

**Return of Organization Exempt From Income Tax**

**2003**

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)

**Open to Public Inspection**

Department of the Treasury  
Internal Revenue Service

▶ The organization may have to use a copy of this return to satisfy state reporting requirements.

**A For the 2003 calendar year**

**B** Check if applicable:

- Address change
- Name change
- Initial return
- Final return
- Amended return
- Application pending

10/01  
#11214 \*\*\*\*\*AUTO\*\*3-DIGIT 497  
MACKINAC ASSOCIATES  
PO BOX 567  
MACKINAW CITY MI 49701-0567

I  
R  
S  
P 13  
B 85

**D** Employer identification number

38-2328863

**E** Telephone number

(231) 436-4100

**F** Accounting method:  Cash  Accrual

Other (specify) ▶

• Section 501(c)(3) organizations and 4947(a)(1) nonexempt charitable trusts must attach a completed Schedule A (Form 990 or 990-EZ).

**G Website:** ▶

**J Organization type** (check only one) ▶  501(c) (3) ◀ (insert no.)  4947(a)(1) or  527

**K** Check here  if the organization's gross receipts are normally not more than \$25,000. The organization need not file a return with the IRS, but if the organization received a Form 990 Package in the mail, it should file a return without financial data. **Some states require a complete return.**

**L** Gross receipts. Add lines 6b, 8b, 9b, and 10b to line 12 ▶

are not applicable to section 527 organizations.

**H(a)** Is this a group return for affiliates?  Yes  No

**H(b)** If "Yes," enter number of affiliates ▶

**H(c)** Are all affiliates included?  Yes  No (If "No," attach a list. See instructions.)

**H(d)** Is this a separate return filed by an organization covered by a group ruling?  Yes  No

**I** Group Exemption Number ▶

**M** Check  if the organization is not required to attach Sch. B (Form 990, 990-EZ, or 990-PF)

**Part I Revenue, Expenses, and Changes in Net Assets or Fund Balances** (See page 18 of the instructions.)

SCANNED FEB 02 2005

<b>1</b>	Contributions, gifts, grants, and similar amounts received:			
<b>a</b>	Direct public support	<b>1a</b>	112093.24	
<b>b</b>	Indirect public support	<b>1b</b>		
<b>c</b>	Government contributions (grants)	<b>1c</b>		
<b>d</b>	<b>Total</b> (add lines 1a through 1c) (cash \$ _____ noncash \$ 112093.24)	<b>1d</b>	112093.24	
<b>2</b>	Program service revenue including government fees and contracts (from Part VII, line 93)	<b>2</b>		
<b>3</b>	Membership dues and assessments	<b>3</b>	18590.00	
<b>4</b>	Interest on savings and temporary cash investments	<b>4</b>	14330.21	
<b>5</b>	Dividends and interest from securities	<b>5</b>	545.82	
<b>6a</b>	Gross rents	<b>6a</b>		
<b>b</b>	Less: rental expenses	<b>6b</b>		
<b>c</b>	Net rental income or (loss) (subtract line 6b from line 6a)	<b>6c</b>		
<b>7</b>	Other investment income (describe ▶)	<b>7</b>		
<b>8a</b>	Gross amount from sales of assets other than inventory	(A) Securities		(B) Other
<b>b</b>	Less: cost or other basis and sales expenses	<b>8a</b>		
<b>c</b>	Gain or (loss) (attach schedule)	<b>8b</b>		
<b>d</b>	Net gain or (loss) (combine line 8c, columns (A) and (B))	<b>8c</b>		
<b>9</b>	Special events and activities (attach schedule). If any amount is from gaming, check here <input type="checkbox"/>	<b>9</b>		
<b>a</b>	Gross revenue (not including \$ _____ of contributions reported on line 1a)	<b>9a</b>	25027.00	
<b>b</b>	Less: direct expenses other than fundraising expenses	<b>9b</b>	24351.17	
<b>c</b>	Net income or (loss) from special events (subtract line 9b from line 9a)	<b>9c</b>	675.83	
<b>10a</b>	Gross sales of inventory, less returns and allowances	<b>10a</b>		
<b>b</b>	Less: cost of goods sold	<b>10b</b>		
<b>c</b>	Gross profit or (loss) from sales of inventory (attach schedule) (subtract line 10b from line 10a)	<b>10c</b>		
<b>11</b>	Other revenue (from Part VII, line 103)	<b>11</b>		
<b>12</b>	<b>Total revenue</b> (add lines 1d, 2, 3, 4, 5, 6c, 7, 8d, 9c, 10c, and 11)	<b>12</b>	146235.10	
<b>13</b>	Program services (from line 44, column (B))	<b>13</b>	117247.63	
<b>14</b>	Management and general (from line 44, column (C))	<b>14</b>	19663.27	
<b>15</b>	Fundraising (from line 44, column (D))	<b>15</b>	1145.62	
<b>16</b>	Payments to affiliates (attach schedule)	<b>16</b>		
<b>17</b>	<b>Total expenses</b> (add lines 16 and 44, column (A))	<b>17</b>	138056.52	
<b>18</b>	Excess or (deficit) for the year (subtract line 17 from line 12)	<b>18</b>	8178.58	
<b>19</b>	Net assets or fund balances at beginning of year (from line 73, column (A))	<b>19</b>	169990.52	
<b>20</b>	Other changes in net assets or fund balances (attach explanation)	<b>20</b>	72460.58	
<b>21</b>	Net assets or fund balances at end of year (combine lines 18, 19, and 20)	<b>21</b>	250629.68	

Expenses  
Net Assets

7-13-19

**Part II Statement of Functional Expenses**

All organizations must complete column (A). Columns (B), (C), and (D) are required for section 501(c)(3) and (4) organizations and section 4947(a)(1) nonexempt charitable trusts but optional for others. (See page 22 of the instructions.)

Do not include amounts reported on line 6b, 8b, 9b, 10b, or 16 of Part I.		(A) Total	(B) Program services	(C) Management and general	(D) Fundraising
22	Grants and allocations (attach schedule) (cash \$ _____ noncash \$ _____)	107927.97	107927.97		
23	Specific assistance to individuals (attach schedule)				
24	Benefits paid to or for members (attach schedule)				
25	Compensation of officers, directors, etc.				
26	Other salaries and wages				
27	Pension plan contributions				
28	Other employee benefits				
29	Payroll taxes				
30	Professional fundraising fees				
31	Accounting fees				
32	Legal fees				
33	Supplies	1981.40	1981.40	16841.85	990.70
34	Telephone				
35	Postage and shipping	1549.22	247.88	1146.42	154.92
36	Occupancy				
37	Equipment rental and maintenance	1675.00		1675.00	
38	Printing and publications	7090.38	7090.38		
39	Travel				
40	Conferences, conventions, and meetings				
41	Interest				
42	Depreciation, depletion, etc. (attach schedule)				
43	Other expenses not covered above (itemize): a				
	b				
	c				
	d				
	e				
44	<b>Total functional expenses</b> (add lines 22 through 43). <i>Organizations completing columns (B)-(D), carry these totals to lines 13-15.</i>	138056.52	117247.63	19663.27	1145.62

