



Organization Information

Organization name: Kalamazoo Junior Symphony Society

City: Kalamazoo

Federal ID #: 386089780

State: MI

Year organization founded: 1939

County: Kalamazoo

Organization type: 501(c)3 nonprofit organization

NISP Discipline: 2 - Music

Fiscal year end date: 05-31

NISP Institution: 6 - Performing Group - Youth

DUNS #: 173673781

NTEE: A69 - Symphony Orchestras

Full-time staff: 1

Applicant is audited or reviewed by an independent accounting firm.

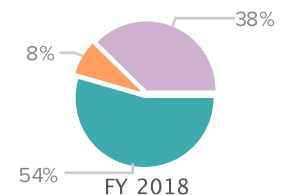
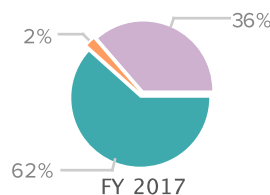
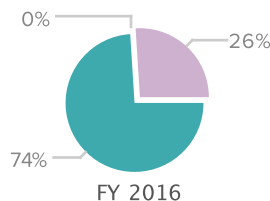
Paid FTEs: 1.68

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	\$41,125	\$41,202	0%	\$51,712	26%
Earned Non-program	\$7,288	\$38,038	422%	\$49,020	29%
<b>Total Earned Revenue</b>	<b>\$48,413</b>	<b>\$79,240</b>	<b>64%</b>	<b>\$100,732</b>	<b>27%</b>
Investment Revenue	\$784	\$5,457	596%	\$20,662	279%
Contributed Revenue	\$139,856	\$133,793	-4%	\$146,150	9%
<b>Total Unrestricted Operating Revenue</b>	<b>\$189,053</b>	<b>\$218,490</b>	<b>16%</b>	<b>\$267,544</b>	<b>22%</b>
Less in-kind			n/a		n/a
<b>Total Unrestricted Operating Revenue Less In-kind</b>	<b>\$189,053</b>	<b>\$218,490</b>	<b>16%</b>	<b>\$267,544</b>	<b>22%</b>
<b>Expenses by Functional Total</b>					
Program	\$116,073	\$120,451	4%	\$150,540	25%
Fundraising	\$25,597	\$40,925	60%	\$42,215	3%
General & Administrative	\$53,725	\$40,815	-24%	\$28,566	-30%
<b>Total Operating Expenses</b>	<b>\$195,395</b>	<b>\$202,191</b>	<b>3%</b>	<b>\$221,321</b>	<b>9%</b>
Less in-kind			n/a		n/a
<b>Total Operating Expenses Less In-kind</b>	<b>\$195,395</b>	<b>\$202,191</b>	<b>3%</b>	<b>\$221,321</b>	<b>9%</b>
Net Unrestricted Activity - Operating	-\$6,342	\$16,299	357%	\$46,223	184%
Net Unrestricted Activity - Non-operating			n/a		n/a
<b>Total Net Unrestricted Activity</b>	<b>-\$6,342</b>	<b>\$16,299</b>	<b>357%</b>	<b>\$46,223</b>	<b>184%</b>
Net Temporarily Restricted Activity	-\$6,200	\$0	100%	\$6,593	n/a
Net Permanently Restricted Activity	\$0	\$0	n/a		n/a
<b>Net Total Activity</b>	<b>-\$12,542</b>	<b>\$16,299</b>	<b>230%</b>	<b>\$52,816</b>	<b>224%</b>

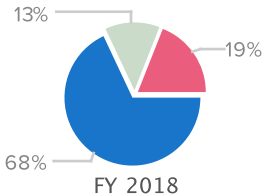
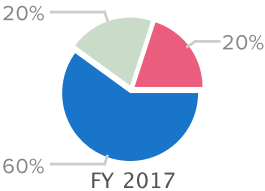
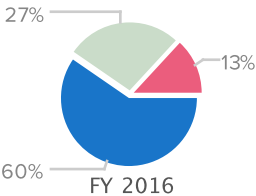
Revenue by Source

- 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	\$17,374	\$16,190	\$35,231	\$35,231		n/a
Touring fees		\$459				n/a
Tuitions and registration fees	\$13,680	\$13,940				n/a
Other program revenue	\$10,071	\$10,613	\$16,481	\$16,481		n/a
Total earned - program	\$41,125	\$41,202	\$51,712	\$51,712	\$0	n/a
Earned - Non-program						
Gift shop and merchandise fees	\$493	\$1,543				n/a
Advertising revenue	\$1,875	\$1,125	\$776	\$776		n/a
Sponsorship revenue	\$0	\$8,250				n/a
Other earned revenue	\$4,920	\$27,120	\$48,244	\$48,244		n/a
Total earned - non-program	\$7,288	\$38,038	\$49,020	\$49,020	\$0	n/a
Total earned revenue	\$48,413	\$79,240	\$100,732	\$100,732		n/a

