

**Delaware Symphony Orchestra Board Financial Review  
FY 2018 Budget vs FY 2018 Operations Forecast**

As of 12-11-17

	A	B	C	D	E	F	G	H	
		Annual Unaudited Actual FY17	Annual Operating Actual FY17	Annual Op Budget FY18	Annual Op Forecast FY18	Bud v Forecast (D - E)	5 mos Op Actual July - November	7 mos Op Forecast Dec - June	Updates
<b>Delaware Symphony Orchestra</b>									
<b>Income</b>									
1	Ticket Sales	\$217,334	\$217,334	\$288,740	\$226,623	(\$62,117)	\$87,508	\$139,115	
2	Performance Fees	\$62,190	\$62,190	\$51,800	\$30,347	(\$21,453)	\$950	\$29,397	
Contributions									
3	Government	\$144,700	\$144,700	\$225,000	\$130,700	(\$94,300)	\$120,700	\$10,000	
4	Corporate	\$58,032	\$58,032	\$197,000	\$160,000	(\$37,000)	\$45,000	\$115,000	BofA, DuPont, Wilm Trust, PNC
5	Foundations	\$397,289	\$127,289	\$425,000	\$300,500	(\$124,500)	\$155,000	\$145,500	
6	Major Gifts	\$415,037	\$419,037	\$335,000	\$385,000	\$50,000	\$138,901	\$246,099	Stock, Chair Sponsor, other
7	Board Gifts	\$69,800	\$54,800	\$52,000	\$52,000	\$0	\$14,050	\$37,950	
8	Other Individuals	\$115,664	\$117,164	\$170,000	\$149,600	(\$20,400)	\$20,999	\$128,601	
9	Special Events/ Fundraising	\$14,780	\$14,780	\$40,000	\$40,000	\$0	\$0	\$40,000	
10	<b>Total Contributions</b>	<b>\$1,215,302</b>	<b>\$935,802</b>	<b>\$1,444,000</b>	<b>\$1,217,800</b>	<b>(\$226,200)</b>	<b>\$494,650</b>	<b>\$723,150</b>	
11	ArtCo	\$167,195	\$167,195	\$145,000	\$159,513	\$14,513	\$159,513	\$0	
12	Estate Bequests	\$13,254	\$13,254	\$0	\$0	\$0	\$0	\$0	
13	In-Kind Gifts	\$64,072	\$0	\$0	\$29,075	\$29,075	\$29,075	\$0	GOH, Hotel Dupont
14	Other Income(Loss)	\$72,842	\$37,861	\$30,460	\$39,525	\$9,065	\$18,234	\$21,291	\$8,800 Program ads
15	<b>Total Income</b>	<b>\$1,812,189</b>	<b>\$1,433,636</b>	<b>\$1,960,000</b>	<b>\$1,702,883</b>	<b>(\$257,117)</b>	<b>\$789,930</b>	<b>\$912,953</b>	
<b>Expenses</b>									
Program Expenses									
16	Program Staff Compensation	\$239,952	\$239,952	\$253,386	\$244,999	\$8,387	\$94,876	\$150,123	
17	Musicians and Soloists	\$607,438	\$607,438	\$736,917	\$613,425	\$123,492	\$208,452	\$404,973	
18	Other Production Costs	\$265,156	\$240,931	\$411,197	\$297,386	\$113,811	\$97,986	\$199,400	
19	<b>Total Program Expenses</b>	<b>\$1,112,546</b>	<b>\$1,088,321</b>	<b>\$1,401,500</b>	<b>\$1,155,810</b>	<b>\$245,690</b>	<b>\$401,314</b>	<b>\$754,496</b>	
Administrative Expenses									
20	Admin. Staff Compensation	\$303,772	\$303,772	\$365,369	\$354,758	\$10,611	\$133,983	\$220,775	
21	Audit and Legal	\$16,000	\$16,000	\$16,500	\$16,600	(\$100)	\$9,000	\$7,600	
22	Office and Equipment Rental	\$39,164	\$39,164	\$42,357	\$41,707	\$650	\$15,133	\$26,574	
23	Insurance	\$29,791	\$29,791	\$31,509	\$30,895	\$614	\$11,851	\$19,044	
24	Consultants/Recruitment	\$143,853	\$143,151	\$0	\$0	\$0	\$0	\$0	
25	Special Events Expenses	\$7,348	\$7,348	\$20,000	\$20,000	\$0	\$0	\$20,000	
26	Other Admin. Expenses	\$47,161	\$47,161	\$65,265	\$65,265	\$0	\$19,058	\$46,207	
27	Depreciation / Disposal	\$11,685	\$11,685	\$17,500	\$17,500	\$0	\$4,821	\$12,679	
28	<b>Total Admin. Expenses</b>	<b>\$598,774</b>	<b>\$598,072</b>	<b>\$558,500</b>	<b>\$546,725</b>	<b>\$11,775</b>	<b>\$193,846</b>	<b>\$352,879</b>	
29	<b>Total Expenses</b>	<b>\$1,711,320</b>	<b>\$1,686,393</b>	<b>\$1,960,000</b>	<b>\$1,702,535</b>	<b>\$257,465</b>	<b>\$595,160</b>	<b>\$1,107,375</b>	
30	<b>Net Surplus/(Deficit)</b>	<b>\$100,869</b>	<b>(\$252,757)</b>	<b>\$0</b>	<b>\$348</b>	<b>\$348</b>	<b>\$194,770</b>	<b>(\$194,422)</b>	
31	Unrestricted Net Assets	\$816,494			\$816,842				
32	Restricted Net Assets	\$317,000			\$207,500				
33	<b>Ending Net Assets Balance</b>	<b>\$1,133,494</b>			<b>\$1,024,342</b>				