**Joint Costs.** Check  if you are following SOP 98-2.

Are any joint costs from a combined educational campaign and fundraising solicitation reported in (B) Program services?  Yes  No  
 If "Yes," enter (i) the aggregate amount of these joint costs \$ \_\_\_\_\_; (ii) the amount allocated to Program services \$ \_\_\_\_\_; (iii) the amount allocated to Management and general \$ \_\_\_\_\_; and (iv) the amount allocated to Fundraising \$ \_\_\_\_\_

**Part III Statement of Program Service Accomplishments** (See page 25 of the instructions.)

What is the organization's primary exempt purpose? <input checked="" type="checkbox"/> Preserve/interpret straits history.....	Program Service Expenses (Required for 501(c)(3) and (4) orgs., and 4947(a)(1) trusts, but optional for others)
a Education Outreach support & brochure-12,000 Michigan students are provided with in classroom programs interpreting history and natural history of the straits region. (Grants and allocations \$ _____)	26548.28
b Support staffing provides education & services to 3000+ members & information to thousands of public visitors. Brochure, flyers and personal correspondence are generated. (Grants and allocations \$ _____)	40771.38
c Historic markers used to inform and educate visiting public of important historic sites on Mackinac Island. (Grants and allocations \$ _____)	3900.00
d Mill Creek Naturalist funds a 16 week position to staff a guided nature tour for school groups and others at Historic Mill Creek. (Grants and allocations \$ _____)	8100.00
e Other program services (attach schedule) (Grants and allocations \$ 37927.97)	37927.97
<b>f Total of Program Service Expenses</b> (should equal line 44, column (B), Program services)	117247.63

**Part IV Balance Sheets** (See page 25 of the instructions.)

**Note:** Where required, attached schedules and amounts within the description column should be for end-of-year amounts only

		(A) Beginning of year		(B) End of year	
<b>Assets</b>	<b>45</b> Cash—non-interest-bearing . . . . .	950.00	<b>45</b>	689.50	
	<b>46</b> Savings and temporary cash investments . . . . .	117096.99	<b>46</b>	153011.26	
	<b>47a</b> Accounts receivable . . . . .	3572.19	<b>47a</b>		
	<b>b</b> Less: allowance for doubtful accounts . . . . .		<b>47b</b>		<b>47c</b>
	<b>48a</b> Pledges receivable . . . . .		<b>48a</b>		
	<b>b</b> Less: allowance for doubtful accounts . . . . .		<b>48b</b>		<b>48c</b>
	<b>49</b> Grants receivable . . . . .		<b>49</b>		
	<b>50</b> Receivables from officers, directors, trustees, and key employees (attach schedule) . . . . .		<b>50</b>		
	<b>51a</b> Other notes and loans receivable (attach schedule). . . . .		<b>51a</b>		
	<b>b</b> Less: allowance for doubtful accounts . . . . .		<b>51b</b>		<b>51c</b>
	<b>52</b> Inventories for sale or use . . . . .		<b>52</b>		
	<b>53</b> Prepaid expenses and deferred charges . . . . .		<b>53</b>		
	<b>54</b> Investments—securities (attach schedule) . . . . .	78771.34	<b>54</b>	96928.92	
	<b>55a</b> Investments—land, buildings, and equipment: basis . . . . .		<b>55a</b>		
<b>b</b> Less: accumulated depreciation (attach schedule). . . . .	<b>55b</b>		<b>55c</b>		
<b>56</b> Investments—other (attach schedule) . . . . .		<b>56</b>			
<b>57a</b> Land, buildings, and equipment: basis . . . . .		<b>57a</b>			
<b>b</b> Less: accumulated depreciation (attach schedule). . . . .		<b>57b</b>		<b>57c</b>	
<b>58</b> Other assets (describe ► _____ )		<b>58</b>			
<b>59 Total assets</b> (add lines 45 through 58) (must equal line 74) . . . . .	200390.52	<b>59</b>	250629.68		
<b>Liabilities</b>	<b>60</b> Accounts payable and accrued expenses . . . . .	30400.00	<b>60</b>	150.00	
	<b>61</b> Grants payable . . . . .		<b>61</b>		
	<b>62</b> Deferred revenue . . . . .		<b>62</b>	65810.00	
	<b>63</b> Loans from officers, directors, trustees, and key employees (attach schedule). . . . .		<b>63</b>		
	<b>64a</b> Tax-exempt bond liabilities (attach schedule) . . . . .		<b>64a</b>		
	<b>b</b> Mortgages and other notes payable (attach schedule) . . . . .		<b>64b</b>		
	<b>65</b> Other liabilities (describe ► _____ )		<b>65</b>		
<b>66 Total liabilities</b> (add lines 60 through 65) . . . . .	30400.00	<b>66</b>	65960.00		
<b>Net Assets or Fund Balances</b>	<b>Organizations that follow SFAS 117, check here</b> <input type="checkbox"/> <b>and complete lines 67 through 69 and lines 73 and 74.</b>				
	<b>67</b> Unrestricted . . . . .		<b>67</b>		
	<b>68</b> Temporarily restricted . . . . .		<b>68</b>		
	<b>69</b> Permanently restricted . . . . .		<b>69</b>		
	<b>Organizations that do not follow SFAS 117, check here</b> <input type="checkbox"/> <b>and complete lines 70 through 74.</b>				
	<b>70</b> Capital stock, trust principal, or current funds . . . . .		<b>70</b>		
	<b>71</b> Paid-in or capital surplus, or land, building, and equipment fund . . . . .		<b>71</b>		
	<b>72</b> Retained earnings, endowment, accumulated income, or other funds . . . . .	169990.52	<b>72</b>	184669.68	
<b>73 Total net assets or fund balances</b> (add lines 67 through 69 or lines 70 through 72; column (A) must equal line 19; column (B) must equal line 21). . . . .	169990.52	<b>73</b>	184669.68		
<b>74 Total liabilities and net assets / fund balances</b> (add lines 66 and 73)	200390.52	<b>74</b>	250629.68		

Form 990 is available for public inspection and, for some people, serves as the primary or sole source of information about a particular organization. How the public perceives an organization in such cases may be determined by the information presented on its return. Therefore, please make sure the return is complete and accurate and fully describes, in Part III, the organization's programs and accomplishments.

