



Organization Information

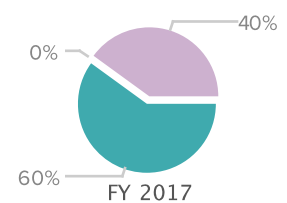
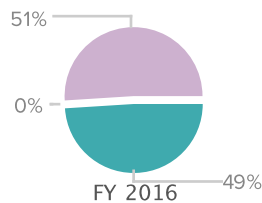
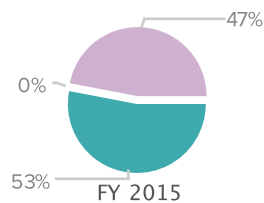
Organization name: Jackson School of the Arts Association  
 City: Jackson Federal ID #: 383581314  
 State: MI Year organization founded: 2001  
 County: Jackson Organization type: 501(c)3 nonprofit organization  
 NISP Discipline: 14 - Multidisciplinary Fiscal year end date: 08-31  
 NISP Institution: 48 - School of the Arts DUNS #: 623603177  
 NTEE: A25 - Arts Education Full-time staff: 5  
 Applicant is not audited or reviewed by an independent accounting firm. Paid FTEs: 5

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

Unrestricted Activity	FY 2015	FY 2016	% Change	FY 2017	% Change
<b>Unrestricted Operating Revenue</b>					
Earned Program	\$151,221	\$165,946	10%	\$230,593	39%
Earned Non-program	\$19,692	\$29,023	47%	\$31,709	9%
<b>Total Earned Revenue</b>	<b>\$170,913</b>	<b>\$194,969</b>	<b>14%</b>	<b>\$262,302</b>	<b>35%</b>
Investment Revenue	\$0	\$0	n/a	\$0	n/a
Contributed Revenue	\$196,584	\$191,031	-3%	\$390,890	105%
<b>Total Unrestricted Operating Revenue</b>	<b>\$367,497</b>	<b>\$386,000</b>	<b>5%</b>	<b>\$653,192</b>	<b>69%</b>
Less in-kind	(\$8,000)	(\$9,000)	12%	(\$9,500)	6%
<b>Total Unrestricted Operating Revenue Less In-kind</b>	<b>\$359,497</b>	<b>\$377,000</b>	<b>5%</b>	<b>\$643,692</b>	<b>71%</b>
<b>Expenses by Functional Total</b>					
Program	\$276,499	\$323,924	17%	\$402,259	24%
Fundraising	\$24,494	\$22,679	-7%	\$31,820	40%
General & Administrative	\$39,186	\$21,965	-44%	\$28,625	30%
<b>Total Operating Expenses</b>	<b>\$340,179</b>	<b>\$368,568</b>	<b>8%</b>	<b>\$462,704</b>	<b>26%</b>
Less in-kind	(\$8,000)	(\$9,000)	12%	(\$9,500)	6%
<b>Total Operating Expenses Less In-kind</b>	<b>\$332,179</b>	<b>\$359,568</b>	<b>8%</b>	<b>\$453,204</b>	<b>26%</b>
Net Unrestricted Activity - Operating	\$27,318	\$17,432	-36%	\$190,488	993%
Net Unrestricted Activity - Non-operating	\$0	n/a	n/a	n/a	n/a
<b>Total Net Unrestricted Activity</b>	<b>\$27,318</b>	<b>\$17,432</b>	<b>-36%</b>	<b>\$190,488</b>	<b>993%</b>
Net Temporarily Restricted Activity	\$0	n/a	n/a	n/a	n/a
Net Permanently Restricted Activity	\$0	n/a	n/a	n/a	n/a
<b>Net Total Activity</b>	<b>\$27,318</b>	<b>\$17,432</b>	<b>-36%</b>	<b>\$190,488</b>	<b>993%</b>

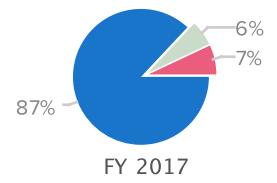
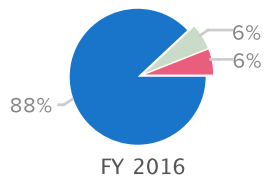
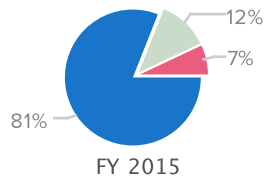
Revenue by Source

