



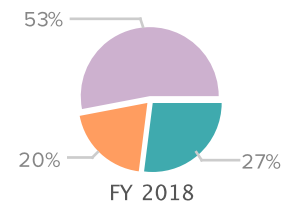
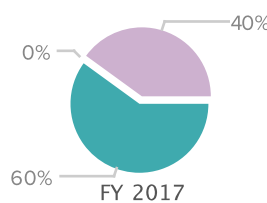
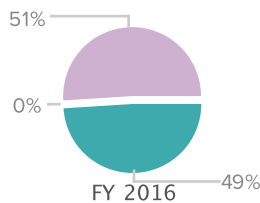
**Organization Information**

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: 4  
 Applicant is not audited or reviewed by an independent accounting firm. Paid FTEs: 6.15  
 A display value of -0% signifies a value of less than +/- 0.5%

Unrestricted Activity	FY 2016	FY 2017	% Change	FY 2018	% Change
<b>Unrestricted Operating Revenue</b>					
Earned Program	\$165,946	\$230,593	39%	\$249,585	8%
Earned Non-program	\$29,023	\$31,709	9%	\$16,871	-47%
<b>Total Earned Revenue</b>	<b>\$194,969</b>	<b>\$262,302</b>	<b>35%</b>	<b>\$266,456</b>	<b>2%</b>
Investment Revenue	\$0	\$0	n/a	\$100,095	n/a
Contributed Revenue	\$191,031	\$390,890	105%	\$137,477	-65%
<b>Total Unrestricted Operating Revenue</b>	<b>\$386,000</b>	<b>\$653,192</b>	<b>69%</b>	<b>\$504,028</b>	<b>-23%</b>
Less in-kind	(\$9,000)	(\$9,500)	6%	(\$10,100)	6%
<b>Total Unrestricted Operating Revenue Less In-kind</b>	<b>\$377,000</b>	<b>\$643,692</b>	<b>71%</b>	<b>\$493,928</b>	<b>-23%</b>
<b>Expenses by Functional Total</b>					
Program	\$323,924	\$402,259	24%	\$387,404	-4%
Fundraising	\$22,679	\$31,820	40%	\$54,623	72%
General & Administrative	\$21,965	\$28,625	30%	\$56,997	99%
<b>Total Operating Expenses</b>	<b>\$368,568</b>	<b>\$462,704</b>	<b>26%</b>	<b>\$499,024</b>	<b>8%</b>
Less in-kind	(\$9,000)	(\$9,500)	6%	(\$10,100)	6%
<b>Total Operating Expenses Less In-kind</b>	<b>\$359,568</b>	<b>\$453,204</b>	<b>26%</b>	<b>\$488,924</b>	<b>8%</b>
Net Unrestricted Activity - Operating	\$17,432	\$190,488	993%	\$5,004	-97%
Net Unrestricted Activity - Non-operating			n/a		n/a
<b>Total Net Unrestricted Activity</b>	<b>\$17,432</b>	<b>\$190,488</b>	<b>993%</b>	<b>\$5,004</b>	<b>-97%</b>
Net Temporarily Restricted Activity			n/a		n/a
Net Permanently Restricted Activity			n/a		n/a
<b>Net Total Activity</b>	<b>\$17,432</b>	<b>\$190,488</b>	<b>993%</b>	<b>\$5,004</b>	<b>-97%</b>

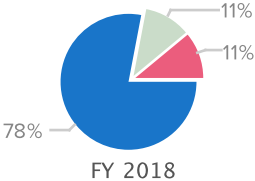
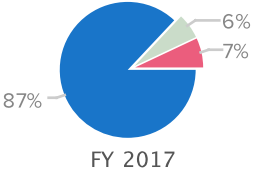
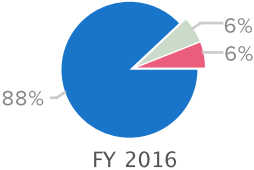
**Revenue by Source**