Part IV-A Reconciliation of Revenue per Audited Financial Statements with Revenue per Return (See page 27 of the instructions.)	Part IV-B Reconciliation of Expenses per Audited Financial Statements with Expenses per Return
<p><b>a</b> Total revenue, gains, and other support per audited financial statements . . . ▶</p> <p><b>b</b> Amounts included on line <b>a</b> but not on line 12, Form 990:</p> <p>(1) Net unrealized gains on investments . . . \$ _____</p> <p>(2) Donated services and use of facilities \$ _____</p> <p>(3) Recoveries of prior year grants . . . . \$ _____</p> <p>(4) Other (specify):                      _____                      _____ \$ _____</p> <p>Add amounts on lines (1) through (4) ▶</p> <p><b>c</b> Line <b>a</b> minus line <b>b</b> . . . . . ▶</p> <p><b>d</b> Amounts included on line 12, Form 990 but not on line <b>a</b>:</p> <p>(1) Investment expenses not included on line 6b, Form 990 . . . \$ _____</p> <p>(2) Other (specify):                      _____                      _____ \$ _____</p> <p>Add amounts on lines (1) and (2) ▶</p> <p><b>e</b> Total revenue per line 12, Form 990 (line <b>c</b> plus line <b>d</b>) . . . . . ▶</p>	<p><b>a</b> Total expenses and losses per audited financial statements . . . ▶</p> <p><b>b</b> Amounts included on line <b>a</b> but not on line 17, Form 990:</p> <p>(1) Donated services and use of facilities \$ _____</p> <p>(2) Prior year adjustments reported on line 20, Form 990 . . . . \$ _____</p> <p>(3) Losses reported on line 20, Form 990 . \$ _____</p> <p>(4) Other (specify):                      _____                      _____ \$ _____</p> <p>Add amounts on lines (1) through (4)▶</p> <p><b>c</b> Line <b>a</b> minus line <b>b</b> . . . . . ▶</p> <p><b>d</b> Amounts included on line 17, Form 990 but not on line <b>a</b>:</p> <p>(1) Investment expenses not included on line 6b, Form 990 . . . \$ _____</p> <p>(2) Other (specify):                      _____                      _____ \$ _____</p> <p>Add amounts on lines (1) and (2) ▶</p> <p><b>e</b> Total expenses per line 17, Form 990 (line <b>c</b> plus line <b>d</b>) . . . . . ▶</p>

**Part V List of Officers, Directors, Trustees, and Key Employees** (List each one even if not compensated; see page 27 of the instructions.)

(A) Name and address	(B) Title and average hours per week devoted to position	(C) Compensation (if not paid, enter -0-)	(D) Contributions to employee benefit plans & deferred compensation	(E) Expense account and other allowances
Marta Olson 2136 Welsheimer Rd Harbor Springs, MI	President 5	-0-	-0-	-0-
Glen Young 880 Evergreen Ct. Petoskey, MI	Vice President 2	-0-	-0-	-0-
Peter Marabell PO BOX 780 Mackinac Island MI	Sec./Treasurer 2	-0-	-0-	-0-
Penny Barr 17 Masterton RD Bronxville NY	Trustee 2	-0-	-0-	-0-
Ollie Boynton PO BOX 312 St Ignace MI	Trustee 2	-0-	-0-	-0-
Joseph Brandonisio 961 Nampa Ct Troy MI	Trustee 2	-0-	-0-	-0-
Wendy Caulkins 8999 Carol Dr Cheboygan MI	Trustee 2	-0-	-0-	-0-
Todd Harburn 4060 Leeward Dr Okemos MI	Trustee 2	-0-	-0-	-0-
Alice Myron 3130 Monticello Port Huron MI	Trustee 2	-0-	-0-	-0-
Tracy Hardin 8648 E Blacklane Cheboygan mi	Trustee	-0-	-0-	-0-

**75** Did any officer, director, trustee, or key employee receive aggregate compensation of more than \$100,000 from your organization and all related organizations, of which more than \$10,000 was provided by the related organizations?  Yes  No  
 If "Yes," attach schedule—see page 28 of the instructions.

<b>Part VI Other Information</b> (See page 28 of the instructions.)		Yes	No
<b>76</b>	Did the organization engage in any activity not previously reported to the IRS? If "Yes," attach a detailed description of each activity		X
<b>77</b>	Were any changes made in the organizing or governing documents but not reported to the IRS? If "Yes," attach a conformed copy of the changes.		X
<b>78a</b>	Did the organization have unrelated business gross income of \$1,000 or more during the year covered by this return?		X
<b>78b</b>	If "Yes," has it filed a tax return on <b>Form 990-T</b> for this year?		X
<b>79</b>	Was there a liquidation, dissolution, termination, or substantial contraction during the year? If "Yes," attach a statement		X
<b>80a</b>	Is the organization related (other than by association with a statewide or nationwide organization) through common membership, governing bodies, trustees, officers, etc., to any other exempt or nonexempt organization?		X
<b>81a</b>	If "Yes," enter the name of the organization _____ and check whether it is <input type="checkbox"/> exempt or <input type="checkbox"/> nonexempt.		
<b>81a</b>	Enter direct and indirect political expenditures. See line 81 instructions <b>81a</b>		
<b>81b</b>	Did the organization file <b>Form 1120-POL</b> for this year?		X
<b>82a</b>	Did the organization receive donated services or the use of materials, equipment, or facilities at no charge or at substantially less than fair rental value?		X
<b>82b</b>	If "Yes," you may indicate the value of these items here. Do not include this amount as revenue in Part I or as an expense in Part II. (See instructions in Part III.) <b>82b</b>		
<b>83a</b>	Did the organization comply with the public inspection requirements for returns and exemption applications?		X
<b>83b</b>	Did the organization comply with the disclosure requirements relating to quid pro quo contributions?		X
<b>84a</b>	Did the organization solicit any contributions or gifts that were not tax deductible?		X
<b>84b</b>	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?		
<b>85</b>	<b>501(c)(4), (5), or (6) organizations.</b> a Were substantially all dues nondeductible by members?		
<b>85b</b>	b Did the organization make only in-house lobbying expenditures of \$2,000 or less? If "Yes" was answered to either 85a or 85b, <b>do not</b> complete 85c through 85h below unless the organization received a waiver for proxy tax owed for the prior year.		
<b>85c</b>	c Dues, assessments, and similar amounts from members		
<b>85d</b>	d Section 162(e) lobbying and political expenditures		
<b>85e</b>	e Aggregate nondeductible amount of section 6033(e)(1)(A) dues notices		
<b>85f</b>	f Taxable amount of lobbying and political expenditures (line 85d less 85e)		
<b>85g</b>	g Does the organization elect to pay the section 6033(e) tax on the amount on line 85f?		
<b>85h</b>	h If section 6033(e)(1)(A) dues notices were sent, does the organization agree to add the amount on line 85f to its reasonable estimate of dues allocable to nondeductible lobbying and political expenditures for the following tax year?		
<b>86a</b>	<b>501(c)(7) orgs.</b> Enter: a Initiation fees and capital contributions included on line 12		
<b>86b</b>	b Gross receipts, included on line 12, for public use of club facilities		
<b>87a</b>	<b>501(c)(12) orgs.</b> Enter: a Gross income from members or shareholders		
<b>87b</b>	b Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.)		
<b>88</b>	At any time during the year, did the organization own a 50% or greater interest in a taxable corporation or partnership, or an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? If "Yes," complete Part IX		X
<b>89a</b>	<b>501(c)(3) organizations.</b> Enter: Amount of tax imposed on the organization during the year under: section 4911 ▶ _____; section 4912 ▶ _____; section 4955 ▶ _____		
<b>89b</b>	b <b>501(c)(3) and 501(c)(4) orgs.</b> Did the organization engage in any section 4958 excess benefit transaction during the year or did it become aware of an excess benefit transaction from a prior year? If "Yes," attach a statement explaining each transaction.		X
	c Enter: Amount of tax imposed on the organization managers or disqualified persons during the year under sections 4912, 4955, and 4958. ▶ <u>0</u>		
	d Enter: Amount of tax on line 89c, above, reimbursed by the organization. ▶ <u>0</u>		
<b>90a</b>	List the states with which a copy of this return is filed ▶ _____		
<b>90b</b>	b Number of employees employed in the pay period that includes March 12, 2003 (See instructions.) <b>90b</b> <u>0</u>		
<b>91</b>	The books are in care of ▶ <u>Lana Cotton</u> Telephone no. ▶ <u>(231) 436-4100</u> Located at ▶ <u>207 W. Sclair, Mackinaw City, MI</u> ZIP + 4 ▶ <u>49701-0567</u>		
<b>92</b>	Section 4947(a)(1) nonexempt charitable trusts filing Form 990 in lieu of Form 1041—Check here <input type="checkbox"/> and enter the amount of tax-exempt interest received or accrued during the tax year ▶ <b>92</b> <u>0</u>		