- Earned
- Investment
- Contributed



### Expenses by Functional Grouping

- Program
- General & Administrative
- Fundraising



## Revenue Details

	FY 2015	FY 2016	FY 2017	FY 2017	FY 2017	FY 2017
	Total	Total	Total	Unrestricted	Temporarily Restricted	Permanently Restricted
Operating Revenue						
Earned - Program						
Single ticket sales	\$12,976	\$13,012	\$12,940	\$12,940		n/a
Tuitons and registration fees	\$138,245	\$151,677	\$216,525	\$216,525		n/a
Other program revenue	\$0	\$1,257	\$1,128	\$1,128		n/a
Total earned - program	\$151,221	\$165,946	\$230,593	\$230,593	\$0	n/a
Earned - Non-program						
Food and concessions	\$1,687	\$4,062	\$6,090	\$6,090		n/a
Gift shop and merchandise fees	\$12,199	\$18,349	\$21,429	\$21,429		n/a
Advertising revenue	\$0	\$1,470	\$1,891	\$1,891		n/a
Space rentals	\$534	\$1,085	\$150	\$150		n/a
Other earned revenue	\$5,272	\$4,057	\$2,149	\$2,149		n/a
Total earned - non-program	\$19,692	\$29,023	\$31,709	\$31,709	\$0	n/a
Total earned revenue	\$170,913	\$194,969	\$262,302	\$262,302		n/a

Contributed	FY 2015	FY 2016	FY 2017	FY 2017	FY 2017	FY 2017
	Total	Total	Total	Unrestricted	Temporarily Restricted	Permanently Restricted
Trustee & board	\$6,700	\$6,200	\$6,075	\$6,075		
Individual	\$29,936	\$48,314	\$100,584	\$100,584		
Corporate	\$13,241	\$33,833	\$35,784	\$35,784		
Foundation	\$116,807	\$89,684	\$206,858	\$206,858		
State government	\$0	\$4,000	\$17,900	\$17,900		
In-kind operating contributions	\$8,000	\$9,000	\$9,500	\$9,500		
Other contributions	\$21,900	\$0	\$14,189	\$14,189		
Net assets released from restriction	\$0	\$0	\$0			
<b>Total contributed revenue</b>	<b>\$196,584</b>	<b>\$191,031</b>	<b>\$390,890</b>	<b>\$390,890</b>		
Operating investment revenue	\$0	\$0	\$0	\$0		
<b>Total operating revenue</b>	<b>\$367,497</b>	<b>\$386,000</b>	<b>\$653,192</b>	<b>\$653,192</b>		
<b>Total operating revenue less in-kind</b>	<b>\$359,497</b>	<b>\$377,000</b>	<b>\$643,692</b>	<b>\$643,692</b>		
<b>Total non-operating revenue</b>	<b>\$0</b>					
<b>Total revenue</b>	<b>\$367,497</b>	<b>\$386,000</b>	<b>\$653,192</b>	<b>\$653,192</b>		
<b>Total revenue less in-kind</b>	<b>\$359,497</b>	<b>\$377,000</b>	<b>\$643,692</b>	<b>\$643,692</b>		

## Expense Details

	FY 2015 Total	FY 2016 Total	% Change	FY 2017 Total	% Change	FY 2017 Program	FY 2017 Fundraising	FY 2017 General & Administrative
Personnel expenses - Operating								
W2 employees (salaries, payroll taxes and fringe benefits)	\$154,452	\$167,977	9%	\$173,656	3%	\$123,679	\$26,934	\$23,043
Independent contractors	\$79,035	\$65,655	-17%	\$163,027	148%	\$162,492	\$0	\$535
Professional fees	\$3,513	\$4,849	38%	\$4,630	-5%	\$4,630	\$0	\$0
Total personnel expenses - Operating	\$237,000	\$238,481	1%	\$341,313	43%	\$290,801	\$26,934	\$23,578
Non-personnel expenses - Operating								
Advertising and promotion	\$6,267	\$9,600	53%	\$8,147	-15%	\$6,519	\$814	\$814
Conferences and meetings	\$130	\$1,255	865%	\$934	-26%	\$934	\$0	\$0
Dues and subscriptions	\$0	\$1,355	n/a	\$1,750	29%	\$950	\$450	\$350
Insurance	\$3,823	\$3,750	-2%	\$6,464	72%	\$4,525	\$939	\$1,000
Occupancy costs	\$39,520	\$41,600	5%	\$41,164	-1%	\$41,164	\$0	\$0
Office and administration	\$5,752	\$2,226	-61%	\$11,660	424%	\$7,860	\$1,500	\$2,300
Printing, postage and shipping	\$4,710	\$4,999	6%	\$5,836	17%	\$4,670	\$583	\$583
Travel	\$362	\$0	-100%	\$1,335	n/a	\$735	\$600	\$0
Recording and broadcasting expenses	\$881	\$0	-100%	\$0	n/a			
Royalties, rights and reproductions	\$476	\$924	94%	\$0	-100%	\$0		
Productions and events costs	\$0	\$6,835	n/a	\$30,888	352%	\$30,888		
Other operating expenses	\$41,258	\$57,543	39%	\$12,747	-78%	\$12,747		
Depreciation	\$0	\$0	n/a	\$466	n/a	\$466		
Total non-personnel expenses - Operating	\$103,179	\$130,087	26%	\$121,391	-7%	\$111,458	\$4,886	\$5,047
Total operating expenses	\$340,179	\$368,568	8%	\$462,704	26%	\$402,259	\$31,820	\$28,625
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	\$340,179	\$368,568	8%	\$462,704	26%	\$402,259	\$31,820	\$28,625
Total expenses less in-kind	\$332,179	\$359,568	8%	\$453,204	26%			
Total expenses less depreciation	\$340,179	\$368,568	8%	\$462,238	25%			
Total expenses less in-kind and depreciation	\$332,179	\$359,568	8%	\$452,738	26%			

