



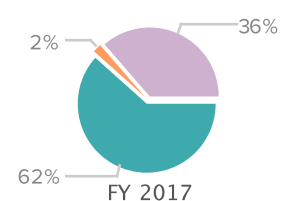
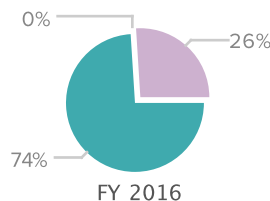
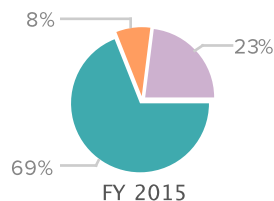
Organization Information

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

Unrestricted Activity	FY 2015	FY 2016	% Change	FY 2017	% Change
Unrestricted Operating Revenue					
Earned Program	\$29,589	\$41,125	39%	\$41,202	0%
Earned Non-program	\$13,198	\$7,288	-45%	\$38,038	422%
Total Earned Revenue	\$42,787	\$48,413	13%	\$79,240	64%
Investment Revenue	\$14,039	\$784	-94%	\$5,457	596%
Contributed Revenue	\$129,046	\$139,856	8%	\$133,793	-4%
Total Unrestricted Operating Revenue	\$185,872	\$189,053	2%	\$218,490	16%
Less in-kind			n/a		n/a
Total Unrestricted Operating Revenue Less In-kind	\$185,872	\$189,053	2%	\$218,490	16%
Expenses by Functional Total					
Program	\$83,823	\$116,073	38%	\$120,451	4%
Fundraising	\$21,400	\$25,597	20%	\$40,925	60%
General & Administrative	\$72,886	\$53,725	-26%	\$40,815	-24%
Total Operating Expenses	\$178,109	\$195,395	10%	\$202,191	3%
Less in-kind			n/a		n/a
Total Operating Expenses Less In-kind	\$178,109	\$195,395	10%	\$202,191	3%
Net Unrestricted Activity - Operating	\$7,763	-\$6,342	-182%	\$16,299	357%
Net Unrestricted Activity - Non-operating			n/a		n/a
Total Net Unrestricted Activity	\$7,763	-\$6,342	-182%	\$16,299	357%
Net Temporarily Restricted Activity	\$356	-\$6,200	-1,842%	\$0	100%
Net Permanently Restricted Activity	\$0	\$0	n/a	\$0	n/a
Net Total Activity	\$8,119	-\$12,542	-254%	\$16,299	230%

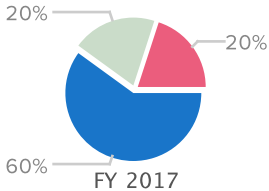
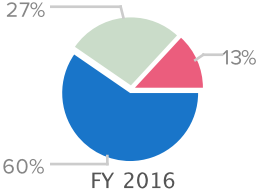
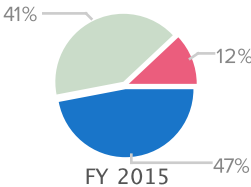
Revenue by Source

- 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	\$18,539	\$17,374	\$16,190	\$16,190		n/a
Touring fees			\$459	\$459		n/a
Tuitions and registration fees	\$11,050	\$13,680	\$13,940	\$13,940		n/a
Other program revenue	\$0	\$10,071	\$10,613	\$10,613		n/a
Total earned - program	\$29,589	\$41,125	\$41,202	\$41,202	\$0	n/a
Earned - Non-program						
Gift shop and merchandise fees	\$1,223	\$493	\$1,543	\$1,543		n/a
Advertising revenue	\$1,875	\$1,875	\$1,125	\$1,125		n/a
Sponsorship revenue		\$0	\$8,250	\$8,250		n/a
Other earned revenue	\$10,100	\$4,920	\$27,120	\$27,120		n/a
Total earned - non-program	\$13,198	\$7,288	\$38,038	\$38,038	\$0	n/a
Total earned revenue	\$42,787	\$48,413	\$79,240	\$79,240		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	\$1,500	\$1,550	\$1,400	\$1,400		
Individual	\$44,276	\$38,712	\$40,286	\$40,286		
Corporate	\$5,575	\$7,625	\$4,700	\$4,700		
Foundation	\$48,000	\$54,500	\$37,000	\$37,000		
State government	\$9,500	\$13,549	\$20,364	\$20,364		
In-kind operating contributions	\$0	\$0	\$0			
Other contributions	\$20,551	\$17,720	\$30,043	\$30,043		
Net assets released from restriction	\$0	\$0	\$0	\$0	\$0	\$0
Total contributed revenue	\$129,402	\$133,656	\$133,793	\$133,793	\$0	\$0
Operating investment revenue	\$14,039	\$784	\$5,457	\$5,457		
Total operating revenue	\$186,228	\$182,853	\$218,490	\$218,490	\$0	\$0
Total operating revenue less in-kind	\$186,228	\$182,853	\$218,490	\$218,490	\$0	\$0
Total non-operating revenue						
Total revenue	\$186,228	\$182,853	\$218,490	\$218,490	\$0	\$0
Total revenue less in-kind	\$186,228	\$182,853	\$218,490	\$218,490	\$0	\$0