**Part VII Analysis of Income-Producing Activities** (See page 33 of the instructions.)

**Note:** Enter gross amounts unless otherwise indicated.

	Unrelated business income		Excluded by section 512, 513, or 514		(E) Related or exempt function income
	(A) Business code	(B) Amount	(C) Exclusion code	(D) Amount	
<b>93</b> Program service revenue:					
<b>a</b> _____					
<b>b</b> _____					
<b>c</b> _____					
<b>d</b> _____					
<b>e</b> _____					
<b>f</b> Medicare/Medicaid payments . . . . .					
<b>g</b> Fees and contracts from government agencies					
<b>94</b> Membership dues and assessments . . . . .					
<b>95</b> Interest on savings and temporary cash investments					
<b>96</b> Dividends and interest from securities . . . . .					
<b>97</b> Net rental income or (loss) from real estate:					
<b>a</b> debt-financed property . . . . .					
<b>b</b> not debt-financed property . . . . .					
<b>98</b> Net rental income or (loss) from personal property					
<b>99</b> Other investment income . . . . .					
<b>100</b> Gain or (loss) from sales of assets other than inventory					
<b>101</b> Net income or (loss) from special events . . . . .					
<b>102</b> Gross profit or (loss) from sales of inventory . . . . .					
<b>103</b> Other revenue: <b>a</b> _____					
<b>b</b> _____					
<b>c</b> _____					
<b>d</b> _____					
<b>e</b> _____					
<b>104</b> Subtotal (add columns (B), (D), and (E)) . . . . .					
<b>105</b> Total (add line 104, columns (B), (D), and (E)) . . . . .					

**Note:** Line 105 plus line 1d, Part I, should equal the amount on line 12, Part I.

**Part VIII Relationship of Activities to the Accomplishment of Exempt Purposes** (See page 34 of the instructions.)

Line No. ▼	Explain how each activity for which income is reported in column (E) of Part VII contributed importantly to the accomplishment of the organization's exempt purposes (other than by providing funds for such purposes).

**Part IX Information Regarding Taxable Subsidiaries and Disregarded Entities** (See page 34 of the instructions.)

(A) Name, address, and EIN of corporation, partnership, or disregarded entity	(B) Percentage of ownership interest	(C) Nature of activities	(D) Total income	(E) End-of-year assets
	%			
	%			
	%			
	%			

**Part X Information Regarding Transfers Associated with Personal Benefit Contracts** (See page 34 of the instructions.)

(a) Did the organization, during the year, receive any funds, directly or indirectly, to pay premiums on a personal benefit contract? . . .  Yes  No

(b) Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?  Yes  No

**Note:** If "Yes" to (b), file Form 8870 and Form 4720 (see instructions).

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

January 27, 2005  
Date



<b>Part III Statements About Activities</b> (See page 2 of the instructions.)		Yes	No
1	During the year, has the organization attempted to influence national, state, or local legislation, including any attempt to influence public opinion on a legislative matter or referendum? If "Yes," enter the total expenses paid or incurred in connection with the lobbying activities ▶ \$ _____ (Must equal amounts on line 38, Part VI-A, or line i of Part VI-B.) Organizations that made an election under section 501(h) by filing Form 5768 must complete Part VI-A. Other organizations checking "Yes" must complete Part VI-B AND attach a statement giving a detailed description of the lobbying activities.		X
2	During the year, has the organization, either directly or indirectly, engaged in any of the following acts with any substantial contributors, trustees, directors, officers, creators, key employees, or members of their families, or with any taxable organization with which any such person is affiliated as an officer, director, trustee, majority owner, or principal beneficiary? (If the answer to any question is "Yes," attach a detailed statement explaining the transactions.)		
a	Sale, exchange, or leasing of property?		X
b	Lending of money or other extension of credit?		X
c	Furnishing of goods, services, or facilities?		X
d	Payment of compensation (or payment or reimbursement of expenses if more than \$1,000)?		X
e	Transfer of any part of its income or assets?		X
3a	Do you make grants for scholarships, fellowships, student loans, etc.? (If "Yes," attach an explanation of how you determine that recipients qualify to receive payments.)		X
b	Do you have a section 403(b) annuity plan for your employees?		X
4	Did you maintain any separate account for participating donors where donors have the right to provide advice on the use or distribution of funds?		X

**Part IV Reason for Non-Private Foundation Status** (See pages 3 through 6 of the instructions.)

- The organization is not a private foundation because it is: (Please check only **ONE** applicable box.)
- 5  A church, convention of churches, or association of churches. Section 170(b)(1)(A)(i).
  - 6  A school. Section 170(b)(1)(A)(ii). (Also complete Part V.)
  - 7  A hospital or a cooperative hospital service organization. Section 170(b)(1)(A)(iii).
  - 8  A Federal, state, or local government or governmental unit. Section 170(b)(1)(A)(v).
  - 9  A medical research organization operated in conjunction with a hospital. Section 170(b)(1)(A)(iii). Enter the hospital's name, city, and state ▶ \_\_\_\_\_
  - 10  An organization operated for the benefit of a college or university owned or operated by a governmental unit. Section 170(b)(1)(A)(iv). (Also complete the **Support Schedule** in Part IV-A.)
  - 11a  An organization that normally receives a substantial part of its support from a governmental unit or from the general public. Section 170(b)(1)(A)(vi). (Also complete the **Support Schedule** in Part IV-A.)
  - 11b  A community trust. Section 170(b)(1)(A)(vi). (Also complete the **Support Schedule** in Part IV-A.)
  - 12  An organization that normally receives: (1) more than 33% of its support from contributions, membership fees, and gross receipts from activities related to its charitable, etc., functions—subject to certain exceptions, and (2) no more than 33% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See section 509(a)(2). (Also complete the **Support Schedule** in Part IV-A.)
  - 13  An organization that is not controlled by any disqualified persons (other than foundation managers) and supports organizations described in: (1) lines 5 through 12 above; or (2) section 501(c)(4), (5), or (6), if they meet the test of section 509(a)(2). (See section 509(a)(3).)

