

# National Assembly of State Arts Agencies

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## Benchmarking Analysis "Organizations Like Us"

February 2017

As part of our comprehensive [strategic planning process](#), NASAA conducted an in-depth review of data about our operating environment and trends that can inform NASAA's work as a professional association. An important aspect of this assessment was a benchmarking analysis of organizations similar in size or function to NASAA. We conducted this analysis on 41 nonprofit organizations segmented into three comparative clusters:

- regional arts organizations (6 organizations)
- national arts service organizations (17 organizations)
- professional associations that specialize, as does NASAA, in serving state government (18 organizations)

Key questions driving our analysis of these organizations included:

- How is NASAA's budget similar to—or different than—that of benchmark associations?
- How do key operational indicators (such as board and staff size) compare?
- To what extent are organizations similar to NASAA relying on federal funding, dues or contributed revenue?
- What program-related revenues are most significant for organizations like us?

### **METHODS**

Our 41 comparison organizations were selected from a larger prospect list of 125 tax-exempt entities harvested from GuideStar records and data files from the National Center for Charitable Statistics. To make comparisons more meaningful (and more manageable), we focused on national arts service organizations with recent involvement in federal advocacy. For government associations, we selected a cluster with total revenues between \$1 million and \$7 million from which financial data were not altered by the presence of assisting organizations, companion foundations or the use of association management firms.

The data points used for comparisons were extracted from the most recent IRS Form 990 available from each organization as of August 2016. The quirks and limitations of Form 990 data are well-known, so this information admittedly lacks nuance. However, Form 990 data offers the important advantage of being a publicly accessible source of financial information compiled

using uniform definitions and reporting parameters. It also offers useful clues to areas of inquiry that NASAA can pursue when we examine potential earned income and non-dues revenue sources, to be addressed through a separate consultancy.

From each Form 990 we extracted 31 variables to serve as key indicators in the following categories:

- Organizational characteristics (5 indicators)
- Balance sheets (6 indicators)
- Revenue sources (5 indicators plus as many program revenue details as were itemized)
- Functional expenses (8 indicators)
- Lobbying expenses (4 indicators)

Information on dues structures was secured separately, where available, from each organization's web site. In addition, the names of any major contributors disclosed on the Form 990 reports were harvested and conveyed to NASAA's resource development team for use during their prospect research work.

Data for each cluster were compiled and cross-checked, then measures of central tendency were calculated for each variable to facilitate comparisons. (We used medians rather than means in order to prevent outliers from distorting the averages.) The results reveal many intriguing similarities and differences.

## **TOPLINE FINDINGS**

This report includes complete details for all variables. There are numerous granular insights to be found in the data, but some high-level observations include:

- **NASAA is more similar to organizations serving state government than to organizations specializing in the arts.** This tendency is accentuated by the budget frame we selected for the government-assisting organizations cluster, but even in the larger "unfiltered" prospect list, basic budget and operational indicators for government service associations were more similar to NASAA than to arts service organizations. This makes sense, since arts service organizations typically serve thousands of members, whereas government service associations typically focus on just 50 or 56 state entities.
- **NASAA's board size, staff size and functional expenses fall into the "middle of the pack."** Regional arts organizations reported the largest median staff size and median functional expenses. Arts service organizations reported the largest median board size.
- **NASAA's total revenue is slightly smaller than most other organizations analyzed.** Among the three clusters of organizations examined, regional arts organizations displayed the highest median revenue.

- **NASAA's total assets are substantially smaller than most other organizations included in this analysis.** This difference is more pronounced when fixed assets are subtracted. Note that NASAA's figures reflect an unusually high level of fixed assets associated with NASAA's recent office relocation.
- **NASAA secures substantially less contributed revenue than do arts service organizations or regions.** NASAA, however, secures more contributed revenue than most other associations serving state government.
- **Member dues, as a percentage of total revenue, vary greatly among comparison organizations.** Median dues percentages were smallest for regional arts organizations and largest for NASAA, with arts service organizations and government service associations falling in between. Again here, government service associations organizations displayed the closest match to NASAA. We know that NASAA members receive a large array of custom services for their dues, but this analysis cannot ascertain the scope of services rendered in exchange for dues by other organizations.
- **NASAA reports more program service revenue than is typical for the comparison groups.** Although IRS Form 990 records don't allow us to diagnose the underlying dynamics for other organizations, we suspect that the substantial size of NASAA's cooperative agreements and contracts from the NEA are an important factor shaping this comparison.
- **When considering the medians for each cluster, government service associations and NASAA display the most even distribution across three out of four revenue categories: government grants, program service revenue, dues or private contributions.** Regional arts organizations and arts service organizations' revenues tend to concentrate more heavily in just one of these revenue categories. Given the oddities of Form 990 revenue classifications, a three-category revenue spread should not be casually interpreted as "fully diversified" income. This pattern nevertheless offers a useful perspective on the mixture of mechanisms that are typical for government-focused organizations like NASAA.
- **Program revenue details don't suggest any "major money-makers" common among the organizations examined.** Rather, the data suggest a patchwork of strategies unique to each organization. Publications sales and consulting fees consistently produce small amounts. Conference registration fees produce substantial revenues for arts service organizations, but do not yield as much for organizations serving state government. Some organizations secure significant income from licensing or accreditation programs, which may not be applicable to NASAA's membership. Contract revenue is sometimes noted as a sizable revenue source. Since the IRS does not require the type of contract to be specified, this may be a particularly valuable area for further research.

The above observations represent a mere "tip of the iceberg" of this rich and complex data set showing many variations among the entities studied. Readers are encouraged to explore the tables provided for each cluster. Cluster medians and information on NASAA are highlighted at the bottom of each page to facilitate easy comparisons.