- Earned
- Investment
- Contributed



**Expenses by Functional Grouping**

- Program
- General & Administrative
- Fundraising



## Revenue Details

	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2018
	Total	Total	Total	Unrestricted	Temporarily Restricted	Permanently Restricted
Operating Revenue						
Earned - Program						
Single ticket sales	\$13,012	\$12,940	\$18,182	\$18,182		n/a
Tuitions and registration fees	\$151,677	\$216,525	\$217,922	\$217,922		n/a
Other program revenue	\$1,257	\$1,128	\$13,481	\$13,481		n/a
Total earned - program	\$165,946	\$230,593	\$249,585	\$249,585	\$0	n/a
Earned - Non-program						
Food and concessions	\$4,062	\$6,090	\$6,191	\$6,191		n/a
Gift shop and merchandise fees	\$18,349	\$21,429	\$8,580	\$8,580		n/a
Advertising revenue	\$1,470	\$1,891	\$2,100	\$2,100		n/a
Space rentals	\$1,085	\$150				n/a
Other earned revenue	\$4,057	\$2,149	\$0	\$0		n/a
Total earned - non-program	\$29,023	\$31,709	\$16,871	\$16,871	\$0	n/a
Total earned revenue	\$194,969	\$262,302	\$266,456	\$266,456		n/a

Contributed	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2018
	Total	Total	Total	Unrestricted	Temporarily Restricted	Permanently Restricted
Trustee & board	\$6,200	\$6,075	\$6,000	\$6,000		
Individual	\$48,314	\$100,584	\$14,139	\$14,139		
Corporate	\$33,833	\$35,784	\$27,518	\$27,518		
Foundation	\$89,684	\$206,858	\$65,120	\$65,120		
State government	\$4,000	\$17,900	\$14,600	\$14,600		
In-kind operating contributions	\$9,000	\$9,500	\$10,100	\$10,100		
Other contributions	\$0	\$14,189	\$0	\$0		
Net assets released from restriction	\$0	\$0	\$0			
<b>Total contributed revenue</b>	<b>\$191,031</b>	<b>\$390,890</b>	<b>\$137,477</b>	<b>\$137,477</b>		
Operating investment revenue	\$0	\$0	\$100,095	\$100,095		
<b>Total operating revenue</b>	<b>\$386,000</b>	<b>\$653,192</b>	<b>\$504,028</b>	<b>\$504,028</b>		
<b>Total operating revenue less in-kind</b>	<b>\$377,000</b>	<b>\$643,692</b>	<b>\$493,928</b>	<b>\$493,928</b>		
<b>Total non-operating revenue</b>						
<b>Total revenue</b>	<b>\$386,000</b>	<b>\$653,192</b>	<b>\$504,028</b>	<b>\$504,028</b>		
<b>Total revenue less in-kind</b>	<b>\$377,000</b>	<b>\$643,692</b>	<b>\$493,928</b>	<b>\$493,928</b>		

## Expense Details

	FY 2016 Total	FY 2017 Total	% Change	FY 2018 Total	% Change	FY 2018 Program	FY 2018 Fundraising	FY 2018 General & Administrative
Personnel expenses - Operating								
W2 employees (salaries, payroll taxes and fringe benefits)	\$167,977	\$173,656	3%	\$210,991	21%	\$130,265	\$41,423	\$39,303
Independent contractors	\$65,655	\$163,027	148%	\$135,603	-17%	\$135,603	\$0	
Professional fees	\$4,849	\$4,630	-5%	\$13,554	193%	\$3,811	\$1,905	\$7,838
Total personnel expenses - Operating	\$238,481	\$341,313	43%	\$360,148	6%	\$269,679	\$43,328	\$47,141
Non-personnel expenses - Operating								
Advertising and promotion	\$9,600	\$8,147	-15%	\$8,528	5%	\$6,396	\$2,132	\$0
Conferences and meetings	\$1,255	\$934	-26%	\$216	-77%	\$216	\$0	\$0
Dues and subscriptions	\$1,355	\$1,750	29%	\$1,731	-1%	\$1,154	\$577	\$0
Insurance	\$3,750	\$6,464	72%	\$2,502	-61%	\$1,302	\$0	\$1,200
Occupancy costs	\$41,600	\$41,164	-1%	\$41,340	0%	\$33,072	\$2,756	\$5,512
Office and administration	\$2,226	\$11,660	424%	\$9,735	-17%	\$4,661	\$2,330	\$2,744
Printing, postage and shipping	\$4,999	\$5,836	17%	\$6,587	13%	\$3,687	\$2,500	\$400
Travel	\$0	\$1,335	n/a	\$1,879	41%	\$879	\$1,000	\$0
Royalties, rights and reproductions	\$924	\$0	-100%	\$802	n/a	\$802	\$0	\$0
Productions and events costs	\$6,835	\$30,888	352%	\$54,171	75%	\$54,171		
Other operating expenses	\$57,543	\$12,747	-78%	\$10,919	-14%	\$10,919	\$0	\$0
Depreciation	\$0	\$466	n/a	\$466	0%	\$466		
Total non-personnel expenses - Operating	\$130,087	\$121,391	-7%	\$138,876	14%	\$117,725	\$11,295	\$9,856
Total operating expenses	\$368,568	\$462,704	26%	\$499,024	8%	\$387,404	\$54,623	\$56,997
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	\$368,568	\$462,704	26%	\$499,024	8%	\$387,404	\$54,623	\$56,997
Total expenses less in-kind	\$359,568	\$453,204	26%	\$488,924	8%			
Total expenses less depreciation	\$368,568	\$462,238	25%	\$498,558	8%			
Total expenses less in-kind and depreciation	\$359,568	\$452,738	26%	\$488,458	8%			