Provide the following information about the supported organizations. (See page 5 of the instructions.)

(a) Name(s) of supported organization(s)	(b) Line number from above

- 14  An organization organized and operated to test for public safety. Section 509(a)(4). (See page 6 of the instructions.)

**Part IV-A Support Schedule** (Complete only if you checked a box on line 10, 11, or 12.) **Use cash method of accounting.**

**Note:** You may use the worksheet in the instructions for converting from the accrual to the cash method of accounting.

Calendar year (or fiscal year beginning in) . ▶	(a) 2002	(b) 2001	(c) 2000	(d) 1999	(e) Total
<b>15</b> Gifts, grants, and contributions received. (Do not include unusual grants. See line 28.) . . . . .	121527	168025	148564	129880	567996
<b>16</b> Membership fees received . . . . .	15600	15530	14609	13421	59160
<b>17</b> Gross receipts from admissions, merchandise sold or services performed, or furnishing of facilities in any activity that is related to the organization's charitable, etc., purpose . . . . .	3109	(4033)	1559	6564	7199
<b>18</b> Gross income from interest, dividends, amounts received from payments on securities loans (section 512(a)(5)), rents, royalties, and unrelated business taxable income (less section 511 taxes) from businesses acquired by the organization after June 30, 1975 . . . . .					
<b>19</b> Net income from unrelated business activities not included in line 18 . . . . .					
<b>20</b> Tax revenues levied for the organization's benefit and either paid to it or expended on its behalf. . . . .					
<b>21</b> The value of services or facilities furnished to the organization by a governmental unit without charge. Do not include the value of services or facilities generally furnished to the public without charge. . . . .					
<b>22</b> Other income. Attach a schedule. Do not include gain or (loss) from sale of capital assets . . . . .					
<b>23</b> Total of lines 15 through 22. . . . .	140236	179522	164732	149865	634355
<b>24</b> Line 23 minus line 17. . . . .	140236	179522	164732	149865	634355
<b>25</b> Enter 1% of line 23 . . . . .	1402	1795	1647	1498	

<b>26 Organizations described on lines 10 or 11:</b> a Enter 2% of amount in column (e), line 24. . . . ▶	<b>26a</b>	
b Prepare a list for your records to show the name of and amount contributed by each person (other than a governmental unit or publicly supported organization) whose total gifts for 1999 through 2002 exceeded the amount shown in line 26a. <b>Do not file this list with your return.</b> Enter the total of all these excess amounts ▶	<b>26b</b>	
c Total support for section 509(a)(1) test: Enter line 24, column (e) . . . . . ▶	<b>26c</b>	
d Add: Amounts from column (e) for lines: 18 _____ 19 _____ 22 _____ 26b _____ ▶	<b>26d</b>	
e Public support (line 26c minus line 26d total) . . . . . ▶	<b>26e</b>	
f <b>Public support percentage (line 26e (numerator) divided by line 26c (denominator))</b> . . . . ▶	<b>26f</b>	%

**27 Organizations described on line 12:** a For amounts included in lines 15, 16, and 17 that were received from a "disqualified person," prepare a list for your records to show the name of, and total amounts received in each year from, each "disqualified person." **Do not file this list with your return.** Enter the sum of such amounts for each year:

(2002) 6215 (2001) 6895 (2000) 17030 (1999) 9103

b For any amount included in line 17 that was received from each person (other than "disqualified persons"), prepare a list for your records to show the name of, and amount received for each year, that was more than the larger of (1) the amount on line 25 for the year or (2) \$5,000. (Include in the list organizations described in lines 5 through 11, as well as individuals.) **Do not file this list with your return.** After computing the difference between the amount received and the larger amount described in (1) or (2), enter the sum of these differences (the excess amounts) for each year:

(2002) \_\_\_\_\_ (2001) \_\_\_\_\_ (2000) \_\_\_\_\_ (1999) \_\_\_\_\_

c Add: Amounts from column (e) for lines: 15 <u>567996</u> 16 <u>59160</u> 17 _____ 20 _____ 21 _____ ▶	<b>27c</b>	627156
d Add: Line 27a total <u>39243</u> and line 27b total _____ ▶	<b>27d</b>	39243
e Public support (line 27c total minus line 27d total) . . . . . ▶	<b>27e</b>	587913
f Total support for section 509(a)(2) test: Enter amount from line 23, column (e). . ▶	<b>27f</b>	634355
g <b>Public support percentage (line 27e (numerator) divided by line 27f (denominator))</b> . . . . ▶	<b>27g</b>	92.68 %
h <b>Investment income percentage (line 18, column (e) (numerator) divided by line 27f (denominator))</b> . ▶	<b>27h</b>	1.13 %

**28 Unusual Grants:** For an organization described in line 10, 11, or 12 that received any unusual grants during 1999 through 2002, prepare a list for your records to show, for each year, the name of the contributor, the date and amount of the grant, and a brief description of the nature of the grant. **Do not file this list with your return.** Do not include these grants in line 15.

**Part V Private School Questionnaire** (See page 7 of the instructions.)  
**(To be completed ONLY by schools that checked the box on line 6 in Part IV)**