**NOTE: The Delaware Symphony Orchestra's fiscal year runs from July 1 through June 30.**

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**Delaware Symphony Orchestra Board Financial Review**  
**Cash Projection Report as of December 11, 2017**

A														
		CL1/Runout	CH1	CL2/Familyx2	CH2/Runout	CL3/VGL	CH3	Explx2 /CL4	CH4	CL5/Outreach				
	B	C	D	E	F	G	H	I	J	K	L	M	N	O
	Jul 2017	Aug 2017	Sep 2017	Oct 2017	Nov 2017	Dec 2017	Jan 2018	Feb 2018	Mar 2018	Apr 2018	May 2018	Jun 2018	Jul 2018	Aug 2018
<b>1 Total Cash Available at Beginning of Month</b>	\$81,282	\$33,332	\$39,740	\$19,896	\$4,665	\$16,047	(\$37,122)	(\$23,039)	(\$106,775)	(\$181,867)	(\$274,449)	(\$424,914)	(\$627,800)	(\$680,550)
<b>Cash In</b>														
<b>2</b> Subscription Sales/Performance Fees	\$0	\$0	\$23,663	\$6,535	\$24,913	\$5,885	\$43,269	\$5,885	\$23,927	\$5,885	\$23,927	\$0	\$0	\$0
<b>3</b> Ticket Sales / Program ads	\$0	\$950	\$22,683	\$2,714	\$12,912	\$3,166	\$12,297	\$2,910	\$22,806	\$3,280	\$12,297	\$0	\$0	\$0
<b>4</b> Grants (government/corporate/foundation)	\$2,000	\$5,000	\$78,350	\$38,450	\$12,000	\$0	\$15,000	\$0	\$42,245	\$0	\$0	\$0	\$0	\$0
<b>5</b> Contributions (major gifts)	\$5,602	\$0	\$10,000	\$1,000	\$100,000	\$24,000	\$15,000	\$0	\$110,000	\$0	\$5,000	\$100,000	\$0	\$0
<b>6</b> Contributions (individual)	\$7,525	\$5,000	\$4,911	\$2,000	\$10,078	\$7,130	\$0	\$0	\$0	\$0	\$3,500	\$0	\$0	\$0
<b>7</b> Special Events Fundraising	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>8</b> Other (ARTCO, Board Restricted Fund )	\$379	\$159,513	\$268	\$0	\$1,000	\$0	\$42,250	\$0	\$0	\$0	\$0	\$0	\$0	\$75,000
<b>9</b> Restricted Gifts	\$150,000	\$0	(\$15,000)	(\$17,500)	\$500	\$2,500	(\$2,500)	\$2,500	\$10,000	\$6,250	\$5,000	\$3,750	\$0	\$0
<b>10</b> Operating Reserve Use	(\$150,000)	(\$80,000)	\$25,000	\$25,000	\$80,000	\$0	\$100,000	\$0	\$0	\$0	\$0	(\$250,000)	\$0	\$0
<b>11 Total Cash In (sum of rows 2 - 10)</b>	\$15,506	\$90,463	\$149,875	\$58,199	\$241,403	\$42,681	\$225,316	\$11,295	\$208,978	\$15,415	\$49,724	(\$146,250)	\$0	\$75,000
<b>Cash Out</b>														
Program														
<b>12</b> Program Staff Compensation	\$16,871	\$26,051	\$18,193	\$19,193	\$18,729	\$18,917	\$19,021	\$20,021	\$27,316	\$19,961	\$18,961	\$18,961	\$19,043	\$27,350
<b>13</b> Musicians and Soloists	\$0	\$0	\$70,063	\$8,016	\$129,477	\$12,004	\$122,268	\$21,558	\$131,013	\$38,256	\$84,236	\$3,750	\$0	\$0
