

Organization Information

Organization name:	Jackson School of the Arts Association		
City:	Jackson	Year organization founded:	2001
State:	MI	Organization type:	501(c)3 nonprofit organization
County:	Jackson	DUNS #:	623603177
Federal ID #:	383581314	Full-time staff:	4
NISP Discipline:	14 - Multidisciplinary	Board Members:	5
NISP Institution:	48 - School of the Arts	Fiscal year end date:	08-31
NTEE:	A25 - Arts Education		

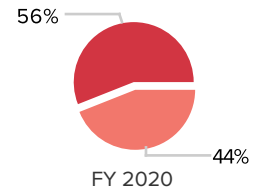
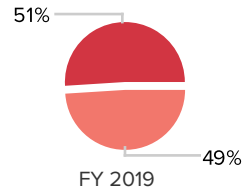
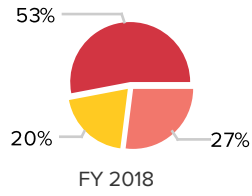
Applicant is audited or reviewed by an independent accounting firm.

Financial Summary

Unrestricted Activity	FY 2018	FY 2019	% Change	FY 2020	% Change
Unrestricted operating revenue					
Earned program	\$249,585	\$210,100	-16%	\$157,750	-25%
Earned non-program	\$16,871	\$70,523	318%	\$43,472	-38%
Total earned revenue	\$266,456	\$280,623	5%	\$201,222	-28%
Investment revenue	\$100,095		-100%		n/a
Contributed revenue	\$137,477	\$272,475	98%	\$156,868	-42%
Total unrestricted operating revenue	\$504,028	\$553,098	10%	\$358,090	-35%
Less in-kind	\$10,100		-100%	\$1,800	n/a
Unrestricted operating revenue less in-kind	\$493,928	\$553,098	12%	\$356,290	-36%
Operating expenses					
Program	\$387,404	\$333,181	-14%	\$172,290	-48%
Management & general	\$56,997	\$76,214	34%	\$226,079	197%
Fundraising	\$54,623	\$173,616	218%	\$9,279	-95%
Total operating expenses	\$499,024	\$583,011	17%	\$407,648	-30%
Less in-kind	\$10,100		-100%	\$1,800	n/a
Unrestricted operating expenses less in-kind	\$488,924	\$583,011	19%	\$405,848	-30%
Unrestricted change in net assets - operating	\$5,004	-\$29,913	-698%	-\$49,558	-66%
Unrestricted change in net assets	\$5,004	-\$29,913	-698%	-\$49,558	-66%
Restricted change in net assets		\$226,491	n/a	\$272,248	20%
Total change in net assets	\$5,004	\$196,578	3,828%	\$222,690	13%

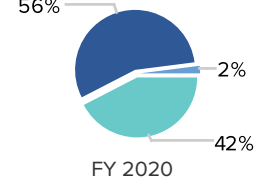
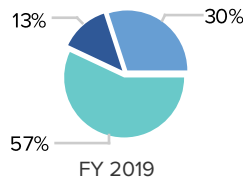
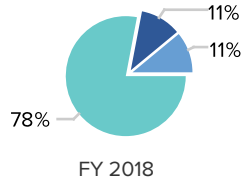
Unrestricted Operating Revenue by Source

- Earned
- Investment
- Contributed



Operating Expenses by Functional Grouping

- Program
- Management & General
- Fundraising



Revenue Details

Operating Revenue Earned - Program	FY 2018 Total	FY 2019 Total	FY 2020 Total	FY 2020 Unrestricted	FY 2020 Restricted
Subscriptions					
Membership fees - individuals				\$0	\$0
Membership fees - organizations					
Ticket sales & admissions	\$18,182				
Education revenue	\$217,922	\$188,692	\$148,735	\$148,735	
Publication sales					
Gallery sales	\$0				
Contracted services & touring fees					
Royalty & reproduction revenue	\$0				
Earned - program not listed above	\$13,481	\$21,408	\$9,015	\$9,015	
Total earned - program	\$249,585	\$210,100	\$157,750	\$157,750	
Earned - Non-program					
Rental revenue					
Sponsorship revenue	\$0	\$57,100	\$38,325	\$38,325	
Attendee-generated revenue not listed above	\$16,871	\$13,423	\$5,147	\$5,147	
Earned non-program not listed above					
Total earned - non-program	\$16,871	\$70,523	\$43,472	\$43,472	
Total earned revenue	\$266,456	\$280,623	\$201,222	\$201,222	