## Balance Sheet

Assets	FY 2015	FY 2016	% Change	FY 2017	% Change
Current assets					
Cash	\$0	\$13,418	n/a	\$269,788	1,911%
Receivables	\$0	\$0	n/a	\$0	n/a
Investments	\$0	\$0	n/a	\$0	n/a
Prepaid expenses & other	\$0	\$0	n/a	\$2,645	n/a
Total current assets	\$0	\$13,418	n/a	\$272,433	1,930%
Non-current investments					
Fixed assets (net)	\$0	\$0	n/a	\$0	n/a
Other non-current assets	\$0	\$0	n/a	\$0	n/a
Total non-current assets	\$0	\$0	n/a	\$0	n/a
Total assets	\$0	\$13,418	n/a	\$272,433	1,930%
Liabilities & Net Assets					
Liabilities & Net Assets	FY 2015	FY 2016	% Change	FY 2017	% Change
Liabilities					
Accounts payable & other	\$0	\$0	n/a	\$6,009	n/a
Loans & other debt	\$0	\$0	n/a	\$0	n/a
Deferred revenue	\$0	\$0	n/a	\$0	n/a
Total current liabilities	\$0	\$0	n/a	\$6,009	n/a
Non-current liabilities	\$0	\$0	n/a	\$0	n/a
Total liabilities	\$0	\$0	n/a	\$6,009	n/a
Net assets					
Unrestricted		\$13,418	n/a	\$0	-100%
Temporarily restricted		\$0	n/a	\$0	n/a
Permanently restricted		\$0	n/a	\$0	n/a
Total net assets	\$0	\$13,418	n/a	\$266,424	1,886%
Total liabilities & net assets	\$0	\$13,418	n/a	\$272,433	1,930%

Balance Sheet Metrics

	FY 2015	FY 2016	FY 2017
Months of Operating Cash	0	0	7
Total working capital		\$13,418	\$266,424
Current Ratio	n/a	n/a	45.34
Debt Service Impact	0%	0%	0%
Unrestricted Net Assets Net of Property, Plant and Equipment	n/a	n/a	n/a
Operating Margin	7%	5%	29%
Depreciation as a % of Fixed Assets	n/a	n/a	n/a
Leverage Ratio			

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

Total Working Capital consists of the resources available for operations, and in this report is calculated as total current assets minus total current liabilities since this organization does not have a disaggregated balance sheet. This calculation of working capital may differ from your internal calculations. Adequate working capital provides financial strength and flexibility to your organization, the ability to meet obligations as they come due, and the ability to take more risks, knowing there is a cushion to fall back on

Current Ratio (Current Assets divided by Current Liabilities) determines the organization's ability to pay current debt using current assets. The higher the ratio, the more capable the organization is of paying its obligations. The ratio is calculated using unrestricted numbers only.