Kalamazoo Junior Symphony Society

Contributed	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2018
	Total	Total	Total	Unrestricted	Temporarily Restricted	Permanently Restricted
Trustee & board	\$1,550	\$1,400	\$1,825	\$1,825		
Individual	\$38,712	\$40,286	\$59,000	\$59,000		
Corporate	\$7,625	\$4,700	\$2,400	\$2,400		
Foundation	\$54,500	\$37,000	\$63,000	\$63,000		
State government	\$13,549	\$20,364	\$19,925	\$19,925		
In-kind operating contributions	\$0	\$0	\$0			
Other contributions	\$17,720	\$30,043	\$0			
Net assets released from restriction	\$0	\$0	\$0	\$0	\$0	
<b>Total contributed revenue</b>	<b>\$133,656</b>	<b>\$133,793</b>	<b>\$146,150</b>	<b>\$146,150</b>	<b>\$0</b>	
Operating investment revenue	\$784	\$5,457	\$20,662	\$20,662		
<b>Total operating revenue</b>	<b>\$182,853</b>	<b>\$218,490</b>	<b>\$267,544</b>	<b>\$267,544</b>	<b>\$0</b>	
Total operating revenue less in-kind	\$182,853	\$218,490	\$267,544	\$267,544	\$0	
Transfers and re-classifications						
Total non-operating revenue						
<b>Total revenue</b>	<b>\$182,853</b>	<b>\$218,490</b>	<b>\$267,544</b>	<b>\$267,544</b>	<b>\$6,593</b>	
Total revenue less in-kind	\$182,853	\$218,490	\$267,544	\$267,544	\$6,593	

## 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)	\$92,481	\$93,501	1%	\$101,099	8%	\$64,311	\$20,785	\$16,003
Independent contractors	\$19,086	\$14,043	-26%	\$16,933	21%	\$16,933		
Professional fees	\$0	\$2,650	n/a	\$2,730	3%			\$2,730
Total personnel expenses - Operating	\$111,567	\$110,194	-1%	\$120,762	10%	\$81,244	\$20,785	\$18,733
Non-personnel expenses - Operating								
Advertising and promotion	\$526	-\$6,200	-1,279%	\$530	109%	\$530		
Conferences and meetings	\$12,080	\$11,465	-5%	\$11,989	5%	\$11,989		
Dues and subscriptions	\$239	\$160	-33%	\$160	0%	\$160		
Insurance	\$3,478	\$3,574	3%	\$5,452	53%	\$3,491		\$1,961
Occupancy costs	\$25,076	\$27,700	10%	\$29,008	5%	\$28,040		\$968
Office and administration	\$12,922	\$4,149	-68%	\$4,658	12%	\$363	\$871	\$3,424
Printing, postage and shipping	\$8,353	\$7,406	-11%	\$6,656	-10%	\$6,185	\$471	
Travel	\$2,621	\$405	-85%	\$1,679	315%	\$1,634		\$45
Productions and events costs	\$5,925	\$13,694	131%	\$9,418	-31%	\$9,418		
Interest expense	\$0	\$1,290	n/a	\$1,738	35%			\$1,738
Other operating expenses	\$12,292	\$28,137	129%	\$29,213	4%	\$7,486	\$20,088	\$1,639
Depreciation	\$316	\$217	-31%	\$58	-73%			\$58
Total non-personnel expenses - Operating	\$83,828	\$91,997	10%	\$100,559	9%	\$69,296	\$21,430	\$9,833
Total operating expenses	\$195,395	\$202,191	3%	\$221,321	9%	\$150,540	\$42,215	\$28,566
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	\$195,395	\$202,191	3%	\$221,321	9%	\$150,540	\$42,215	\$28,566
Total expenses less in-kind	\$195,395	\$202,191	3%	\$221,321	9%			
Total expenses less depreciation	\$195,079	\$201,974	4%	\$221,263	10%			
Total expenses less in-kind and depreciation	\$195,079	\$201,974	4%	\$221,263	10%			