	Yes	No
<b>29</b> Does the organization have a racially nondiscriminatory policy toward students by statement in its charter, bylaws, other governing instrument, or in a resolution of its governing body . . . . .		
<b>30</b> Does the organization include a statement of its racially nondiscriminatory policy toward students in all its brochures, catalogues, and other written communications with the public dealing with student admissions, programs, and scholarships? . . . . .		
<b>31</b> Has the organization publicized its racially nondiscriminatory policy through newspaper or broadcast media during the period of solicitation for students, or during the registration period if it has no solicitation program, in a way that makes the policy known to all parts of the general community it serves? . . . . . If "Yes," please describe; if "No," please explain. (If you need more space, attach a separate statement.) ..... ..... .....		
<b>32</b> Does the organization maintain the following:		
<b>a</b> Records indicating the racial composition of the student body, faculty, and administrative staff? . . . . .		
<b>b</b> Records documenting that scholarships and other financial assistance are awarded on a racially nondiscriminatory basis? . . . . .		
<b>c</b> Copies of all catalogues, brochures, announcements, and other written communications to the public dealing with student admissions, programs, and scholarships? . . . . .		
<b>d</b> Copies of all material used by the organization or on its behalf to solicit contributions? . . . . .		
If you answered "No" to any of the above, please explain. (If you need more space, attach a separate statement.) ..... .....		
<b>33</b> Does the organization discriminate by race in any way with respect to:		
<b>a</b> Students' rights or privileges? . . . . .		
<b>b</b> Admissions policies? . . . . .		
<b>c</b> Employment of faculty or administrative staff? . . . . .		
<b>d</b> Scholarships or other financial assistance? . . . . .		
<b>e</b> Educational policies? . . . . .		
<b>f</b> Use of facilities? . . . . .		
<b>g</b> Athletic programs? . . . . .		
<b>h</b> Other extracurricular activities? . . . . .		
If you answered "Yes" to any of the above, please explain. (If you need more space, attach a separate statement.) ..... .....		
<b>34a</b> Does the organization receive any financial aid or assistance from a governmental agency? . . . . .		
<b>b</b> Has the organization's right to such aid ever been revoked or suspended? . . . . . If you answered "Yes" to either 34a or b, please explain using an attached statement.		
<b>35</b> Does the organization certify that it has complied with the applicable requirements of sections 4.01 through 4.05 of Rev. Proc. 75-50, 1975-2 C.B. 587, covering racial nondiscrimination? If "No," attach an explanation . . . . .		

**Part VI-A Lobbying Expenditures by Electing Public Charities** (See page 9 of the instructions.)  
 (To be completed **ONLY** by an eligible organization that filed Form 5768)

Check **a**  if the organization belongs to an affiliated group. Check **b**  if you checked "a" and "limited control" provisions apply.

<b>Limits on Lobbying Expenditures</b>		(a) Affiliated group totals	(b) To be completed for ALL electing organizations
(The term "expenditures" means amounts paid or incurred.)			
<b>36</b>	Total lobbying expenditures to influence public opinion (grassroots lobbying) . . . . .	<b>36</b>	
<b>37</b>	Total lobbying expenditures to influence a legislative body (direct lobbying) . . . . .	<b>37</b>	
<b>38</b>	Total lobbying expenditures (add lines 36 and 37) . . . . .	<b>38</b>	
<b>39</b>	Other exempt purpose expenditures . . . . .	<b>39</b>	
<b>40</b>	Total exempt purpose expenditures (add lines 38 and 39). . . . .	<b>40</b>	
<b>41</b>	Lobbying nontaxable amount. Enter the amount from the following table—		
	<b>If the amount on line 40 is—</b> <b>The lobbying nontaxable amount is—</b>		
	Not over \$500,000 . . . . . 20% of the amount on line 40 . . . . .		
	Over \$500,000 but not over \$1,000,000 . . . . . \$100,000 plus 15% of the excess over \$500,000		
	Over \$1,000,000 but not over \$1,500,000 . . . . . \$175,000 plus 10% of the excess over \$1,000,000		
	Over \$1,500,000 but not over \$17,000,000 . . . . . \$225,000 plus 5% of the excess over \$1,500,000		
	Over \$17,000,000 . . . . . \$1,000,000	<b>41</b>	
<b>42</b>	Grassroots nontaxable amount (enter 25% of line 41) . . . . .	<b>42</b>	
<b>43</b>	Subtract line 42 from line 36. Enter -0- if line 42 is more than line 36 . . . . .	<b>43</b>	
<b>44</b>	Subtract line 41 from line 38. Enter -0- if line 41 is more than line 38 . . . . .	<b>44</b>	

**Caution:** If there is an amount on either line 43 or line 44, you must file Form 4720.

**4-Year Averaging Period Under Section 501(h)**

(Some organizations that made a section 501(h) election do not have to complete all of the five columns below.  
 See the instructions for lines 45 through 50 on page 11 of the instructions.)

Calendar year (or fiscal year beginning in) ▶	Lobbying Expenditures During 4-Year Averaging Period				
	(a) 2003	(b) 2002	(c) 2001	(d) 2000	(e) Total
<b>45</b> Lobbying nontaxable amount. . . . .					
<b>46</b> Lobbying ceiling amount (150% of line 45(e)).					
<b>47</b> Total lobbying expenditures . . . . .					
<b>48</b> Grassroots nontaxable amount . . . . .					
<b>49</b> Grassroots ceiling amount (150% of line 48(e)).					
<b>50</b> Grassroots lobbying expenditures . . . . .					

**Part VI-B Lobbying Activity by Nonelecting Public Charities**

(For reporting only by organizations that did not complete Part VI-A) (See page 12 of the instructions.)

During the year, did the organization attempt to influence national, state or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of:	Yes	No	Amount
<b>a</b> Volunteers . . . . .			
<b>b</b> Paid staff or management (Include compensation in expenses reported on lines c through h.) . . . . .			
<b>c</b> Media advertisements . . . . .			
<b>d</b> Mailings to members, legislators, or the public . . . . .			
<b>e</b> Publications, or published or broadcast statements . . . . .			
<b>f</b> Grants to other organizations for lobbying purposes . . . . .			
<b>g</b> Direct contact with legislators, their staffs, government officials, or a legislative body . . . . .			
<b>h</b> Rallies, demonstrations, seminars, conventions, speeches, lectures, or any other means . . . . .			
<b>i</b> Total lobbying expenditures (Add lines c through h.)			

If "Yes" to any of the above, also attach a statement giving a detailed description of the lobbying activities



# Mackinac Associates

## Balance Sheet

9/30/2004

### ASSETS

#### UNRESTRICTED ASSETS

Cash - Checking

689 50 45

Cash - Savings

90,846.8146

TOTAL UNRESTRICTED ASSETS

91,536.31

#### RESTRICTED ASSETS

TEMPORARILY RESTRICTED

PERMANENTLY RESTRICTED

TOTAL RESTRICTED ASSETS

159,093 37

TOTAL ASSETS

250,629 68

#### LIABILITIES & EQUITY

Accounts Payable

150 00 60

Deferred Revenue

65,810.00

Retained Earnings

176,491.10

NET CHANGE FOR THE PERIOD

8,178 58

TOTAL LIABILITIES AND FUND BALANCE

(250,629 68)

# Mackinac Associates

## Balance Sheet

9/30/2004

### ASSETS

#### UNRESTRICTED ASSETS

Cash - Checking

689.50

Cash - Savings

90,846.81

TOTAL UNRESTRICTED ASSETS

91,536.31

#### RESTRICTED ASSETS

TEMPORARILY RESTRICTED

PERMANENTLY RESTRICTED

TOTAL ASSETS

250,629.68

#### LIABILITIES & EQUITY

Accounts Payable

150.00

Deferred Revenue

65,810.00

Retained Earnings

176,491.10

NET CHANGE FOR THE PERIOD

8,178.58

TOTAL LIABILITIES AND FUND BALANCE

(250,629.68)