Contributed	FY 2018 Total	FY 2019 Total	FY 2020 Total	FY 2020 Unrestricted	FY 2020 Restricted
Trustee & board	\$6,000	\$1,320	\$1,200	\$1,200	
Individual	\$14,139	\$73,408	\$57,427	\$55,637	\$1,790
Corporate	\$27,518	\$18,613	\$54,717	\$39,717	\$15,000
Foundation	\$65,120	\$58,577	\$228,514	\$43,514	\$185,000
State government	\$14,600	\$0	\$85,000	\$15,000	\$70,000
In-kind operating contributions	\$10,100	\$0	\$1,800	\$1,800	
Special fundraising events					
Contributions not listed above	\$0	\$347,048	\$0		
Net assets released from restriction	\$0	\$0	\$0		
Total contributed revenue	\$137,477	\$498,966	\$428,658	\$156,868	\$271,790
Operating investment revenue	\$100,095	\$0	\$458		\$458
Total operating revenue	\$504,028	\$779,589	\$630,338	\$358,090	\$272,248
Total operating revenue less operating in-kind	\$493,928	\$779,589	\$628,538	\$356,290	\$272,248
Total revenue	\$504,028	\$779,589	\$630,338	\$358,090	\$272,248
Total revenue less in-kind	\$493,928	\$779,589	\$628,538	\$356,290	\$272,248

Revenue Narrative

FY 2018	n/a
FY 2019	n/a
FY 2020	Our fiscal year has been hit twice because of COVID. In the year ending Aug 31, 2020 we lost four months of revenue. In the summer of 2020 we were able to finally open our doors at limited capacity. Our numbers are approximates half of what we had prior to COVID. We have switched our capital campaign to a much smaller building on the same block and are poised to open late fall 2021 in the new space. We anticipate a closer to normal level of students as well.

Expense Details

	FY 2018 Total	FY 2019 Total	% Change	FY 2020 Total	% Change	FY 2020 Program	FY 2020 General & Administrative	FY 2020 Fundraising
Personnel expenses - Operating								
W2 employees (salaries, payroll taxes and fringe benefits)	\$210,991	\$259,879	23%	\$242,206	-7%	\$139,136	\$93,791	\$9,279
Independent contractors	\$135,603	\$104,522	-23%	\$10,994	-89%	\$10,994	\$0	\$0
Professional fees	\$13,554	\$9,880	-27%	\$20,772	110%			
Total personnel expenses - Operating	\$360,148	\$374,281	4%	\$273,972	-27%	\$150,130	\$114,563	\$9,279
Non-personnel expenses - Operating								
Occupancy costs	\$41,340	\$33,579	-19%	\$33,899	1%		\$33,899	
Depreciation	\$466	\$0	-100%	\$266	n/a		\$266	
Non-personnel expenses not listed above	\$97,070	\$175,151	80%	\$99,511	-43%	\$22,160	\$77,351	
Total non-personnel expenses - Operating	\$138,876	\$208,730	50%	\$133,676	-36%	\$22,160	\$111,516	
Total operating expenses	\$499,024	\$583,011	17%	\$407,648	-30%	\$172,290	\$226,079	\$9,279
Total expenses	\$499,024	\$583,011	17%	\$407,648	-30%			
Total expenses less in-kind	\$488,924	\$583,011	19%	\$405,848	-30%			
Total expenses less depreciation	\$498,558	\$583,011	17%	\$407,382	-30%			
Total expenses less in-kind and depreciation	\$488,458	\$583,011	19%	\$405,582	-30%			

Expense Narrative

FY 2018	n/a
FY 2019	n/a
FY 2020	We made a very deliberate effort to control our spending this year. We let eliminated our assistant manager position and hired a new Executive Director. In addition, we focused on using material we had in the building to try and keep our costs at a minimum since our school was closed and reopened under limited students.