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)	\$92,046	\$92,481	0%	\$93,501	1%	\$53,032	\$20,802	\$19,667
Independent contractors	\$10,731	\$19,086	78%	\$14,043	-26%	\$14,043		
Professional fees	\$0	\$0	n/a	\$2,650	n/a			\$2,650
Total personnel expenses - Operating	\$102,777	\$111,567	9%	\$110,194	-1%	\$67,075	\$20,802	\$22,317
Non-personnel expenses - Operating								
Advertising and promotion	\$50	\$526	952%	-\$6,200	-1,279%	-\$6,200		
Conferences and meetings	\$9,310	\$12,080	30%	\$11,465	-5%	\$11,095		\$370
Dues and subscriptions	\$160	\$239	49%	\$160	-33%			\$160
Insurance	\$3,623	\$3,478	-4%	\$3,574	3%			\$3,574
Occupancy costs	\$27,929	\$25,076	-10%	\$27,700	10%	\$23,872		\$3,828
Office and administration	\$12,230	\$12,922	6%	\$4,149	-68%	\$902	\$208	\$3,039
Printing, postage and shipping	\$6,756	\$8,353	24%	\$7,406	-11%	\$3,371	\$753	\$3,282
Travel	\$462	\$2,621	467%	\$405	-85%	\$437		-\$32
Productions and events costs	\$0	\$5,925	n/a	\$13,694	131%	\$13,638		\$56
Interest expense	\$0	\$0	n/a	\$1,290	n/a			\$1,290
Other operating expenses	\$14,266	\$12,292	-14%	\$28,137	129%	\$6,261	\$19,162	\$2,714
Depreciation	\$546	\$316	-42%	\$217	-31%			\$217
Total non-personnel expenses - Operating	\$75,332	\$83,828	11%	\$91,997	10%	\$53,376	\$20,123	\$18,498
Total operating expenses	\$178,109	\$195,395	10%	\$202,191	3%	\$120,451	\$40,925	\$40,815
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	\$178,109	\$195,395	10%	\$202,191	3%	\$120,451	\$40,925	\$40,815
Total expenses less in-kind	\$178,109	\$195,395	10%	\$202,191	3%			
Total expenses less depreciation	\$177,563	\$195,079	10%	\$201,974	4%			
Total expenses less in-kind and depreciation	\$177,563	\$195,079	10%	\$201,974	4%			

Balance Sheet

Assets	FY 2015	FY 2016	% Change	FY 2017	% Change
Current assets					
Cash	\$11,586	\$16,860	46%	\$10,884	-35%
Receivables	\$24,701	\$16,987	-31%	\$12,386	-27%
Investments	\$320,391	\$310,735	-3%	\$339,947	9%
Prepaid expenses & other	\$0	\$0	n/a	\$1,457	n/a
Total current assets	\$356,678	\$344,582	-3%	\$364,674	6%
Non-current investments					
Fixed assets (net)	\$990	\$674	-32%		-100%
Other non-current assets	\$0	\$0	n/a	\$0	n/a
Total non-current assets	\$990	\$674	-32%		-100%
Total assets	\$357,668	\$345,256	-3%	\$364,674	6%
Liabilities & Net Assets	FY 2015	FY 2016	% Change	FY 2017	% Change
Liabilities					
Accounts payable & other	\$19,232	\$19,362	1%	\$22,481	16%
Loans & other debt			n/a		n/a
Deferred revenue			n/a		n/a
Total current liabilities	\$19,232	\$19,362	1%	\$22,481	16%
Non-current liabilities	\$0	\$0	n/a	\$0	n/a
Total liabilities	\$19,232	\$19,362	1%	\$22,481	16%
Net assets					
Unrestricted	\$120,622	\$108,080	-10%	\$124,379	15%
Temporarily restricted	\$217,814	\$217,814	0%	\$217,814	0%
Permanently restricted			n/a		n/a
Total net assets	\$338,436	\$325,894	-4%	\$342,193	5%
Total liabilities & net assets	\$357,668	\$345,256	-3%	\$364,674	6%

Balance Sheet Metrics

	FY 2015	FY 2016	FY 2017
Months of Operating Cash -- Unrestricted	1	1	1
Total working capital -- Unrestricted	\$119,632	\$107,406	\$124,379
Current Ratio	18.55	17.8	16.22
Debt Service Impact		0%	1%
Unrestricted Net Assets Net of Property, Plant and Equipment	\$119,632	\$107,406	n/a
Operating Margin	4%	-7%	7%
Depreciation as a % of Fixed Assets	98%	n/a	n/a
Leverage Ratio	0%		

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.