## Balance Sheet

Assets	FY 2016	FY 2017	% Change	FY 2018	% Change
Current assets					
Cash	\$16,860	\$10,884	-35%	\$49,050	351%
Receivables	\$16,987	\$12,386	-27%	\$25,780	108%
Investments	\$310,735	\$339,947	9%	\$344,355	1%
Prepaid expenses & other	\$0	\$1,457	n/a	\$271,227	18,515%
<b>Total current assets</b>	<b>\$344,582</b>	<b>\$364,674</b>	<b>6%</b>	<b>\$690,412</b>	<b>89%</b>
Non-current investments					
Fixed assets (net)	\$674		-100%	\$399	n/a
Other non-current assets	\$0	\$0	n/a	\$0	n/a
<b>Total non-current assets</b>	<b>\$674</b>		<b>-100%</b>	<b>\$399</b>	<b>n/a</b>
<b>Total assets</b>	<b>\$345,256</b>	<b>\$364,674</b>	<b>6%</b>	<b>\$690,811</b>	<b>89%</b>
Liabilities & Net Assets	FY 2016	FY 2017	% Change	FY 2018	% Change
Liabilities					
Accounts payable & other	\$19,362	\$22,481	16%	\$8,959	-60%
Loans & other debt			n/a		n/a
Deferred revenue			n/a	\$280,250	n/a
<b>Total current liabilities</b>	<b>\$19,362</b>	<b>\$22,481</b>	<b>16%</b>	<b>\$289,209</b>	<b>1,186%</b>
Non-current liabilities	\$0	\$0	n/a	\$0	n/a
<b>Total liabilities</b>	<b>\$19,362</b>	<b>\$22,481</b>	<b>16%</b>	<b>\$289,209</b>	<b>1,186%</b>
Net assets					
Unrestricted	\$108,080	\$124,379	15%	\$177,195	42%
Temporarily restricted	\$217,814	\$217,814	0%	\$224,407	3%
Permanently restricted			n/a		n/a
<b>Total net assets</b>	<b>\$325,894</b>	<b>\$342,193</b>	<b>5%</b>	<b>\$401,602</b>	<b>17%</b>
<b>Total liabilities &amp; net assets</b>	<b>\$345,256</b>	<b>\$364,674</b>	<b>6%</b>	<b>\$690,811</b>	<b>89%</b>

**Balance Sheet Metrics**

	FY 2016	FY 2017	FY 2018
Months of Operating Cash -- Unrestricted	1	1	3
Total working capital -- Unrestricted	\$107,406	\$124,379	\$176,796
Current Ratio	17.8	16.22	2.39
Debt Service Impact	0%	1%	1%
Unrestricted Net Assets Net of Property, Plant and Equipment	\$107,406	n/a	\$176,796
Operating Margin	-7%	7%	20%
Depreciation as a % of Fixed Assets	n/a	n/a	n/a
Leverage Ratio			

Months of Operating Cash -- Unrestricted represents the number of months an organization can operate at current average monthly expense levels with existing unrestricted cash and cash equivalents.  $Cash + Cash\ Equivalents / (Total\ Expense / 12)$ . The ratio is calculated using unrestricted numbers only.

Total working capital -- Unrestricted consists of the resources available for operations, and in this report is calculated as unrestricted current assets minus unrestricted current liabilities. This is a conservative calculation of working capital and 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.