## Balance Sheet

Assets	FY 2016	FY 2017	% Change	FY 2018	% Change
Current assets					
Cash	\$13,418	\$269,788	1,911%	\$586,891	118%
Receivables	\$0	\$0	n/a	\$0	n/a
Investments	\$0	\$0	n/a	\$100,095	n/a
Prepaid expenses & other	\$0	\$2,645	n/a	\$2,445	-8%
<b>Total current assets</b>	<b>\$13,418</b>	<b>\$272,433</b>	<b>1,930%</b>	<b>\$689,431</b>	<b>153%</b>
Non-current investments					
Fixed assets (net)	\$0	\$0	n/a	\$0	n/a
Other non-current assets	\$0	\$0	n/a	\$820,000	n/a
<b>Total non-current assets</b>	<b>\$0</b>	<b>\$0</b>	<b>n/a</b>	<b>\$820,000</b>	<b>n/a</b>
<b>Total assets</b>	<b>\$13,418</b>	<b>\$272,433</b>	<b>1,930%</b>	<b>\$1,509,431</b>	<b>454%</b>
Liabilities & Net Assets					
Liabilities & Net Assets	FY 2016	FY 2017	% Change	FY 2018	% Change
Liabilities					
Accounts payable & other	\$0	\$6,009	n/a	\$0	-100%
Loans & other debt	\$0	\$0	n/a		n/a
Deferred revenue	\$0	\$0	n/a		n/a
<b>Total current liabilities</b>	<b>\$0</b>	<b>\$6,009</b>	<b>n/a</b>	<b>\$0</b>	<b>-100%</b>
Non-current liabilities	\$0	\$0	n/a	\$0	n/a
<b>Total liabilities</b>	<b>\$0</b>	<b>\$6,009</b>	<b>n/a</b>	<b>\$0</b>	<b>-100%</b>
Net assets					
Unrestricted	\$13,418	\$0	-100%		n/a
Temporarily restricted	\$0	\$0	n/a		n/a
Permanently restricted	\$0	\$0	n/a		n/a
<b>Total net assets</b>	<b>\$13,418</b>	<b>\$266,424</b>	<b>1,886%</b>	<b>\$1,509,431</b>	<b>467%</b>
<b>Total liabilities &amp; net assets</b>	<b>\$13,418</b>	<b>\$272,433</b>	<b>1,930%</b>	<b>\$1,509,431</b>	<b>454%</b>

Balance Sheet Metrics

	FY 2016	FY 2017	FY 2018
Months of Operating Cash	0	7	14
Total working capital	\$13,418	\$266,424	\$689,431
Current Ratio	n/a	45.34	n/a
Debt Service Impact	0%	0%	0%
Unrestricted Net Assets Net of Property, Plant and Equipment	n/a	n/a	n/a
Operating Margin	5%	29%	1%
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.

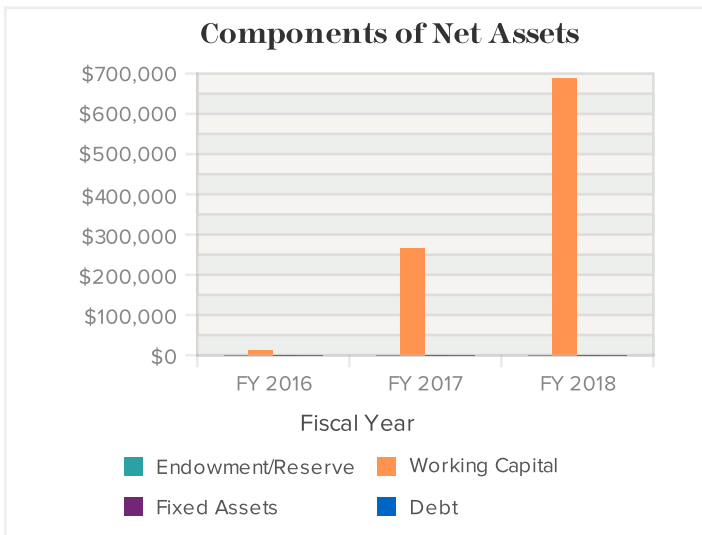
Debt Service Impact (Total Debt Service including principal and interest divided by Total Expense) calculates the % of an organization's total expenses applied to the total debt-service burden, e.g. a mortgage).

