



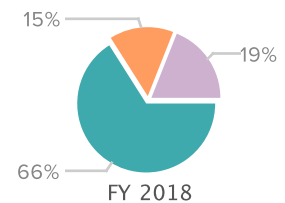
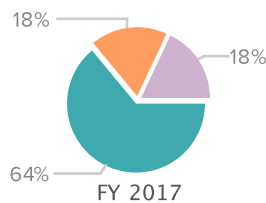
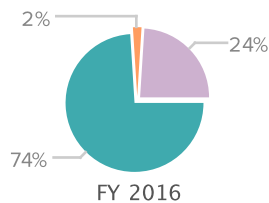
Organization Information

Organization name: Julius & Esther Stulberg String Competition, Inc.  
 City: Kalamazoo Federal ID #: 510147234  
 State: MI Year organization founded: 1975  
 County: Kalamazoo Organization type: 501(c)3 nonprofit organization  
 NISP Discipline: 2 - Music Fiscal year end date: 06-30  
 NISP Institution: n/a DUNS #  
 NTEE: A68 - Music Full-time staff:  
 Applicant is audited or reviewed by an independent accounting firm. Paid FTEs: 0.75  
 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	\$21,860	\$19,633	-10%	\$19,520	-1%
Earned Non-program	\$20,866	\$21,260	2%	\$23,706	12%
<b>Total Earned Revenue</b>	<b>\$42,726</b>	<b>\$40,893</b>	<b>-4%</b>	<b>\$43,226</b>	<b>6%</b>
Investment Revenue	\$3,297	\$39,939	1,111%	\$33,875	-15%
Contributed Revenue	\$133,785	\$142,817	7%	\$152,958	7%
<b>Total Unrestricted Operating Revenue</b>	<b>\$179,808</b>	<b>\$223,649</b>	<b>24%</b>	<b>\$230,059</b>	<b>3%</b>
Less in-kind	(\$6,043)	(\$9,475)	57%	(\$5,898)	-38%
<b>Total Unrestricted Operating Revenue Less In-kind</b>	<b>\$173,765</b>	<b>\$214,174</b>	<b>23%</b>	<b>\$224,161</b>	<b>5%</b>
<b>Expenses by Functional Total</b>					
Program	\$91,176	\$124,849	37%	\$147,525	18%
Fundraising	\$55	\$14,880	26,955%	\$14,879	-0%
General & Administrative	\$75,965	\$23,594	-69%	\$24,419	3%
<b>Total Operating Expenses</b>	<b>\$167,196</b>	<b>\$163,323</b>	<b>-2%</b>	<b>\$186,823</b>	<b>14%</b>
Less in-kind	(\$6,043)	(\$9,475)	57%	(\$5,898)	-38%
<b>Total Operating Expenses Less In-kind</b>	<b>\$161,153</b>	<b>\$153,848</b>	<b>-5%</b>	<b>\$180,925</b>	<b>18%</b>
Net Unrestricted Activity - Operating	\$12,612	\$60,326	378%	\$43,236	-28%
Net Unrestricted Activity - Non-operating			n/a		n/a
<b>Total Net Unrestricted Activity</b>	<b>\$12,612</b>	<b>\$60,326</b>	<b>378%</b>	<b>\$43,236</b>	<b>-28%</b>
Net Temporarily Restricted Activity			n/a		n/a
Net Permanently Restricted Activity			n/a		n/a
<b>Net Total Activity</b>	<b>\$12,612</b>	<b>\$60,326</b>	<b>378%</b>	<b>\$43,236</b>	<b>-28%</b>

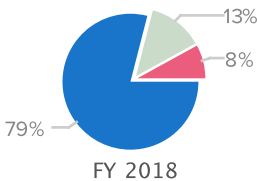
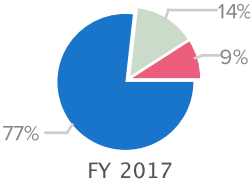
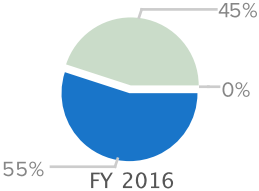
Revenue by Source

