



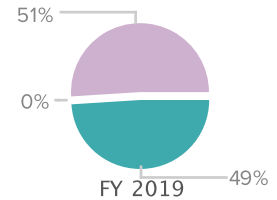
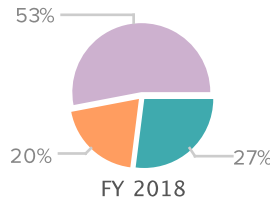
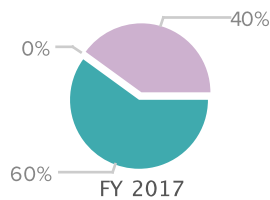
Organization Information

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: 6
 Applicant is audited or reviewed by an independent accounting firm. Paid FTEs: 6
 A display value of -0% signifies a value of less than +/- 0.5%

Unrestricted Activity	FY 2017	FY 2018	% Change	FY 2019	% Change
Unrestricted Operating Revenue					
Earned Program	\$230,593	\$249,585	8%	\$210,100	-16%
Earned Non-program	\$31,709	\$16,871	-47%	\$70,523	318%
Total Earned Revenue	\$262,302	\$266,456	2%	\$280,623	5%
Investment Revenue	\$0	\$100,095	n/a	\$0	-100%
Contributed Revenue	\$390,890	\$137,477	-65%	\$272,475	98%
Total Unrestricted Operating Revenue	\$653,192	\$504,028	-23%	\$553,098	10%
Less in-kind	(\$9,500)	(\$10,100)	6%		-100%
Total Unrestricted Operating Revenue Less In-kind	\$643,692	\$493,928	-23%	\$553,098	12%
Expenses by Functional Total					
Program	\$402,259	\$387,404	-4%	\$333,181	-14%
Fundraising	\$31,820	\$54,623	72%	\$173,616	218%
General & Administrative	\$28,625	\$56,997	99%	\$76,214	34%
Total Operating Expenses	\$462,704	\$499,024	8%	\$583,011	17%
Less in-kind	(\$9,500)	(\$10,100)	6%		-100%
Total Operating Expenses Less In-kind	\$453,204	\$488,924	8%	\$583,011	19%
Net Unrestricted Activity - Operating	\$190,488	\$5,004	-97%	-\$29,913	-698%
Net Unrestricted Activity - Non-operating			n/a		n/a
Total Net Unrestricted Activity	\$190,488	\$5,004	-97%	-\$29,913	-698%
Net Restricted Activity			n/a	\$226,491	n/a
Net Total Activity	\$190,488	\$5,004	-97%	\$196,578	3,828%

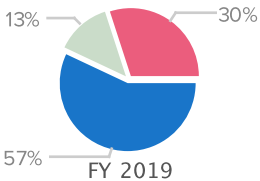
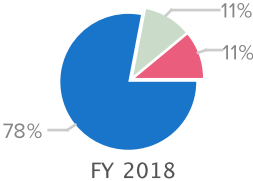
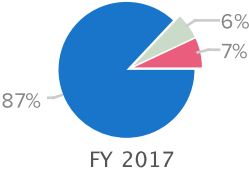
Revenue by Source

- Earned
- Investment
- Contributed



Expenses by Functional Grouping

- Program
- General & Administrative
- Fundraising



Revenue Details

	FY 2017	FY 2018	FY 2019	FY 2019	FY 2019
	Total	Total	Total	Unrestricted	Restricted
Operating Revenue					
Earned - Program					
Single ticket sales	\$12,940	\$18,182			
Tuitions and registration fees	\$216,525	\$217,922	\$188,692	\$188,692	
Other program revenue	\$1,128	\$13,481	\$21,408	\$21,408	
Total earned - program	\$230,593	\$249,585	\$210,100	\$210,100	\$0
Earned - Non-program					
Food and concessions	\$6,090	\$6,191			
Gift shop and merchandise fees	\$21,429	\$8,580	\$11,638	\$11,638	
Advertising revenue	\$1,891	\$2,100	\$1,785	\$1,785	
Sponsorship revenue	\$0	\$0	\$57,100	\$57,100	
Space rentals	\$150				
Other earned revenue	\$2,149	\$0			
Total earned - non-program	\$31,709	\$16,871	\$70,523	\$70,523	\$0
Total earned revenue	\$262,302	\$266,456	\$280,623	\$280,623	