Unrestricted Net Assets Net of Property, Plant and Equipment (Unrestricted Net Assets - (Net Fixed Assets - Mortgage Debt)) shows what the organization's unrestricted net assets would be if they did not own any property, or have any debts associated with that property. Because this calculation is based on unrestricted values for net assets and fixed assets, if an organization fills out a single column balance sheet and does not separate fixed assets into restricted and unrestricted categories, this value will be blank

Operating Margin (Change in Net Assets divided by Total Unrestricted Operating Revenue) is a measurement of the organizations efficiency in operating, highlighting the amount of an organization's surplus or deficit.

Depreciation as a % of Fixed Assets indicates the potential need for replacement or repair of fixed assets (such as buildings, furniture, office equipment, sets and props); especially significant for organizations that own a building or carry a long-term lease.

Leverage Ratio (Total Debt divided by Total Unrestricted and Temporarily Restricted Assets) determines how heavily the organization has borrowed. A number in excess of 50% may indicate a potential crunch.



## Attendance

In-person Participation	FY 2016	FY 2017	% Change	FY 2018	% Change
In-person participation - paid	3,362	4,573	36%	3,673	-20%
In-person participation - free	2,900	4,610	59%	5,806	26%
<b>Total in-person participation</b>	<b>6,262</b>	<b>9,183</b>	<b>47%</b>	<b>9,479</b>	<b>3%</b>

Types of In-person Attendance	FY 2016	FY 2017	% Change	FY 2018	% Change
Performance tickets	2,500	2,555	2%	2,400	-6%
Open rehearsal tickets	150	160	7%		-100%
Admissions	750	900	20%	1,406	56%
Registrants for classes/workshops	672	2,000	198%	2,098	5%
Students given private lessons	15	18	20%		-100%
Field trip participants	175	550	214%	375	-32%
Festival attendees	2,000	3,000	50%	3,200	7%
<b>Total in-person participation</b>	<b>6,262</b>	<b>9,183</b>	<b>47%</b>	<b>9,479</b>	<b>3%</b>

Attendance Ages	FY 2016	FY 2017	% Change	FY 2018	% Change
Children (18 and under)	2,270	5,600	147%	6,000	7%
Children served in schools	150	250	67%		-100%
Seniors	600	750	25%	1,000	33%
Adults	1,600	2,833	77%	2,479	-12%

Other Participation	FY 2016	FY 2017	% Change	FY 2018	% Change
Competition entrants	15		-100%		n/a
Competition winners	15		-100%		n/a

## Staffing

Staff & Non-Staff Statistics	FY 2016	FY 2017	% Change	FY 2018	% Change
Full-time permanent employees	3	5	67%	4	-20%
Part-time permanent employees	3	2	-33%	3	50%
Part-time permanent employees - FTEs	0.03	0	-100%	2.15	n/a
Number of part-time or one-time volunteers	50	10	-80%	15	50%
Part-time or one-time volunteers - FTEs	0.24	0.28	17%	0.1	-64%
Independent contractors	35	27	-23%	24	-11%

Artistic Staff & Non-Staff Statistics	FY 2016	FY 2017	% Change	FY 2018	% Change
Full-time employees that are artists	0	1	n/a	1	0%
Part-time employees that are artists	2	1	-50%	0	-100%
Independent contractors that are artists	34	26	-24%	22	-15%



## Program Activity

	FY 2016	FY 2017	% Change	FY 2018	% Change
Distinct productions	10	4	-60%	4	0%
Total performances	18	7	-61%	4	-43%
Open rehearsals	1	160	15,900%		-100%
Temporary exhibits	2	2	0%		-100%
Distinct classes/workshops	3	20	567%	5	-75%
Distinct class series/courses	210	110	-48%	107	-3%
Total classes/class sessions	3,301	56	-98%	2,807	4,912%
Private lessons offered	2	18	800%		-100%
Distinct field trips	4	5	25%	3	-40%
Field trip occurrences	4	10	150%	4	-60%
Programs offered in schools	2	25	1,150%		-100%
Hours of programming in schools	0	125	n/a		-100%
Number of schools served	8	10	25%		-100%
Artists placed in schools		3	n/a		-100%
Fairs/festivals/parades	1	1	0%	1	0%
Space - hours rented		20	n/a		-100%