- 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	\$21,230	\$19,465	\$19,130	\$19,130		n/a
Tuitions and registration fees	\$630	\$168	\$390	\$390		n/a
Total earned - program	\$21,860	\$19,633	\$19,520	\$19,520	\$0	n/a
Earned - Non-program						
Advertising revenue	\$4,500	\$3,750	\$3,125	\$3,125		n/a
Application fees	\$16,366	\$17,510	\$20,581	\$20,581		n/a
Total earned - non-program	\$20,866	\$21,260	\$23,706	\$23,706	\$0	n/a
Total earned revenue	\$42,726	\$40,893	\$43,226	\$43,226		n/a
Contributed						
Trustee & board	\$10,560	\$4,635	\$6,710	\$6,710		
Individual	\$32,320	\$45,296	\$41,500	\$41,500		
Corporate	\$9,542	\$17,411	\$13,250	\$13,250		
Foundation	\$50,320	\$48,500	\$63,100	\$63,100		
State government	\$22,500	\$17,500	\$22,500	\$22,500		
In-kind operating contributions	\$6,043	\$9,475	\$5,898	\$5,898		
Other contributions	\$2,500	\$0	\$0	\$0		
Net assets released from restriction	\$0	\$0	\$0			
Total contributed revenue	\$133,785	\$142,817	\$152,958	\$152,958		
Operating investment revenue	\$3,297	\$39,939	\$33,875	\$33,875		
Total operating revenue	\$179,808	\$223,649	\$230,059	\$230,059		
Total operating revenue less in-kind	\$173,765	\$214,174	\$224,161	\$224,161		
Transfers and re-classifications						
Total non-operating revenue						
Total revenue	\$179,808	\$223,649	\$230,059	\$230,059		
Total revenue less in-kind	\$173,765	\$214,174	\$224,161	\$224,161		

## 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)	\$46,562	\$48,385	4%	\$50,792	5%	\$25,396	\$10,159	\$15,237
Independent contractors	\$30,002	\$8,288	-72%	\$9,000	9%	\$9,000		
Professional fees	\$0	\$22,708	n/a	\$23,132	2%	\$19,650		\$3,482
Total personnel expenses - Operating	\$76,564	\$79,381	4%	\$82,924	4%	\$54,046	\$10,159	\$18,719
Non-personnel expenses - Operating								
Advertising and promotion	\$16,709	\$15,346	-8%	\$16,853	10%	\$16,853		
Conferences and meetings	\$10	\$0	-100%	\$0	n/a	\$0		
Dues and subscriptions	\$320	\$480	50%	\$499	4%	\$499		
Insurance	\$2,131	\$2,037	-4%	\$2,003	-2%	\$2,003		
Occupancy costs	\$8,320	\$8,324	0%	\$8,346	0%	\$4,173	\$1,669	\$2,504
Office and administration	\$9,056	\$9,410	4%	\$9,881	5%	\$6,926	\$1,031	\$1,924
Printing, postage and shipping	\$9,121	\$10,203	12%	\$10,102	-1%	\$7,197	\$2,020	\$885
Travel	\$6,500	\$1,846	-72%	\$1,898	3%	\$1,898		
Productions and events costs	\$24,250	\$24,250	0%	\$40,774	68%	\$40,774		
Interest expense	\$68	\$67	-1%	\$77	15%			\$77
Other operating expenses	\$13,770	\$11,662	-15%	\$13,166	13%	\$13,156		\$10
Depreciation	\$377	\$317	-16%	\$300	-5%			\$300
Total non-personnel expenses - Operating	\$90,632	\$83,942	-7%	\$103,899	24%	\$93,479	\$4,720	\$5,700
Total operating expenses	\$167,196	\$163,323	-2%	\$186,823	14%	\$147,525	\$14,879	\$24,419
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	\$167,196	\$163,323	-2%	\$186,823	14%	\$147,525	\$14,879	\$24,419
Total expenses less in-kind	\$161,153	\$153,848	-5%	\$180,925	18%			
Total expenses less depreciation	\$166,819	\$163,006	-2%	\$186,523	14%			
Total expenses less in-kind and depreciation	\$160,776	\$153,531	-5%	\$180,625	18%			

## Balance Sheet

Assets	FY 2016	FY 2017	% Change	FY 2018	% Change
Current assets					
Cash	\$118,472	\$137,973	16%	\$143,874	4%
Receivables	\$10,285	\$8,960	-13%	\$17,550	96%
Investments	\$307,393	\$347,265	13%	\$381,063	10%
Prepaid expenses & other	\$2,026	\$4,832	138%	\$4,532	-6%
<b>Total current assets</b>	<b>\$438,176</b>	<b>\$499,030</b>	<b>14%</b>	<b>\$547,019</b>	<b>10%</b>
Non-current investments					
Fixed assets (net)	\$0	\$0	n/a		n/a
Other non-current assets	\$0	\$0	n/a	\$0	n/a
<b>Total non-current assets</b>	<b>\$0</b>	<b>\$0</b>	<b>n/a</b>		<b>n/a</b>
<b>Total assets</b>	<b>\$438,176</b>	<b>\$499,030</b>	<b>14%</b>	<b>\$547,019</b>	<b>10%</b>
Liabilities & Net Assets	FY 2016	FY 2017	% Change	FY 2018	% Change
Liabilities					
Accounts payable & other	\$8,741	\$9,270	6%	\$9,023	-3%
Loans & other debt	\$0	\$0	n/a		n/a
Deferred revenue	\$0	\$0	n/a		n/a
<b>Total current liabilities</b>	<b>\$8,741</b>	<b>\$9,270</b>	<b>6%</b>	<b>\$9,023</b>	<b>-3%</b>
Non-current liabilities	\$0	\$0	n/a	\$0	n/a
<b>Total liabilities</b>	<b>\$8,741</b>	<b>\$9,270</b>	<b>6%</b>	<b>\$9,023</b>	<b>-3%</b>
Net assets					
Unrestricted	\$429,435	\$489,760	14%	\$532,996	9%
Temporarily restricted			n/a	\$5,000	n/a
Permanently restricted			n/a		n/a
<b>Total net assets</b>	<b>\$429,435</b>	<b>\$489,760</b>	<b>14%</b>	<b>\$537,996</b>	<b>10%</b>
<b>Total liabilities &amp; net assets</b>	<b>\$438,176</b>	<b>\$499,030</b>	<b>14%</b>	<b>\$547,019</b>	<b>10%</b>