Jackson School of the Arts Association

	FY 2017	FY 2018	FY 2019	FY 2019	FY 2019
Contributed	Total	Total	Total	Unrestricted	Restricted
Trustee & board	\$6,075	\$6,000	\$1,320	\$1,320	
Individual	\$100,584	\$14,139	\$73,408	\$73,408	
Corporate	\$35,784	\$27,518	\$18,613	\$18,613	
Foundation	\$206,858	\$65,120	\$58,577	\$58,577	
State government	\$17,900	\$14,600	\$0		
In-kind operating contributions	\$9,500	\$10,100	\$0		
Other contributions	\$14,189	\$0	\$347,048		\$347,048
Net assets released from restriction	\$0	\$0	\$0	\$120,557	-\$120,557
Total contributed revenue	\$390,890	\$137,477	\$498,966	\$272,475	\$226,491
Operating investment revenue	\$0	\$100,095	\$0	\$0	
Total operating revenue	\$653,192	\$504,028	\$779,589	\$553,098	\$226,491
Total operating revenue less in-kind	\$643,692	\$493,928	\$779,589	\$553,098	\$226,491
Transfers and re-classifications					
Total non-operating revenue	\$0	\$0	\$0		
Total revenue	\$653,192	\$504,028	\$779,589	\$553,098	\$226,491
Total revenue less in-kind	\$643,692	\$493,928	\$779,589	\$553,098	\$226,491

Expense Details

	FY 2017 Total	FY 2018 Total	% Change	FY 2019 Total	% Change	FY 2019 Program	FY 2019 Fundraising	FY 2019 General & Administrative
Personnel expenses - Operating								
W2 employees (salaries, payroll taxes and fringe benefits)	\$173,656	\$210,991	21%	\$259,879	23%	\$199,381	\$27,068	\$33,430
Independent contractors	\$163,027	\$135,603	-17%	\$104,522	-23%	\$71,148	\$24,677	\$8,697
Professional fees	\$4,630	\$13,554	193%	\$9,880	-27%			\$9,880
Total personnel expenses - Operating	\$341,313	\$360,148	6%	\$374,281	4%	\$270,529	\$51,745	\$52,007
Non-personnel expenses - Operating								
Advertising and promotion	\$8,147	\$8,528	5%	\$11,624	36%		\$11,624	
Conferences and meetings	\$934	\$216	-77%	\$0	-100%			
Dues and subscriptions	\$1,750	\$1,731	-1%	\$573	-67%			\$573
Insurance	\$6,464	\$2,502	-61%	\$6,245	150%			\$6,245
Occupancy costs	\$41,164	\$41,340	0%	\$33,579	-19%	\$33,579		
Office and administration	\$11,660	\$9,735	-17%	\$8,771	-10%	\$8,771		
Printing, postage and shipping	\$5,836	\$6,587	13%	\$6,568	-0%		\$6,018	\$550
Travel	\$1,335	\$1,879	41%	\$1,888	0%	\$1,888		
Royalties, rights and reproductions	\$0	\$802	n/a	\$1,576	97%	\$1,576		
Productions and events costs	\$30,888	\$54,171	75%	\$34,000	-37%	\$16,838	\$17,162	
Other operating expenses	\$12,747	\$10,919	-14%	\$103,906	852%		\$87,067	\$16,839
Depreciation	\$466	\$466	0%	\$0	-100%			
Total non-personnel expenses - Operating	\$121,391	\$138,876	14%	\$208,730	50%	\$62,652	\$121,871	\$24,207
Total operating expenses	\$462,704	\$499,024	8%	\$583,011	17%	\$333,181	\$173,616	\$76,214
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	\$462,704	\$499,024	8%	\$583,011	17%	\$333,181	\$173,616	\$76,214
Total expenses less in-kind	\$453,204	\$488,924	8%	\$583,011	19%			
Total expenses less depreciation	\$462,238	\$498,558	8%	\$583,011	17%			
Total expenses less in-kind and depreciation	\$452,738	\$488,458	8%	\$583,011	19%			