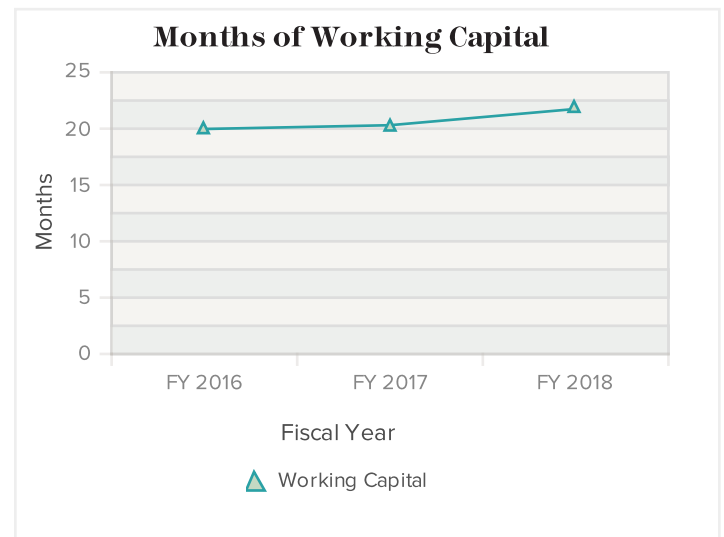
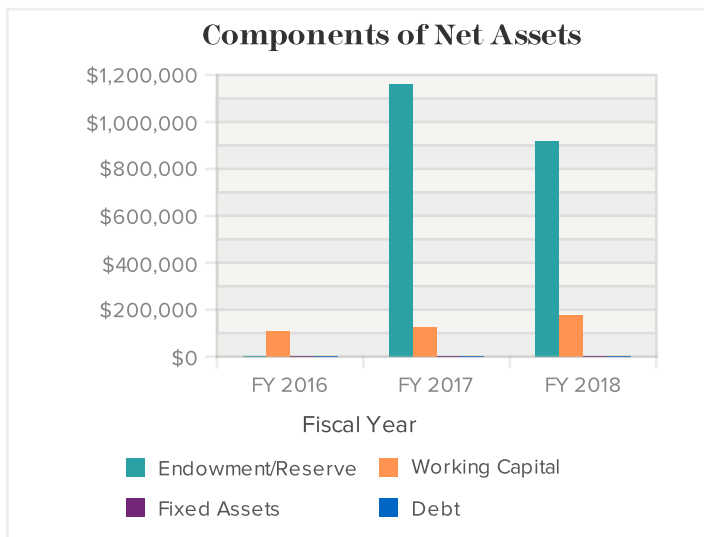
Debt Service Impact (Total Debt Service including principal and interest divided by Total Expense) calculates the % of an organization's total expenses applied to the total debt-service burden, e.g. a mortgage).

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	2,009	1,700	-15%	2,500	47%
In-person participation - free	1,648	1,775	8%	755	-57%
<b>Total in-person participation</b>	<b>3,657</b>	<b>3,475</b>	<b>-5%</b>	<b>3,255</b>	<b>-6%</b>

Types of In-person Attendance	FY 2016	FY 2017	% Change	FY 2018	% Change
Performance tickets	3,640	3,135	-14%	1,900	-39%
Registrants for classes/workshops		335	n/a	150	-55%
Students given private lessons	17	5	-71%	5	0%
Lecture attendees			n/a	1,200	n/a
<b>Total in-person participation</b>	<b>3,657</b>	<b>3,475</b>	<b>-5%</b>	<b>3,255</b>	<b>-6%</b>

Attendance Ages	FY 2016	FY 2017	% Change	FY 2018	% Change
Children (18 and under)	1,146	1,043	-9%	976	-6%
Children served in schools	340	327	-4%	150	-54%
Seniors	771	799	4%	651	-19%
Adults	1,723	1,633	-5%	1,628	-0%

Other Participation	FY 2016	FY 2017	% Change	FY 2018	% Change
People engaged in advocacy		20	n/a	5	-75%

## Staffing

Staff & Non-Staff Statistics	FY 2016	FY 2017	% Change	FY 2018	% Change
Full-time permanent employees	1	1	0%	1	0%
Part-time permanent employees	1	7	600%	5	-29%
Part-time permanent employees - FTEs	0.56		-100%	0.36	n/a
Part-time seasonal employees	4		-100%	1	n/a
Part-time seasonal employees - FTEs	0.29		-100%	0.32	n/a
Number of part-time or one-time volunteers	212	122	-42%	210	72%
Part-time or one-time volunteers - FTEs	0.32	0.09	-72%	0.12	33%
Independent contractors	47	32	-32%	22	-31%
Number of interns and apprentices	2	2	0%	1	-50%

Artistic Staff & Non-Staff Statistics	FY 2016	FY 2017	% Change	FY 2018	% Change
Part-time employees that are artists	5	6	20%	6	0%
Independent contractors that are artists	47	32	-32%	22	-31%



## Program Activity

	FY 2016	FY 2017	% Change	FY 2018	% Change
Distinct productions	23	18	-22%	6	-67%
Total performances	23	29	26%	20	-31%
Distinct classes/workshops		4	n/a	2	-50%
Distinct class series/courses		7	n/a		-100%
Total classes/class sessions	0	61	n/a	2	-97%
Private lessons offered	220		-100%	225	n/a
Distinct lectures			n/a	3	n/a
Lecture occurrences			n/a	3	n/a
Programs offered in schools	6	4	-33%	2	-50%
Hours of programming in schools	14	12	-14%	2	-83%
Number of schools served	5	7	40%	2	-71%
Artists placed in schools	340	18	-95%	5	-72%