Balance Sheet

Assets	FY 2018	FY 2019	% Change	FY 2020	% Change
Current assets					
Cash and cash equivalents	\$586,891	\$45,934	-92%	\$79,792	74%
Receivables	\$0	\$449,400	n/a	\$0	-100%
Investments - current	\$100,095	\$1,304,650	1,203%	\$1,426,572	9%
Prepaid expenses & other	\$2,445	\$7,840	221%	\$22,772	190%
Total current assets	\$689,431	\$1,807,824	162%	\$1,529,136	-15%
Long-term/non-current assets					
Investments - non current			n/a		n/a
Fixed assets (net of accumulated depreciation)	\$0	\$113,821	n/a	\$294,794	159%
Non-current assets not listed above	\$820,000	\$102,436	-88%	\$437,916	328%
Total long-term/non-current assets	\$820,000	\$216,257	-74%	\$732,710	239%
Total assets	\$1,509,431	\$2,024,081	34%	\$2,261,846	12%
Liabilities & Net Assets					
	FY 2018	FY 2019	% Change	FY 2020	% Change
Current liabilities					
Accounts payable and accrued expenses		\$34,136	n/a	\$2,513	-93%
Deferred revenue		\$12,433	n/a	\$8,132	-35%
Loans - current			n/a		n/a
Additional current liabilities not listed above			n/a	\$5,781	n/a
Total current liabilities		\$46,569	n/a	\$16,426	-65%
Long-term/non-current liabilities					
Long-term/non-current loans			n/a	\$41,487	n/a
Additional long-term/non-current liabilities not listed above			n/a		n/a
Total long-term/non-current liabilities			n/a	\$41,487	n/a
Total liabilities		\$46,569	n/a	\$57,913	24%
Net assets					
Unrestricted		\$43,042	n/a	\$44,651	4%
Restricted		\$1,934,470	n/a	\$2,159,282	12%
Total net assets	\$1,509,431	\$1,977,512	31%	\$2,203,933	11%
Total liabilities & net assets	\$1,509,431	\$2,024,081	34%	\$2,261,846	12%

Balance Sheet Narrative

FY 2018	n/a
FY 2019	n/a
FY 2020	JSA has been cleaning up and simplifying our balance sheet. We did a full inventory of our dance store and have been tracking prepaid tuition. In addition, our capital campaign is starting to have some movement and construction in process. Overall we are in a better financial position than we were a year ago and an even better one today

Balance Sheet Metrics

	FY 2018	FY 2019	% Change	FY 2020	% Change
Months of operating cash -- Total	14.11	0.94	-93%	2.35	149%
Working capital -- Total	\$689,431	\$1,761,255	155%	\$1,512,710	-14%
Current ratio -- Total		38.82	n/a	93.09	140%
Net assets as a % of total expenses	302%	339%	12%	541%	59%
Fixed assets (net)	\$0	\$113,821	n/a	\$294,794	159%
Condition of fixed assets				1%	
Leverage -- Total			n/a	2%	n/a
Total debt			n/a	\$41,487	n/a
Debt service impact	0%	0%	n/a	0%	n/a

Months of operating cash (Cash & Cash Equivalents/(Total Expense/12)) indicates the number of months an organization can operate at current average monthly expense levels with existing unrestricted cash and cash equivalents.

Working capital (Current Assets minus Current Liabilities) consists of the resources available for operations. 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. A ratio of 1.0 indicates that current assets are equal to current liabilities. A ratio of around 1.5 is a more comfortable position, allowing for more cushion against uncollected receivables or timing discrepancies between expected receipts and disbursements. Ideally this number should approach 2 which indicates ample short-term liquidity to obviate the need to borrow or sell assets.

Net assets as % of total expenses measures the net worth of an organization in relationship to its operating size. It is calculated as total net assets divided by total expenses. If the trend is level or increasing, then total net assets are keeping pace with growth in operating expenses.

Condition of fixed assets indicates the potential need for replacement or repair of fixed assets (such as buildings, furniture, office equipment, sets and props). This is especially significant for organizations that own a building or carry a long-term lease. Accumulated depreciation of less than 50% of the total value of fixed assets indicates a stock of relatively new assets. A high percentage (>80%) of accumulated depreciation could indicate aging infrastructure and need for funding the replacement or repair of fixed assets in the near future.