<b>14</b> Other Production Expense	\$13,607	\$2,783	\$23,310	\$7,801	\$17,484	\$18,846	\$24,042	\$6,599	\$70,425	\$3,525	\$24,596	\$0	\$0	\$852
<b>15</b> Marketing	\$1,150	\$3,959	\$4,513	\$4,151	\$13,051	\$3,075	\$7,000	\$925	\$7,150	\$5,925	\$10,000	\$0	\$0	\$5,000
<b>16</b> Total Program Cash Needs	\$31,628	\$32,793	\$116,079	\$39,161	\$178,741	\$52,842	\$172,330	\$49,102	\$235,904	\$67,667	\$137,793	\$22,711	\$19,043	\$33,202
Administrative														
<b>17</b> Administrative Staff Compensation	\$26,180	\$37,660	\$26,460	\$27,092	\$27,073	\$27,073	\$27,360	\$27,360	\$39,652	\$27,512	\$27,512	\$27,512	\$27,689	\$39,833
<b>18</b> Audit and Legal	\$0	\$0	\$5,000	\$0	\$9,000	\$0	\$2,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>19</b> Consultants	\$1,550	\$0	\$12,895	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>20</b> Insurance	\$0	\$6,517	\$0	\$479	\$6,794	\$958	\$0	\$8,385	\$479	\$0	\$6,900	\$479	\$0	\$6,900
<b>21</b> Office and Equipment Rental/Support	\$3,100	\$6,085	\$2,613	\$2,697	\$3,238	\$3,738	\$3,904	\$6,945	\$2,695	\$2,779	\$4,445	\$2,695	\$2,779	\$3,820
<b>22</b> Fundraising/Solicitaion	\$0	\$0	\$4,085	\$0	\$643	\$5,000	\$0	\$0	\$0	\$5,000	\$20,000	\$0	\$0	\$0
<b>23</b> Other Administrative Expense	\$998	\$1,000	\$2,587	\$2,639	\$4,533	\$6,239	\$5,039	\$3,239	\$5,339	\$5,039	\$3,539	\$3,239	\$3,239	\$3,239
<b>24</b> Equipment Purchases	\$0	\$0	\$0	\$1,362	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>25</b> Total Administrative Cash Needs	\$31,828	\$51,262	\$53,640	\$34,269	\$51,281	\$43,008	\$38,903	\$45,929	\$48,165	\$40,330	\$62,396	\$33,925	\$33,707	\$53,792
<b>26 Total Cash Out (sum of rows 16 and 25)</b>	\$63,456	\$84,055	\$169,719	\$73,430	\$230,022	\$95,850	\$211,233	\$95,031	\$284,070	\$107,997	\$200,189	\$56,636	\$52,750	\$86,995
<b>27 Total Cash Available/(Needed) at Month End</b>	\$33,332	\$39,740	\$19,896	\$4,665	\$16,047	(\$37,122)	(\$23,039)	(\$106,775)	(\$181,867)	(\$274,449)	(\$424,914)	(\$627,800)	(\$680,550)	(\$692,544)
<b>28 Total Operating Reserve Available for Emergency Cashflow</b>	\$150,000	\$230,000	\$205,000	\$180,000	\$100,000	\$100,000	\$0	\$0	\$0	\$0	\$0	\$250,000	\$250,000	\$250,000

### Delaware Symphony Orchestra FY18 Expense Module Budget (Re-Forecast 9/18/17) vs. Income