Balance Sheet

Assets	FY 2017	FY 2018	% Change	FY 2019	% Change
Current assets					
Cash	\$269,788	\$586,891	118%	\$45,934	-92%
Receivables	\$0	\$0	n/a	\$449,400	n/a
Investments	\$0	\$100,095	n/a	\$1,304,650	1,203%
Prepaid expenses & other	\$2,645	\$2,445	-8%	\$7,840	221%
Total current assets	\$272,433	\$689,431	153%	\$1,807,824	162%
Non-current investments					
Fixed assets (net)	\$0	\$0	n/a	\$113,821	n/a
Other non-current assets	\$0	\$820,000	n/a	\$102,436	-88%
Total non-current assets	\$0	\$820,000	n/a	\$216,257	-74%
Total assets	\$272,433	\$1,509,431	454%	\$2,024,081	34%
Liabilities & Net Assets					
Liabilities	FY 2017	FY 2018	% Change	FY 2019	% Change
Liabilities					
Accounts payable & other	\$6,009	\$0	-100%	\$34,136	n/a
Loans & other debt	\$0		n/a		n/a
Deferred revenue	\$0		n/a	\$12,433	n/a
Total current liabilities	\$6,009	\$0	-100%	\$46,569	n/a
Non-current liabilities	\$0	\$0	n/a	\$0	n/a
Total liabilities	\$6,009	\$0	-100%	\$46,569	n/a
Net assets					
Unrestricted	\$0		n/a	\$43,042	n/a
Restricted	\$0		n/a	\$1,934,470	n/a
Total net assets	\$266,424	\$1,509,431	467%	\$1,977,512	31%
Total liabilities & net assets	\$272,433	\$1,509,431	454%	\$2,024,081	34%

Balance Sheet Metrics

	FY 2017	FY 2018	FY 2019
Months of Operating Cash	7	14	0
Total working capital	\$266,424	\$689,431	\$43,042
Current Ratio	45.34	n/a	38.82
Debt Service Impact	0%	0%	
Unrestricted Net Assets Net of Property, Plant and Equipment	n/a	n/a	
Operating Margin	29%	1%	36%
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.

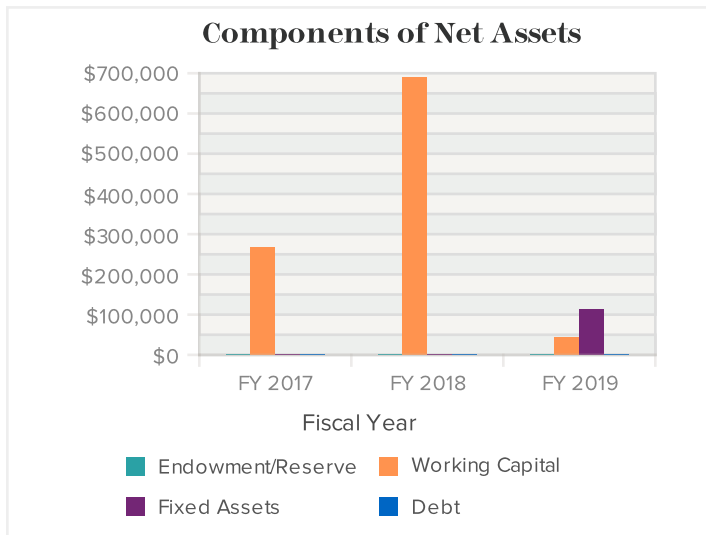
Debt Service Impact (Total Debt Service including principal and interest divided by Total Expense) calculates the % of an organization's total expenses applied to the total debt-service burden, e.g. a mortgage).