**Balance Sheet Metrics**

	FY 2016	FY 2017	FY 2018
Months of Operating Cash -- Unrestricted	9	10	9
Total working capital -- Unrestricted	\$429,435	\$489,760	\$532,996
Current Ratio	50.13	53.83	60.62
Debt Service Impact	0%	0%	0%
Unrestricted Net Assets Net of Property, Plant and Equipment	n/a	n/a	n/a
Operating Margin	7%	27%	19%
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.

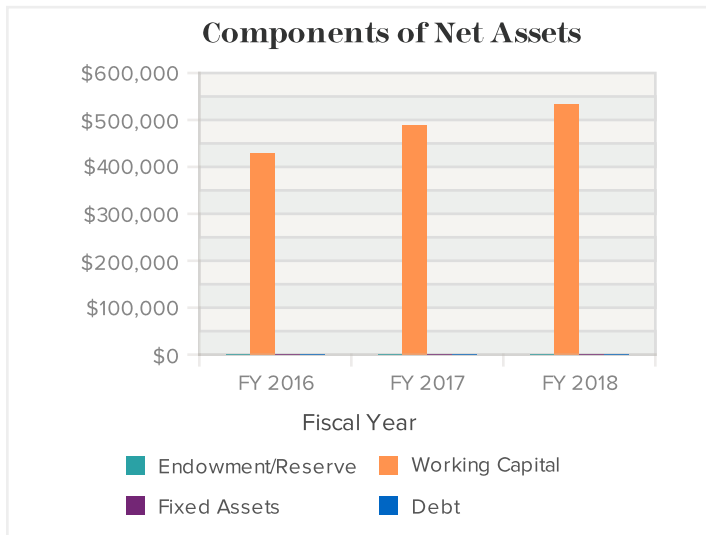
Debt Service Impact (Total Debt Service including principal and interest divided by Total Expense) calculates the % of an organization's total expenses applied to the total debt-service burden, e.g. a mortgage).

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	3,787	2,158	-43%	2,107	-2%
In-person participation - free	3,492	1,479	-58%	2,112	43%
Total in-person participation	7,279	3,637	-50%	4,219	16%

Types of In-person Attendance	FY 2016	FY 2017	% Change	FY 2018	% Change
Performance tickets	7,024	3,191	-55%	3,966	24%
Registrants for classes/workshops	255	245	-4%	183	-25%
Lecture attendees		201	n/a	70	-65%
Total in-person participation	7,279	3,637	-50%	4,219	16%

Attendance Ages	FY 2016	FY 2017	% Change	FY 2018	% Change
Children (18 and under)	1,021	691	-32%	642	-7%
Children served in schools	124	147	19%	30	-80%
Adults	6,258	2,946	-53%	3,577	21%

Other Participation	FY 2016	FY 2017	% Change	FY 2018	% Change
Competition entrants	12	12	0%	12	0%
Competition winners	4	3	-25%	3	0%

## Staffing

Staff & Non-Staff Statistics	FY 2016	FY 2017	% Change	FY 2018	% Change
Part-time permanent employees	1	1	0%	1	0%
Part-time permanent employees - FTEs	0.75	0.75	0%	0.75	0%
Number of part-time or one-time volunteers	15	15	0%	15	0%
Part-time or one-time volunteers - FTEs	0.13	0.13	0%	0.13	0%
Independent contractors	1	1	0%	1	0%
Artistic Staff & Non-Staff Statistics	FY 2016	FY 2017	% Change	FY 2018	% Change

This organization has not provided data on artistic staff. This may be because the organization does not hire artistic staff or the organization's annual expenses are under \$50,000, and they are therefore only required to complete the short form of the DataArts Survey.

## Program Activity

	FY 2016	FY 2017	% Change	FY 2018	% Change
Distinct productions	11	10	-9%	10	0%
Total performances	11	10	-9%	10	0%
Distinct classes/workshops	4	3	-25%	3	0%
Total classes/class sessions	4	3	-25%	3	0%
Distinct lectures		3	n/a	2	-33%
Lecture occurrences		5	n/a	2	-60%
Programs offered in schools	4	5	25%	2	-60%
Hours of programming in schools	4	5	25%	2	-60%
Number of schools served	2	4	100%	1	-75%
Artists placed in schools	4	3	-25%	2	-33%
Competitions hosted	1	1	0%	1	0%