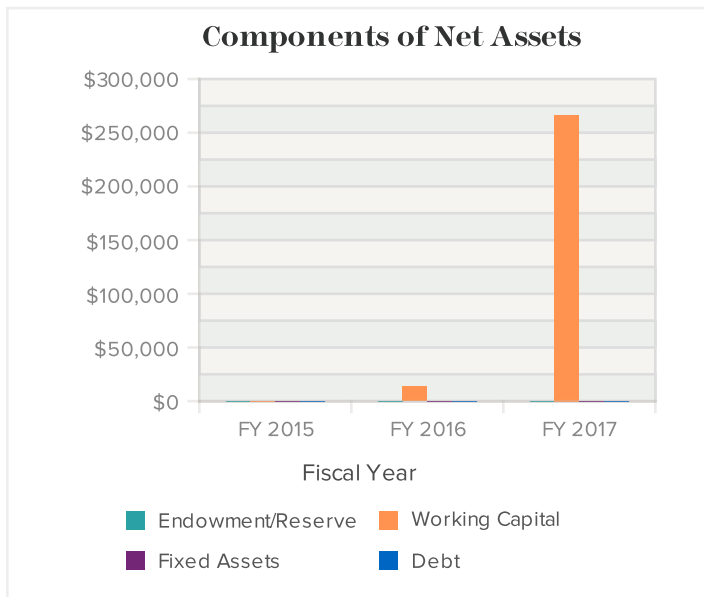
Debt Service Impact (Total Debt Service including principal and interest divided by Total Expense) calculates the % of an organization's total expenses applied to the total debt-service burden, e.g. a mortgage). This measure can help understand the portion of the book value of an organization's fixed assets that they truly own free and clear of related obligations and depreciated value. It is calculated as  $Unrestricted\ Net\ Assets - (Net\ Fixed\ Assets - Mortgage\ Debt)$ .

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) is a measurement of a company's efficiency in operating.



## Attendance

In-person Participation	FY 2015	FY 2016	% Change	FY 2017	% Change
In-person participation - paid	4,020	3,362	-16%	4,573	36%
In-person participation - free	830	2,900	249%	4,610	59%
<b>Total in-person participation</b>	<b>4,850</b>	<b>6,262</b>	<b>29%</b>	<b>9,183</b>	<b>47%</b>

Types of In-person Attendance	FY 2015	FY 2016	% Change	FY 2017	% Change
Performance tickets		2,500	n/a	2,555	2%
Open rehearsal tickets		150	n/a	160	7%
Registrants for classes/workshops		672	n/a	2,000	198%
Students given private lessons		15	n/a	18	20%
Field trip participants		175	n/a	550	214%
Festival attendees		2,000	n/a	3,000	50%
<b>Total in-person participation</b>	<b>4,850</b>	<b>6,262</b>	<b>29%</b>	<b>9,183</b>	<b>47%</b>

Attendance Ages	FY 2015	FY 2016	% Change	FY 2017	% Change
Children (18 and under)	2,170	2,270	5%	5,600	147%
Children served in schools		150	n/a	250	67%
Seniors		600	n/a	750	25%
Adults		1,600	n/a	2,833	77%

Other Participation	FY 2015	FY 2016	% Change	FY 2017	% Change
Competition entrants		15	n/a		-100%
Competition winners		15	n/a		-100%

## Staffing

Staff & Non-Staff Statistics	FY 2015	FY 2016	% Change	FY 2017	% Change
Full-time permanent employees	2	3	50%	5	67%
Part-time permanent employees	4	3	-25%	2	-33%
Part-time permanent employees - FTEs	1.5	0.03	-98%	0	-100%
Number of part-time or one-time volunteers	75	50	-33%	10	-80%
Part-time or one-time volunteers - FTEs	10	0.24	-98%	0.28	17%
Independent contractors	28	35	25%	27	-23%

Artistic Staff & Non-Staff Statistics	FY 2015	FY 2016	% Change	FY 2017	% Change
Full-time employees that are artists	0	0	n/a	1	n/a
Part-time employees that are artists	3	2	-33%	1	-50%
Independent contractors that are artists	27	34	26%	26	-24%



## Program Activity

	FY 2015	FY 2016	% Change	FY 2017	% Change
Distinct productions	5	10	100%	4	-60%
Total performances	22	18	-18%	7	-61%
Open rehearsals		1	n/a	160	15,900%
Temporary exhibits	0	2	n/a	2	0%
Distinct classes/workshops	103	3	-97%	20	567%
Distinct class series/courses		210	n/a	110	-48%
Total classes/class sessions	0	3,301	n/a	56	-98%
Private lessons offered		2	n/a	18	800%
Distinct field trips		4	n/a	5	25%
Field trip occurrences		4	n/a	10	150%
Programs offered in schools	24	2	-92%	25	1,150%
Hours of programming in schools		0	n/a	125	n/a
Number of schools served		8	n/a	10	25%
Artists placed in schools			n/a	3	n/a
Fairs/festivals/parades		1	n/a	1	0%
Space - hours rented			n/a	20	n/a