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. The higher the margin, the more sustainable the organization because it's using more reliable sources of revenue to operate. Low ratios indicate that an organization is using revenue sources with a higher degree of variability and uncertainty. Negative operating margins highlight losses, and an organization's need to increase revenue, decrease expenses, or both, to be sustainable over time.

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 Assets) measures what proportion of your assets are supported by debt. A number in excess of 50% may indicate liquidity problems, or reduced capacity for future borrowing.



Attendance

In-person Participation	FY 2017	FY 2018	% Change	FY 2019	% Change
In-person participation - paid	4,573	3,673	-20%	6,100	66%
In-person participation - free	4,610	5,806	26%	3,500	-40%
Total in-person participation	9,183	9,479	3%	9,600	1%

Types of In-person Attendance	FY 2017	FY 2018	% Change	FY 2019	% Change
Performance tickets	2,555	2,400	-6%	2,400	0%
Open rehearsal tickets	160		-100%	2,400	n/a
Admissions	900	1,406	56%		-100%
Registrants for classes/workshops	2,000	2,098	5%	1,500	-29%
Students given private lessons	18		-100%	25	n/a
Field trip participants	550	375	-32%	275	-27%
Festival attendees	3,000	3,200	7%	3,000	-6%
Total in-person participation	9,183	9,479	3%	9,600	1%

Attendance Ages	FY 2017	FY 2018	% Change	FY 2019	% Change
Children (18 and under)	5,600	6,000	7%	1,500	-75%
Children served in schools	250		-100%	900	n/a
Seniors	750	1,000	33%	600	-40%
Adults	2,833	2,479	-12%	7,500	203%

Other Participation	FY 2017	FY 2018	% Change	FY 2019	% Change

Staffing

Staff & Non-Staff Statistics	FY 2017	FY 2018	% Change	FY 2019	% Change
Full-time permanent employees	5	4	-20%	6	50%
Part-time permanent employees	2	3	50%		-100%
Part-time permanent employees - FTEs	0	2.15	n/a		-100%
Number of part-time or one-time volunteers	10	15	50%		-100%
Part-time or one-time volunteers - FTEs	0.28	0.1	-64%		-100%
Independent contractors	27	24	-11%	11	-54%

Artistic Staff & Non-Staff Statistics	FY 2017	FY 2018	% Change	FY 2019	% Change
Full-time employees that are artists	1	1	0%		-100%
Part-time employees that are artists	1	0	-100%		n/a
Independent contractors that are artists	26	22	-15%	11	-50%

Program Activity

			% Change		% Change
Distinct productions	4	4	0%	4	0%
Total performances	7	4	-43%	4	0%
Open rehearsals	160		-100%	4	n/a
Temporary exhibits	2		-100%		n/a
Distinct classes/workshops	20	5	-75%	10	100%
Distinct class series/courses	110	107	-3%	70	-35%
Total classes/class sessions	56	2,807	4,912%	170	-94%
Private lessons offered	18		-100%	25	n/a
Distinct field trips	5	3	-40%	2	-33%
Field trip occurrences	10	4	-60%		-100%
Programs offered in schools	25		-100%	6	n/a
Hours of programming in schools	125		-100%	25	n/a
Number of schools served	10		-100%	3	n/a
Artists placed in schools	3		-100%	6	n/a
Fairs/festivals/parades	1	1	0%	2,007	200,600%
Space - hours rented	20		-100%		n/a
Pieces of equipment provided for rental			n/a	1,250	n/a