# Mackinac Associates

## FINANCIAL STATEMENT

9/30/2004

PAGE 1

	CURRENT	BUDGET	VARIANCE	Y-T-DATE	BUDGET	VARIANCE	ANNUAL BUDGE
<b>INCOME</b>							
<b>Membership Income</b>							
Friend Memberships	480 00	0 00	480 00	10,788 50	12,925 00	(2,136 50)	12,925 00
Mackinac Heritage Memberships	118.00	7,000 00	(6,882 00)	24,737 25	30,000 00	(5,262 75)	30,000 00
Voyager Memberships	1,275 00	6,255 00	(4,980 00)	24,469 75	25,125 00	(655 25)	25,125 00
Sentinel Memberships	450 00	875 00	(425 00)	17,355 00	16,800 00	555 00	16,800 00
Explorer Memberships	700 00	0 00	700 00	6,825 00	4,200 00	2,625 00	4,200 00
Commandants Circle Memb	0 00	2,000 00	(2,000 00)	6,500 00	8,000 00	(1,500 00)	8,000 00
Steward Memberships	0 00	0 00	0 00	4,000 00	5,000 00	(1,000 00)	5,000 00
Business Memberships	0 00	0 00	0 00	0 00	0 00	0 00	0 00
Guardian Membership	0 00	0 00	0 00	2,500 00	2,500 00	0 00	2,500 00
<b>TOTAL MEMBERSHIP INCOME</b>	<b>3,023 00</b>	<b>16,130 00</b>	<b>(13,107 00)</b>	<b>97,175 50</b>	<b>104,550 00</b>	<b>(7,374 50)</b>	<b>104,550 00</b>
<b>Other Operating Income</b>							
Interest Income	3,101 02	500 00	2,601 02	4,214 20	1,500 00	2,714 20	1,500 00
Investments Unrealized Gain/(Loss)	8,389 61	0 00	8,389 61	8,389 61	0 00	8,389 61	0 00
Special Events Revenue	0 00	0 00	0 00	0 00	0 00	0 00	0 00
GMW Celeb - Dinner	0 00	0 00	0 00	15,145 00	12,500 00	2,645 00	12,500 00
Annual Meeting	0 00	1,700 00	(1,700 00)	822 00	1,700 00	(878 00)	1,700 00
Detroit/Mackinac Event Income	0 00	0 00	0 00	8,975 00	10,000 00	(1,025 00)	10,000 00
Detroit/Mackinac Sponsors	0 00	0 00	0 00	85 00	0 00	85 00	0 00
Special Events Contrib	0 00	0 00	0 00	0 00	0 00	0 00	0 00
Contributions - General	(18,057 73)	0 00	(18,057 73)	27,346 27	32,000 00	(4,653 73)	32,000 00
Contributions - Annual Appeal Projects	0 00	0 00	0 00	0 00	0 00	0 00	0 00
Grant Income	(43,810 00)	0 00	(43,810 00)	2,000 00	0 00	2,000 00	0 00
<b>TOTAL OTHER OPERATING INCOME</b>	<b>(50,377 10)</b>	<b>2,200 00</b>	<b>(52,577 10)</b>	<b>71,138 55</b>	<b>57,700 00</b>	<b>13,438 55</b>	<b>57,700 00</b>
<b>TOTAL OPERATING INCOME</b>	<b>(47,354 10)</b>	<b>18,330 00</b>	<b>(65,684 10)</b>	<b>168,314 05</b>	<b>162,250 00</b>	<b>6,064 05</b>	<b>162,250 00</b>

# Mackinac Associates

## FINANCIAL STATEMENT

9/30/2004

PAGE 2

CURRENT	BUDGET	VARIANCE	Y-T-DATE	BUDGET	VARIANCE	ANNUAL BUDGE
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# Mackinac Associates

## FINANCIAL STATEMENT

9/30/2004

PAGE 6

	CURRENT	BUDGET	VARIANCE	Y-T-DATE	BUDGET	VARIANCE	ANNUAL BUDGE
Bark Chapel Exhibit	0 00	0 00	0 00	0 00	0 00	0 00	0 00
French Translation Project	0 00	0 00	0 00	0 00	0 00	0 00	0 00
Arch Rock Interpretive Panels	0 00	0 00	0 00	0 00	0 00	0 00	0 00
Mackinac Geography Inter Panels	0 00	0 00	0 00	0 00	0 00	0 00	0 00
Mackinac Natural History Inter Panels	0 00	0 00	0 00	0 00	0 00	0 00	0 00
Mill Creek History Inter Panels	0 00	0 00	0 00	0 00	0 00	0 00	0 00
Children's Discovery Room	0 00	0 00	0 00	0 00	0 00	0 00	0 00
Collections Intern	0 00	0 00	0 00	0 00	0 00	0 00	0 00
St Anne Research Project	0 00	0 00	0 00	0 00	0 00	0 00	0 00
Adult Uniform Costumes	0 00	0 00	0 00	0 00	500 00	(500 00)	500 00
British Officer Sign	0 00	0 00	0 00	0 00	0 00	0 00	0 00
Archaeology Treasures Book	0 00	0 00	0 00	0 00	0 00	0 00	0 00
Paddle with the Voyagers Program	0 00	0 00	0 00	0 00	0 00	0 00	0 00
North Blockhouse Exhibit	0 00	0 00	0 00	0 00	0 00	0 00	0 00
French Translation Proj	0 00	0 00	0 00	0 00	0 00	0 00	0 00
Summer of Sports Video	0.00	0 00	0 00	0 00	0 00	0 00	0 00
Benches for St Anne's Church	0 00	0 00	0 00	0 00	0 00	0 00	0 00
Audio Tour Project - CM	0 00	0 00	0 00	12,198 00	10,000 00	2,198 00	10,000 00
Lighthouse Restoration	10,000 00	0 00	10,000 00	10,000 00	10,000 00	0 00	10,000 00
Elm Tree Preservation	0 00	0 00	0 00	0 00	1,100 00	(1,100 00)	1,100 00
VC Ventilation Fan	0 00	0 00	0 00	0 00	250 00	(250 00)	250 00
<b>Total Special Projects</b>	<b>18,100 00</b>	<b>8,100 00</b>	<b>10,000 00</b>	<b>40,438.60</b>	<b>29,950 00</b>	<b>10,488 60</b>	<b>29,950 00</b>
<b>TOTAL EXPENSES</b>	<b>51,911 00</b>	<b>41,550 00</b>	<b>10,361 00</b>	<b>162,407 69</b>	<b>162,250 00</b>	<b>157 69</b>	<b>162,250 00</b>
<b>TOTAL OPER PROFIT/(LOSS)</b>	<b>(99,265 10)</b>	<b>(23,220 00)</b>	<b>(76,045.10)</b>	<b>5,906 36</b>	<b>0 00</b>	<b>5,906 36</b>	<b>0 00</b>

MACKINAC ASSOCIATES  
FORM 990- 2004  
38-2328863

Part III

	<b>Program Service</b>	<b>Grant</b>
Admission Scholarships		\$ 416.50
Volunteer Recognition		\$ 29.90
Curiosities Newsletter		\$ 9,042.97
Virtual Tour Web Page		\$ 6,240.60
Lighthouse Restoration		\$ 10,000.00
Total		\$ 37,927.97