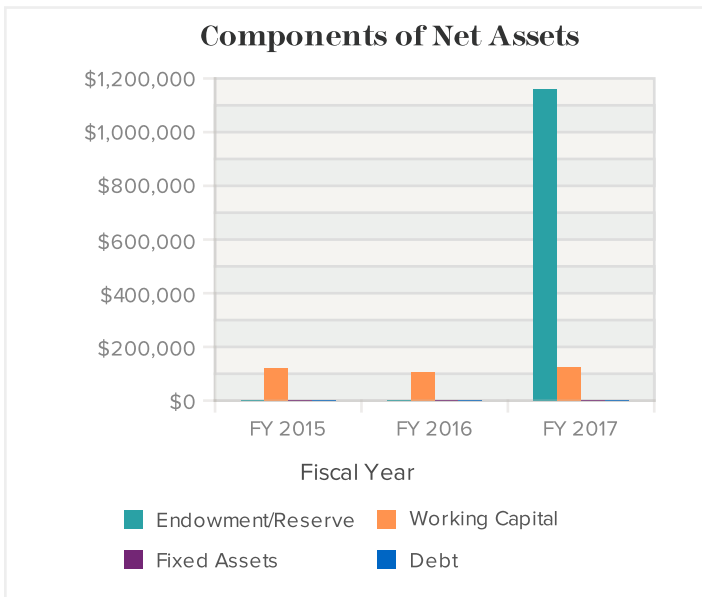
Debt Service Impact (Total Debt Service including principal and interest divided by Total Expense) calculates the % of an organization's total expenses applied to the total debt-service burden, e.g. a mortgage). This measure can help understand the portion of the book value of an organization's fixed 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	1,800	2,009	12%	1,700	-15%
In-person participation - free	2,002	1,648	-18%	1,775	8%
Total in-person participation	3,802	3,657	-4%	3,475	-5%

Types of In-person Attendance	FY 2015	FY 2016	% Change	FY 2017	% Change
Performance tickets		3,640	n/a	3,135	-14%
Registrants for classes/workshops			n/a	335	n/a
Students given private lessons		17	n/a	5	-71%
Total in-person participation	3,802	3,657	-4%	3,475	-5%

Attendance Ages	FY 2015	FY 2016	% Change	FY 2017	% Change
Children (18 and under)	2,398	1,146	-52%	1,043	-9%
Children served in schools		340	n/a	327	-4%
Seniors		771	n/a	799	4%
Adults		1,723	n/a	1,633	-5%

Other Participation	FY 2015	FY 2016	% Change	FY 2017	% Change
Virtual attendance	1,321	0	-100%	0	n/a
People engaged in advocacy			n/a	20	n/a

Staffing

Staff & Non-Staff Statistics	FY 2015	FY 2016	% Change	FY 2017	% Change
Full-time permanent employees	1	1	0%	1	0%
Part-time permanent employees	9	1	-89%	7	600%
Part-time permanent employees - FTEs	0.95	0.56	-41%		-100%
Part-time seasonal employees		4	n/a		-100%
Part-time seasonal employees - FTEs		0.29	n/a		-100%
Number of part-time or one-time volunteers	142	212	49%	122	-42%
Part-time or one-time volunteers - FTEs	0.8	0.32	-60%	0.09	-72%
Independent contractors	34	47	38%	32	-32%
Number of interns and apprentices	4	2	-50%	2	0%

Artistic Staff & Non-Staff Statistics	FY 2015	FY 2016	% Change	FY 2017	% Change
Part-time employees that are artists	8	5	-38%	6	20%
Independent contractors that are artists	34	47	38%	32	-32%

Program Activity

	FY 2015	FY 2016	% Change	FY 2017	% Change
Distinct productions	21	23	10%	18	-22%
Total performances	21	23	10%	29	26%
Distinct classes/workshops	4		-100%	4	n/a
Distinct class series/courses			n/a	7	n/a
Total classes/class sessions	0	0	n/a	61	n/a
Private lessons offered		220	n/a		-100%
Distinct lectures	7		-100%		n/a
Lecture occurrences	7		-100%		n/a
Programs offered in schools	4	6	50%	4	-33%
Hours of programming in schools		14	n/a	12	-14%
Number of schools served		5	n/a	7	40%
Artists placed in schools		340	n/a	18	-95%
Distinct publications	12		-100%		n/a
Publications distributed	12		-100%		n/a