



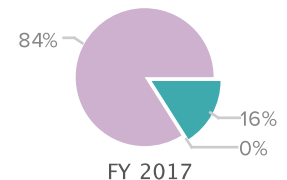
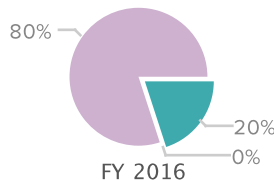
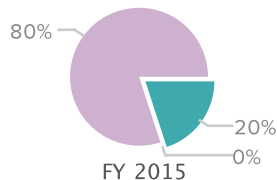
Organization Information

Organization name: Crescendo Academy of Music
 City: Kalamazoo Federal ID #: 382787387
 State: MI Year organization founded: 1987
 County: Kalamazoo Organization type: 501(c)3 nonprofit organization
 NISP Discipline: 2 - Music Fiscal year end date: 06-30
 NISP Institution: 48 - School of the Arts DUNS #: 848432441
 NTEE: B99 - Education N.E.C. Full-time staff: 2
 Applicant is not audited or reviewed by an independent accounting firm. Paid FTEs: 7.49
 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	\$400,132	\$413,182	3%	\$425,815	3%
Earned Non-program	\$6,194	\$627	-90%	\$499	-20%
Total Earned Revenue	\$406,326	\$413,809	2%	\$426,314	3%
Investment Revenue	\$305	\$200	-34%	\$200	0%
Contributed Revenue	\$99,104	\$101,083	2%	\$83,834	-17%
Total Unrestricted Operating Revenue	\$505,735	\$515,092	2%	\$510,348	-1%
Less in-kind	(\$0)	(\$0)	n/a		n/a
Total Unrestricted Operating Revenue Less In-kind	\$505,735	\$515,092	2%	\$510,348	-1%
Expenses by Functional Total					
Program	\$517,044	\$489,944	-5%	\$514,949	5%
Fundraising	\$8,308	\$9,594	15%	\$11,378	19%
General & Administrative	\$103,667	\$104,483	1%	\$96,095	-8%
Total Operating Expenses	\$629,019	\$604,021	-4%	\$622,422	3%
Less in-kind	(\$0)	(\$0)	n/a		n/a
Total Operating Expenses Less In-kind	\$629,019	\$604,021	-4%	\$622,422	3%
Net Unrestricted Activity - Operating	-\$123,284	-\$88,929	28%	-\$112,074	-26%
Net Unrestricted Activity - Non-operating			n/a		n/a
Total Net Unrestricted Activity	-\$123,284	-\$88,929	28%	-\$112,074	-26%
Net Temporarily Restricted Activity	\$123,878	\$118,844	-4%	\$122,766	3%
Net Permanently Restricted Activity	\$0	\$0	n/a		n/a
Net Total Activity	\$594	\$29,915	4,936%	\$10,692	-64%

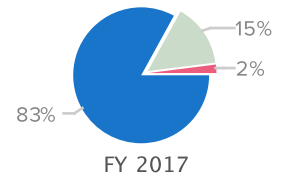
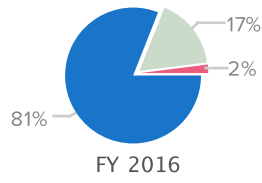
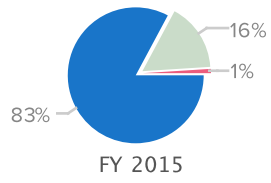
Revenue by Source

- 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						
Membership revenue	\$20,885					n/a
Contracted services	\$2,865	\$2,755				n/a
Tuitions and registration fees	\$376,382	\$408,502	\$418,943	\$418,943		n/a
Other program revenue		\$1,925	\$6,872	\$6,872		n/a
Total earned - program	\$400,132	\$413,182	\$425,815	\$425,815	\$0	n/a
Earned - Non-program						
Food and concessions			\$268	\$268		n/a
Gift shop and merchandise fees	\$310	\$130				n/a
Space rentals	\$1,283	\$390				n/a
Other earned revenue	\$4,601	\$107	\$231	\$231		n/a
Total earned - non-program	\$6,194	\$627	\$499	\$499	\$0	n/a
Total earned revenue	\$406,326	\$413,809	\$426,314	\$426,314		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	\$4,141	\$4,252	\$4,045	\$4,045		
Individual	\$20,789	\$17,818	\$23,792	\$6,740	\$17,052	
Corporate	\$2,499	\$3,822	\$4,964	\$1,849	\$3,115	
Foundation	\$175,723	\$160,877	\$152,799	\$50,200	\$102,599	
State government	\$19,830	\$33,158	\$21,000	\$21,000		
In-kind operating contributions	\$0	\$0	\$0			
Net assets released from restriction	\$0	\$0	\$0			
Total contributed revenue	\$222,982	\$219,927	\$206,600	\$83,834	\$122,766	
Operating investment revenue	\$305	\$200	\$200	\$200		
Total operating revenue	\$629,613	\$633,936	\$633,114	\$510,348	\$122,766	
Total operating revenue less in-kind	\$629,613	\$633,936	\$633,114	\$510,348	\$122,766	
Total non-operating revenue						
Total revenue	\$629,613	\$633,936	\$633,114	\$510,348	\$122,766	
Total revenue less in-kind	\$629,613	\$633,936	\$633,114	\$510,348	\$122,766	