PART V , continued

(A) Name and Address	(B) Title and average hours per week devoted to position	(C) Compensation	(D) Contributions to employee benefit plans	(E) Expense account and other allow.
Mary Maurer 160 Church Street St. Ignace MI 49781	TRUSTEE 2	0	0	0

# Mackinac Associates

## FINANCIAL STATEMENT

9/30/2004

PAGE 7

	CURRENT	BUDGET	VARIANCE	Y-T-DATE	BUDGET	VARIANCE	ANNUAL BUDGE
<b>NON-OPERATING INCOME</b>							
<b>ENDOWMENT INCOME</b>							
Endow Dividend Income (D)	0 00	0 00	0 00	0 00	0 00	0 00	0 00
Dividend Income - Rest	0 00	0 00	0 00	1,176 40	0 00	1,176 40	0 00
Endow Unrealized Gain/(Loss)(D)	0 00	0 00	0 00	0 00	0 00	0 00	0 00
Endow Interest-Rest (D)	505 41	0 00	505 41	545 82	0 00	545 82	0 00
Endow Contributions-Rest (D)	275 00	0 00	275 00	550 00	0 00	550 00	0 00
Endow Interest-Rest (B)	0 00	0 00	0 00	0.00	0 00	0 00	0 00
<b>NON-ENDOWMENT INCOME</b>							
Interest - Other Donor Rest	0 00	0 00	0 00	0 00	0 00	0 00	0 00
<b>TOTAL NON-OPERATING INCOME</b>	<b>780 41</b>	<b>0 00</b>	<b>780 41</b>	<b>2,272 22</b>	<b>0 00</b>	<b>2,272 22</b>	<b>0 00</b>
<b>Net Change for the Period</b>	<b>(98,484 69)</b>	<b>(23,220 00)</b>	<b>(75,264 69)</b>	<b>8,178 58</b>	<b>0 00</b>	<b>8,178 58</b>	<b>0 00</b>

# Mackinac Associates

## FINANCIAL STATEMENT

9/30/2004

PAGE 3

	CURRENT	BUDGET	VARIANCE	Y-T-DATE	BUDGET	VARIANCE	ANNUAL BUDGE
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### EXPENSES

#### Management & General

Administrative Expenses	0 00	0 00	0 00	2,071 00	0 00	2,071 00	0 00
Operations/General	0 00	0 00	0 00	0 00	0 00	0 00	0 00
Contractual Services	595 00	0 00	595 00	595 00	0 00	595 00	0 00
Fund Development	0 00	0 00	0 00	0 00	0 00	0 00	0 00
General Postage	150 00	0 00	150 00	534 93	5,000 00	(4,465 07)	5,000 00
Annual Appeal	0 00	0 00	0 00	7,112 64	7,500 00	(387 36)	7,500 00
Membership Appeal	0 00	0 00	0 00	736 10	350 00	386 10	350 00
Employee Incentive Program	0 00	0 00	0 00	850 00	250 00	600 00	250 00
Computer,Monitor,Printer,Soft	0 00	0 00	0 00	0 00	0 00	0 00	0 00
Donor Board Update	0 00	0 00	0 00	0 00	0 00	0 00	0 00
Community Events	0 00	0 00	0 00	70 47	0 00	70 47	0 00
Bequest Brochure	0 00	0 00	0 00	0 00	0 00	0 00	0 00
Equipment	0 00	0 00	0 00	0 00	0 00	0 00	0 00
Computer,Monitor,Printer,Soft	0 00	0 00	0 00	0 00	0 00	0 00	0 00
Membership Software	0 00	0 00	0 00	0 00	0 00	0 00	0 00
Membership Premiums	0 00	250 00	(250 00)	365 04	250 00	115 04	250 00
Internet Web Page	140 00	0 00	140 00	140 00	2,200 00	(2,060 00)	2,200 00
Membership Services	0 00	0 00	0 00	0 00	0 00	0 00	0 00
Membership Benefits	737 72	1,500 00	(762 28)	3,087 72	3,000 00	87 72	3,000 00
Other Membership Expenses	0 00	0 00	0 00	0 00	2,500 00	(2,500 00)	2,500 00
Software Maintenance	0 00	0 00	0 00	945 00	1,000 00	(55 00)	1,000 00
Computer Software Upgrade	0 00	0 00	0 00	730 00	700 00	30 00	700 00
Postage - General	311 02	0 00	311 02	1,549 22	0 00	1,549 22	0 00
Supplies	0 00	0 00	0 00	42 00	0 00	42 00	0 00
Letterhead Stationery	0 00	0 00	0 00	644 25	350 00	294 25	350 00
Letterhead Envelopes	943 00	0 00	943 00	1,388 70	1,500 00	(111 30)	1,500 00
Labels, Gift Cert , Misc	0 00	0 00	0 00	307 77	250 00	57 77	250 00
Laser Membership Cards	934 26	1,000 00	(65 74)	1,868 33	2,800 00	(931 67)	2,800 00
Brochure Reprint	0 00	0 00	0 00	4,542.10	4,000 00	542 10	4,000 00
Post Cards & Event Tent	0 00	0 00	0 00	0 00	300 00	(300 00)	300 00
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Total Mgmt & General	3,811 00	2,750 00	1,061 00	27,580 27	31,950 00	(4,369 73)	31,950 00

#### Special Events

Detroit/Mackinac Event	0 00	0 00	0 00	0 00	0 00	0 00	0 00
- Invitations/Postage	0 00	0 00	0 00	1,172 78	1,500 00	(327 22)	1,500 00
- Food/Beverages/Facilities	0 00	0 00	0 00	5,491 09	7,500 00	(2,008 91)	7,500 00
- Miscellaneous	0 00	0 00	0 00	89 91	0 00	89 91	0 00
Red, White & Blue Event	0 00	0 00	0 00	0 00	2,900 00	(2,900 00)	2,900 00
- Invitations Printed	0 00	0 00	0 00	410 00	0 00	410 00	0 00

# Mackinac Associates

## FINANCIAL STATEMENT

9/30/2004

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	CURRENT	BUDGET	VARIANCE	Y-T-DATE	BUDGET	VARIANCE	ANNUAL BUDGE
- Postage	0 00	0 00	0 00	0 00	0 00	0 00	0 00
- Food/Dray	0 00	0 00	0 00	0 00	0 00	0 00	0 00
- Decorations	0 00	0 00	0 00	0 00	0 00	0 00	0 00
- Music/Ad/Other	0 00	0 00	0 00	0 00	0 00	0 00	0 00
Other - Pre/Post Events	0 00	0 00	0 00	449 50	1,000 00	(550 50)	1,000 00
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Total Special Events	0 00	0 00	0 00	7,613 28	12,900 00	(5,286.72)	12,900 00