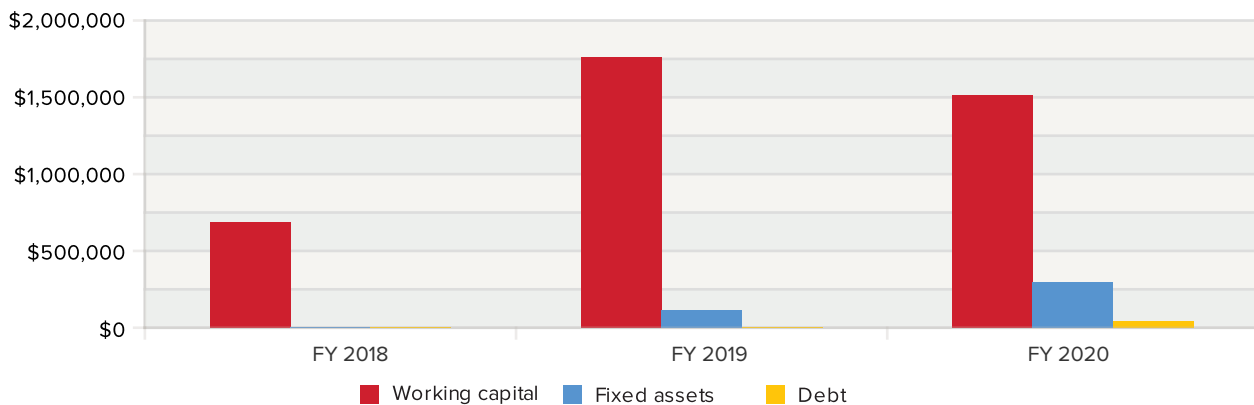
Leverage ratio (Total Debt divided by Total Assets) measures what proportion of your assets are supported by debt. A number in excess of 50% may indicate liquidity problems, or reduced capacity for future borrowing.

Fixed assets (net) is the value of all land, buildings, equipment, leasehold improvements and other property and equipment owned by the organization. It is calculated net of accumulated depreciation to reflect the reduction in the value of an asset as it ages and is used.

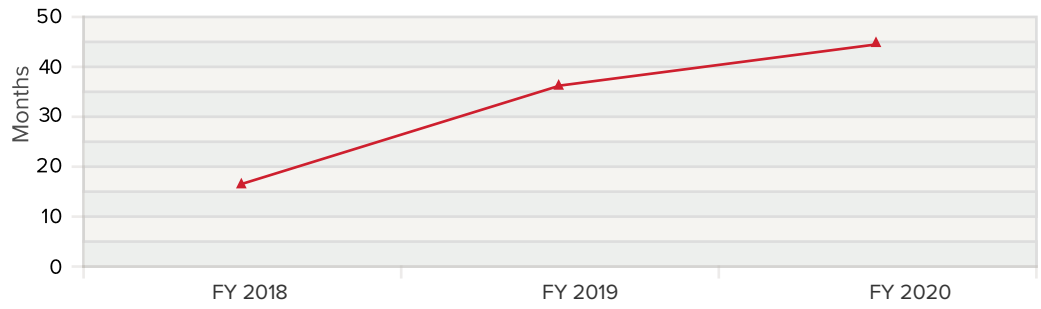
Total debt consists of all short and long-term contractual obligations of the organization, including lines of credit, loans, notes, bonds, and capital leases.

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. The higher the percentage, the more the organization has to dedicate its resources to debt repayment rather than programming and other operating expenses.

Components of Net Assets



Months of Working Capital



Attendance

	FY 2018	FY 2019	% Change	FY 2020	% Change
Total attendance					
Paid	3,673	6,100	66%	4,488	-26%
Free	5,806	3,500	-40%		-100%
Total	9,479	9,600	1%	4,488	-53%
In-person attendance					
Paid	3,673	6,100	66%	4,488	-26%
Free	5,806	3,500	-40%		-100%
Total	9,479	9,600	1%	4,488	-53%
Digital attendance					
Paid			n/a	0	n/a
Free			n/a		n/a
Total			n/a	0	n/a
In-person attendees 18 and under	6,000	1,500	-75%	2,864	91%
Programs in schools	FY 2018	FY 2019	% Change	FY 2020	% Change
Children served in schools		900	n/a	180	-80%
Hours of instruction		25	n/a	16	-36%

Workforce

Number of People	FY 2018	FY 2019	% Change	FY 2020	% Change
Employees: Full-time permanent	4	6	50%	4	-33%
Employees: Part-time permanent	3		-100%	17	n/a
Volunteers	15		-100%	25	n/a
Independent contractors	24	11	-54%	2	-82%
Interns and apprentices	0		n/a		n/a
Total positions	46	17	-63%	48	182%

Visual & Performing Artists

	FY 2018	FY 2019	% Change	FY 2020	% Change
Number of visual & performing artists	23	11	-52%	12	9%
Payments to artists & performers	\$152,215	\$19,733	-87%	\$150,130	661%

Covid-19 Impact

	FY 2018	FY 2019	FY 2020
Due to COVID-19 crisis restrictions on in-person gatherings and/or stay-at-home orders mandated by government health guidelines, how was staffing affected at your organization:			
Number of employees laid off			19
Number of employees furloughed			0
Of those furloughed or laid off employees, how many (if any) have been brought back?			19

Mission and Constituency

Mission statement

The mission of the Jackson School of the Arts is to make the arts accessible to all children and youth regardless of their financial means.