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)	\$409,544	\$413,285	1%	\$424,278	3%	\$349,345	\$9,850	\$65,083
Independent contractors	\$4,768	\$5,344	12%	\$6,303	18%	\$4,775	\$1,528	
Professional fees	\$936	\$0	-100%	\$0	n/a			
Total personnel expenses - Operating	\$415,248	\$418,629	1%	\$430,581	3%	\$354,120	\$11,378	\$65,083
Non-personnel expenses - Operating								
Advertising and promotion	\$11,072	\$9,846	-11%	\$10,772	9%	\$10,772		
Conferences and meetings	\$619	\$0	-100%	\$0	n/a			
Dues and subscriptions	\$1,076	\$1,168	9%	\$1,471	26%			\$1,471
Grant awards and similar amounts paid	\$28,267	\$28,578	1%	\$27,007	-5%	\$27,007		
Insurance	\$4,140	\$3,814	-8%	\$3,918	3%	\$1,141		\$2,777
Occupancy costs	\$57,842	\$43,274	-25%	\$44,469	3%	\$44,469		
Office and administration	\$16,705	\$28,945	73%	\$31,710	10%	\$13,717		\$17,993
Printing, postage and shipping	\$5,154	\$4,227	-18%	\$6,754	60%	\$1,000		\$5,754
Travel	\$1,080	\$644	-40%	\$1,376	114%	\$349		\$1,027
Productions and events costs	\$5,919	\$161	-97%	\$433	169%	\$433		
Other operating expenses	\$81,897	\$64,735	-21%	\$63,931	-1%	\$61,941		\$1,990
Total non-personnel expenses - Operating	\$213,771	\$185,392	-13%	\$191,841	3%	\$160,829		\$31,012
Total operating expenses	\$629,019	\$604,021	-4%	\$622,422	3%	\$514,949	\$11,378	\$96,095
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	\$629,019	\$604,021	-4%	\$622,422	3%	\$514,949	\$11,378	\$96,095
Total expenses less in-kind	\$629,019	\$604,021	-4%	\$622,422	3%			
Total expenses less depreciation	\$629,019	\$604,021	-4%	\$622,422	3%			
Total expenses less in-kind and depreciation	\$629,019	\$604,021	-4%	\$622,422	3%			

Balance Sheet

Assets	FY 2015	FY 2016	% Change	FY 2017	% Change
Current assets					
Cash		\$69,025	n/a	\$98,531	43%
Receivables	\$0	\$27,962	n/a	\$19,982	-29%
Investments			n/a		n/a
Prepaid expenses & other	\$0	\$1,583	n/a	\$0	-100%
Total current assets	\$0	\$98,570	n/a	\$118,513	20%
Non-current investments					
Fixed assets (net)		\$201,036	n/a	\$201,036	0%
Other non-current assets	\$0	\$0	n/a	\$0	n/a
Total non-current assets		\$201,036	n/a	\$201,036	0%
Total assets	\$0	\$299,606	n/a	\$319,549	7%
Liabilities & Net Assets	FY 2015	FY 2016	% Change	FY 2017	% Change
Liabilities					
Accounts payable & other	\$0	\$5,419	n/a	\$7,420	37%
Loans & other debt			n/a		n/a
Deferred revenue		\$18,250	n/a	\$25,500	40%
Total current liabilities	\$0	\$23,669	n/a	\$32,920	39%
Non-current liabilities	\$0	\$0	n/a	\$0	n/a
Total liabilities	\$0	\$23,669	n/a	\$32,920	39%
Net assets					
Unrestricted		\$254,791	n/a	\$254,409	-0%
Temporarily restricted		\$44,815	n/a	\$32,220	-28%
Permanently restricted		\$0	n/a		n/a
Total net assets	\$0	\$275,937	n/a	\$286,629	4%
Total liabilities & net assets	\$0	\$299,606	n/a	\$319,549	7%

Balance Sheet Metrics

	FY 2015	FY 2016	FY 2017
Months of Operating Cash		1	2
Total working capital		\$74,901	\$85,593
Current Ratio	n/a	4.16	3.6
Debt Service Impact		0%	
Unrestricted Net Assets Net of Property, Plant and Equipment	n/a		
Operating Margin	0%	6%	2%
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. $\text{Cash} + \text{Cash Equivalents} / (\text{Total Expense} / 12)$. 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.

