current Liabilities) determines the organization’s ability to pay current debt using current assets. A ratio of 1.0 indicates that current assets are equal to current liabilities. A ratio of around 1.5 is a more comfortable position, allowing for more cushion against uncollected receivables or timing discrepancies between expected receipts and disbursements. Ideally this number should approach 2 which indicates ample short-term liquidity to obviate the need to borrow or sell assets.

**Net assets as % of total expenses** measures the net worth of an organization in relationship to its operating size. It is calculated as total net assets divided by total expenses. If the trend is level or increasing, then total net assets are keeping pace with growth in operating expenses.

**Condition of fixed assets** indicates the potential need for replacement or repair of fixed assets (such as buildings, furniture, office equipment, sets and props). This is especially significant for organizations that own a building or carry a long-term lease. Accumulated depreciation of less than 50% of the total value of fixed assets indicates a stock of relatively new assets. A high percentage (>80%) of accumulated depreciation could indicate aging infrastructure and need for funding the replacement or repair of fixed assets in the near future.

**Leverage ratio** (Total 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.

**Fixed assets net** is the value of all land, buildings, equipment, leasehold improvements and other property and equipment owned by the organization. It is calculated net of accumulated depreciation to reflect the reduction in the value of an asset as it ages and is used.

**Total debt** consists of all short and long-term contractual obligations of the organization, including lines of credit, loans, notes, bonds, and capital leases.

**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. The higher the percentage, the more the organization has to dedicate its resources to debt repayment rather than programming and other operating expenses.

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Components of Net Assets

- Unrestricted working capital
- Fixed assets
- Debt

A display value of -0% signifies a value of less than +/- 0.5%

Report Run Date: 5/24/2022
Months of Unrestricted Working Capital

A display value of -0% signifies a value of less than +/- 0.5%
## Attendance

<table>
<thead>
<tr>
<th></th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>% Change</th>
<th>FY 2021</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total attendance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Paid</td>
<td>8,685</td>
<td>6,267</td>
<td>-28%</td>
<td>207</td>
<td>-97%</td>
</tr>
<tr>
<td>Free</td>
<td>2,710</td>
<td>1,278</td>
<td>-53%</td>
<td>4,408</td>
<td>245%</td>
</tr>
<tr>
<td>Total</td>
<td>11,395</td>
<td>7,545</td>
<td>-34%</td>
<td>4,615</td>
<td>-39%</td>
</tr>
<tr>
<td>In-person attendance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Paid</td>
<td>8,685</td>
<td>6,267</td>
<td>-28%</td>
<td>90</td>
<td>-99%</td>
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<td>-100%</td>
</tr>
<tr>
<td>Total</td>
<td>11,395</td>
<td>7,545</td>
<td>-34%</td>
<td>90</td>
<td>-99%</td>
</tr>
<tr>
<td>Digital attendance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Paid</td>
<td>n/a</td>
<td>n/a</td>
<td></td>
<td>117</td>
<td>n/a</td>
</tr>
<tr>
<td>Free</td>
<td>n/a</td>
<td></td>
<td></td>
<td>4,408</td>
<td>n/a</td>
</tr>
<tr>
<td>Total</td>
<td>n/a</td>
<td></td>
<td></td>
<td>4,525</td>
<td>n/a</td>
</tr>
<tr>
<td>In-person attendees 18 and under</td>
<td></td>
<td></td>
<td></td>
<td>90</td>
<td>-96%</td>
</tr>
</tbody>
</table>

## Programs in schools

<table>
<thead>
<tr>
<th></th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>% Change</th>
<th>FY 2021</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Children served in schools</td>
<td>55</td>
<td>44</td>
<td>-20%</td>
<td></td>
<td>-100%</td>
</tr>
<tr>
<td>Hours of instruction</td>
<td>210</td>
<td>165</td>
<td>-21%</td>
<td></td>
<td>-100%</td>
</tr>
</tbody>
</table>

## Workforce

<table>
<thead>
<tr>
<th>Number of People</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>% Change</th>
<th>FY 2021</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees: Full-time permanent</td>
<td>5</td>
<td>5</td>
<td>0%</td>
<td>4</td>
<td>-20%</td>
</tr>
<tr>
<td>Employees: Part-time permanent</td>
<td>21</td>
<td>22</td>
<td>5%</td>
<td>8</td>
<td>-64%</td>
</tr>
<tr>
<td>Volunteers</td>
<td>93</td>
<td>91</td>
<td>-2%</td>
<td>24</td>
<td>-74%</td>
</tr>
<tr>
<td>Independent contractors</td>
<td>154</td>
<td>103</td>
<td>-33%</td>
<td>140</td>
<td>36%</td>
</tr>
<tr>
<td>Interns and apprentices</td>
<td>1</td>
<td>1</td>
<td>0%</td>
<td></td>
<td>-100%</td>
</tr>
<tr>
<td>Total positions</td>
<td>274</td>
<td>222</td>
<td>-19%</td>
<td>176</td>
<td>-21%</td>
</tr>
</tbody>
</table>

## Visual & Performing Artists

<table>
<thead>
<tr>
<th></th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>% Change</th>
<th>FY 2021</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of visual &amp; performing artists</td>
<td>161</td>
<td>113</td>
<td>-30%</td>
<td>139</td>
<td>23%</td>
</tr>
<tr>
<td>Payments to artists &amp; performers</td>
<td>$238,795</td>
<td>$225,992</td>
<td>-5%</td>
<td>$22,246</td>
<td>-90%</td>
</tr>
</tbody>
</table>

## Covid-19 Impact

Due to COVID-19 crisis restrictions on in-person gatherings and/or stay-at-home orders mandated by government health guidelines, how was staffing affected at your organization:

- **Number of employees laid off**: 1
- **Number of employees furloughed**: 0
- **Of those furloughed or laid off employees, how many (if any) have been brought back?**: 0
### Mission and Constituency

**Mission statement**
To promote the appreciation, study and performance of music in order to enrich the human spirit and enhance the quality of life for the residents of West Michigan.