Mission demographics

This organization's mission is not rooted in an explicitly identified ethnic, cultural or other demographic voice.

Racial/ethnic group

Additional group (please state)

Gender

Additional group (please state)

Sexual orientation

Additional group (please state)

Age group

Additional group (please state)

Disability

Additional characteristics

If the fields above are blank, this organization does not serve that demographic specifically.

Audience

The organization seeks to primarily serve a specific audience.

Racial/ethnic group

Additional group (please state)

Gender

Additional group (please state)

Sexual orientation

Additional group (please state)

Age group

Under 18

Additional group (please state)

Disability

No

Additional characteristics

Additional group (please state) We serve mostly low to moderate income children

Community type served

Urban

If the fields above are blank, this organization does not serve that demographic specifically.

Program Activity

In-person activity	FY 2018		FY 2019		FY 2020	
	Distinct offerings	# of times offered	Distinct offerings	# of times offered	Distinct offerings	# of times offered
Productions (self-produced)	4	4	4	4		
Productions (presented)						
Classes/assemblies/other programs in schools			6		3	3
Classes/workshops (outside of schools)	112	2,807	80	170	61	61
Field trips/school visits	3	4	2		6	6
Guided tours						
Lectures						
Permanent exhibitions						
Temporary exhibitions						
Traveling exhibitions (hosted)						
Films screened						
Festivals/conferences	1		2,007		0	
Readings/workshops (developing works)						
Community programs (not included above)						
Additional programs not listed above	0	0	0	0	0	0

NOTE: Data entered prior to 2021 combines information about physical and digital programs. It has been included in the physical program lines.

Program Activity

Digital activity	FY 2018			FY 2019			FY 2020		
	Distinct offerings	# times digitally offered	On-demand	Distinct offerings	# times digitally offered	On-demand	Distinct offerings	# times digitally offered	On-demand
Productions (self-produced)									
Productions (presented)									
Classes/assemblies/other programs in schools									
Classes/workshops (outside of schools)									
Field trips/school visits									
Guided tours									
Lectures									
Permanent exhibitions									
Temporary exhibitions									
Traveling exhibitions (hosted)									
Films screened									
Broadcast productions									
Festivals/conferences									
Readings/workshops (developing works)									
Community programs (not included above)									
Additional programs not listed above									

NOTE: Data entered prior to 2021 combines information about physical and digital programs. It has been included in the physical program lines.

Digital activity financials	FY 2018		FY 2019		FY 2020	
	Total	Associated with digital program delivery	Total	Associated with digital program delivery	Total	Associated with digital program delivery
Earned revenue	\$266,456		\$280,623		\$201,222	\$0
Contributed revenue	\$137,477		\$498,966		\$428,658	\$0
Operating expense	\$499,024		\$583,011		\$407,648	\$0

Program Activity

	FY 2018 Total	FY 2019 Total % Change	FY 2020 Total % Change
Fiscally sponsored projects		n/a	n/a
Amount distributed to fiscally sponsored projects		n/a	n/a
Residencies		n/a	n/a
Scholarships awarded		n/a	500 n/a
Amount awarded in scholarships		n/a	\$5,000 n/a
Other grants awarded		n/a	n/a
Amount awarded in grants		n/a	n/a
Public art installations		n/a	n/a
Works commissioned		n/a	n/a
Films produced		n/a	n/a
World premieres		n/a	n/a
National premieres		n/a	n/a
Local/regional premieres		n/a	n/a
Published works (physical)		n/a	n/a
Published works (digital)		n/a	n/a
Private lessons (in-person)		25 n/a	55 120%
Private lessons (digital)		n/a	0 n/a
Competitions		n/a	n/a
Open rehearsals		4 n/a	2 -50%

NOTE: Data entered prior to 2021 combines information about physical and digital programs. It has been included in the physical program lines.

Program Activity Narrative

FY 2018	n/a
FY 2019	n/a
FY 2020	JSA runs art, theater and dance classes in Jackson County. We are unique in that almost all of our classes operate under a sliding fee scale based on the federal low and moderate income guidelines. The bulk of our classes run on the school calendar and are after a traditional school day. We also offer some programming off site at the schools as well as places like our local homeless shelter. We have some outside performances that were mostly canceled during this fiscal year because of COVID