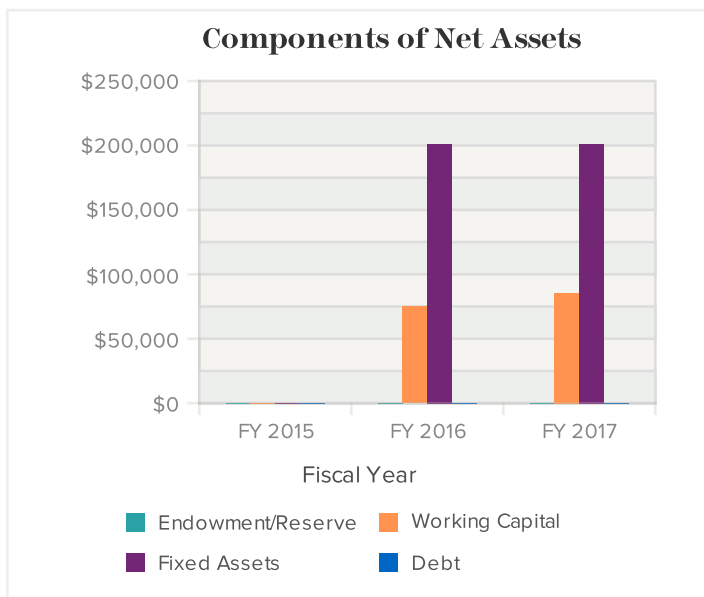
Debt Service Impact (Total Debt Service including principal and interest divided by Total Expense) calculates the % of an organization's total expenses applied to the total debt-service burden, e.g. a mortgage). This measure can help understand the portion of the book value of an organization's fixed assets that they truly own free and clear of related obligations and depreciated value. It is calculated as $\text{Unrestricted Net Assets} - (\text{Net Fixed Assets} - \text{Mortgage Debt})$.

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	1,006	1,553	54%	1,295	-17%
In-person participation - free	4,220	5,145	22%	5,740	12%
Total in-person participation	5,226	6,698	28%	7,035	5%

Types of In-person Attendance	FY 2015	FY 2016	% Change	FY 2017	% Change
Performance tickets	3,700	4,324	17%	5,025	16%
Registrants for classes/workshops	1,032	1,230	19%	921	-25%
Students given private lessons	404	418	3%	439	5%
Participants of other events	90	726	707%	650	-10%
Total in-person participation	5,226	6,698	28%	7,035	5%

Attendance Ages	FY 2015	FY 2016	% Change	FY 2017	% Change
Children (18 and under)	2,070	3,695	79%	4,685	27%
Children served in schools	700	754	8%	40	-95%
Seniors	100	100	0%	250	150%
Adults	2,500	1,688	-32%	2,100	24%

Other Participation	FY 2015	FY 2016	% Change	FY 2017	% Change
Grant applicants	80	85	6%	75	-12%
Grant recipients	68	78	15%	65	-17%

Staffing

Staff & Non-Staff Statistics	FY 2015	FY 2016	% Change	FY 2017	% Change
Full-time permanent employees	2	2	0%	2	0%
Part-time permanent employees	43	44	2%	40	-9%
Part-time permanent employees - FTEs	4.9	4.76	-3%	5.49	15%
Number of part-time or one-time volunteers	36	30	-17%	35	17%
Part-time or one-time volunteers - FTEs	0.7	0.37	-47%	0.34	-8%
Independent contractors	4	11	175%	14	27%

Artistic Staff & Non-Staff Statistics	FY 2015	FY 2016	% Change	FY 2017	% Change
Part-time employees that are artists	42	44	5%	40	-9%
Independent contractors that are artists	3	9	200%	12	33%

Program Activity

	FY 2015	FY 2016	% Change	FY 2017	% Change
Distinct productions	46	42	-9%	42	0%
Total performances	46	42	-9%	42	0%
Distinct classes/workshops	1	2	100%		-100%
Distinct class series/courses	5	6	20%	6	0%
Total classes/class sessions	50	73	46%	63	-14%
Private lessons offered	21	22	5%	22	0%
Programs offered in schools	6	5	-17%	3	-40%
Hours of programming in schools		85	n/a	124	46%
Number of schools served	35	45	29%	3	-93%
Artists placed in schools	7	6	-14%	4	-33%
Distinct other programs	4	1	-75%	1	0%
Other programs occurrences	0	1,295	n/a	1,194	-8%