**Mission demographics**
This organization's mission is not rooted in an explicitly identified ethnic, cultural or other demographic voice.

<table>
<thead>
<tr>
<th>Racial/ethnic group</th>
<th>Additional group (please state)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>Additional group (please state)</td>
</tr>
<tr>
<td>Sexual orientation</td>
<td>Additional group (please state)</td>
</tr>
<tr>
<td>Age group</td>
<td>Additional group (please state)</td>
</tr>
<tr>
<td>Disability</td>
<td>Additional characteristics</td>
</tr>
</tbody>
</table>

If the fields above are blank, this organization does not serve that demographic specifically.

**Audience**
The organization does not seek to primarily serve a specific audience.

<table>
<thead>
<tr>
<th>Racial/ethnic group</th>
<th>Additional group (please state)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>Additional group (please state)</td>
</tr>
<tr>
<td>Sexual orientation</td>
<td>Additional group (please state)</td>
</tr>
<tr>
<td>Age group</td>
<td>Additional group (please state)</td>
</tr>
<tr>
<td>Disability</td>
<td>Additional characteristics</td>
</tr>
</tbody>
</table>

**Community type served**
Urban

If the fields above are blank, this organization does not serve that demographic specifically.
<table>
<thead>
<tr>
<th>In-person activity</th>
<th>FY 2019</th>
<th></th>
<th>FY 2020</th>
<th></th>
<th>FY 2021</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Distinct offerings</td>
<td># of times offered</td>
<td>Distinct offerings</td>
<td># of times offered</td>
<td>Distinct offerings</td>
<td># of times offered</td>
</tr>
<tr>
<td>Productions (self-produced)</td>
<td>21</td>
<td>21</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Productions (presented)</td>
<td></td>
<td></td>
<td>13</td>
<td>13</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Classes/assemblies/other programs in schools</td>
<td>5</td>
<td>5</td>
<td>84</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Classes/workshops (outside of schools)</td>
<td>21</td>
<td>389</td>
<td>15</td>
<td>218</td>
<td>8</td>
<td>32</td>
</tr>
<tr>
<td>Field trips/school visits</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Guided tours</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Lectures</td>
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<tr>
<td>Traveling exhibitions (hosted)</td>
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<tr>
<td>Films screened</td>
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<tr>
<td>Festivals/conferences</td>
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<tr>
<td>Readings/workshops (developing works)</td>
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</tr>
<tr>
<td>Community programs (not included above)</td>
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NOTE: Data entered prior to 2021 combines information about physical and digital programs. It has been included in the physical program lines.
### Program Activity

#### Digital activity

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<th>Program Type</th>
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<th>FY 2020</th>
<th>FY 2021</th>
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<tbody>
<tr>
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<td>Distinct offerings</td>
<td># times digitally offered</td>
<td>On-demand</td>
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<td>Productions (self-produced)</td>
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<td>Productions (presented)</td>
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<td>Classes/assembley/other programs in schools</td>
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<tr>
<td>Classes/workshops (outside of schools)</td>
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<td>Field trips/school visits</td>
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<td>Guided tours</td>
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<td>Lectures</td>
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<tr>
<td>Permanent exhibitions</td>
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</tr>
<tr>
<td>Temporary exhibitions</td>
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</tr>
<tr>
<td>Traveling exhibitions (hosted)</td>
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<td>Films screened</td>
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<td>Broadcast productions</td>
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<td>Festivals/conferences</td>
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<tr>
<td>Readings/workshops (developing works)</td>
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<td>Community programs (not included above)</td>
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**NOTE:** Data entered prior to 2021 combines information about physical and digital programs. It has been included in the physical program lines.

#### Digital activity financials

<table>
<thead>
<tr>
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<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
<td>Associated with digital program delivery</td>
<td>Total</td>
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<tr>
<td>Earned revenue</td>
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<td>$598,059</td>
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<td>Contributed revenue</td>
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<td>$698,803</td>
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<tr>
<td>Operating expense</td>
<td>$1,401,036</td>
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<td>$1,386,806</td>
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</tbody>
</table>
Program Activity Narrative

FY 2019
n/a

FY 2020
Due to Covid, we were forced to cancel our concerts, education programs, and historic building rentals from March 13th to the end of our fiscal year. This accounts for the decline in our productions, paid and free participation and education hours.

We rent our historic facility to community members and other organizations for weddings, recitals, graduation ceremonies, and performance events. These rents were also significantly reduced due to mandated closure.

FY 2021
Due to Covid, we were not able to host any live concerts. We offered one session of paid small music instruction classes (10 participants per class) in the fall but then were forced to cancel the remaining classes due to another Covid surge. We transitioned to digital programming offering both self-producing artistic performances and presenting recorded content from artists. The majority of the concerts were free but 3 of the concerts had a paid ticket price. We also recorded instructional videos from our ensemble conductors offered for free to students.