## **ACKNOWLEDGEMENTS**

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NASAA Benchmarking Study

**Regional Arts Organizations**

| Organization Overview                                                                           |                       |                    |                                                                      |            |            |             |
|-------------------------------------------------------------------------------------------------|-----------------------|--------------------|----------------------------------------------------------------------|------------|------------|-------------|
| Organization                                                                                    | Location              | Total Revenue      | Organization Website                                                 | Staff Size | Board Size | IRS Year    |
| Arts Midwest                                                                                    | Minneapolis, MN       | \$6,662,081        | <a href="http://www.artsmidwest.org">www.artsmidwest.org</a>         | 25         | 20         | 2014        |
| Mid-America Arts Alliance                                                                       | Kansas City, MO       | \$3,674,892        | <a href="http://www.maaa.org">www.maaa.org</a>                       | 32         | 43         | 2013        |
| Mid Atlantic Arts Foundation                                                                    | Baltimore, MD         | \$3,684,312        | <a href="http://www.midatlanticarts.org">www.midatlanticarts.org</a> | 17         | 19         | 2013        |
| New England Foundation for the Arts                                                             | Boston, MA            | \$7,160,903        | <a href="http://www.nefa.org">www.nefa.org</a>                       | 24         | 22         | 2014        |
| South Arts                                                                                      | Atlanta, GA           | \$2,321,067        | <a href="http://www.southarts.org">www.southarts.org</a>             | 17         | 19         | 2013        |
| Western States Arts Federation (WESTAF)                                                         | Denver, CO            | \$3,843,848        | <a href="http://www.westaf.org">www.westaf.org</a>                   | 34         | 19         | 2013        |
| <b>Median Value</b>                                                                             |                       | <b>\$3,764,080</b> |                                                                      | <b>25</b>  | <b>20</b>  |             |
| <b>NASAA</b>                                                                                    | <b>Washington, DC</b> | <b>\$2,462,870</b> | <b><a href="http://www.nasaa-arts.org">www.nasaa-arts.org</a></b>    | <b>16</b>  | <b>18</b>  | <b>2014</b> |
| This analysis uses the most recent IRS Form 990 data available via Guidestar as of August 2016. |                       |                    |                                                                      |            |            |             |

| Assets and Liabilities                     |                               |                      |                                   |                  |                                           |                                       |
|--------------------------------------------|-------------------------------|----------------------|-----------------------------------|------------------|-------------------------------------------|---------------------------------------|
| Organization                               | Total Assets<br>(End of Year) | Total<br>Liabilities | Net Assets or<br>Fund<br>Balances | Fixed Assets     | Fixed Assets<br>as a % of<br>Total Assets | Total Assets<br>Minus Fixed<br>Assets |
| Arts Midwest                               | \$5,962,484                   | \$3,061,370          | \$2,901,114                       | \$87,395         | 1.5%                                      | \$5,875,089                           |
| Mid-America Arts Alliance                  | \$5,083,633                   | \$1,512,687          | \$3,570,946                       | \$3,066,510      | 60.3%                                     | \$2,017,123                           |
| Mid Atlantic Arts Foundation               | \$4,787,227                   | \$1,434,806          | \$3,352,421                       | \$16,954         | 0.4%                                      | \$4,770,273                           |
| New England Foundation for<br>the Arts     | \$23,899,612                  | \$2,414,422          | \$21,485,190                      | \$205,703        | 0.9%                                      | \$23,693,909                          |
| South Arts                                 | \$978,425                     | \$503,718            | \$474,707                         | \$14,472         | 1.5%                                      | \$963,953                             |
| Western States Arts<br>Federation (WESTAF) | \$2,186,571                   | \$840,314            | \$1,346,257                       | \$360,016        | 16.5%                                     | \$1,826,555                           |
| <b>Median Value</b>                        | <b>\$4,935,430</b>            | <b>\$1,473,747</b>   | <b>\$3,126,768</b>                | <b>\$146,549</b> | <b>1.5%</b>                               | <b>\$3,393,698</b>                    |
| <b>NASAA</b>                               | <b>\$1,602,421</b>            | <b>\$835,650</b>     | <b>\$766,771</b>                  | <b>\$415,175</b> | <b>25.9%</b>                              | <b>\$1,187,246</b>                    |

| Revenue Streams as a Percentage of Total Revenue |                          |                    |                  |                    |                                   |                    |                        |                    |                 |                    |                    |
|--------------------------------------------------|--------------------------|--------------------|------------------|--------------------|-----------------------------------|--------------------|------------------------|--------------------|-----------------|--------------------|--------------------|
| Organization                                     | Government Contributions |                    | Membership Dues  |                    | Program Service Revenue Less Dues |                    | Contributions & Grants |                    | Other Revenue   |                    | Total Revenue      |
|                                                  | Dollar Amount            | % of Total Revenue | Dollar Amount    | % of Total Revenue | Dollar Amount                     | % of Total Revenue | Dollar Amount          | % of Total Revenue | Dollar Amount   | % of Total Revenue |                    |
| Arts Midwest                                     | \$4,233,700              | 63.5%              | \$336,438        | 5.1%               | \$810,063                         | 12.2%              | \$1,262,531            | 19.0%              | \$19,349        | 0.3%               | \$6,662,081        |
| Mid-America Arts Alliance                        | \$1,955,249              | 53.2%              | \$336,510        | 9.2%               | \$274,303                         | 7.5%               | \$1,089,841            | 29.7%              | \$18,989        | 0.5%               | \$3,674,892        |
| Mid Atlantic Arts Foundation                     | \$2,795,401              | 75.9%              | Not Reported     | Not Reported       | \$121,517                         | 3.3%               | \$750,144              | 20.4%              | \$17,250        | 0.5%               | \$3,684,312        |
| New England Foundation for the Arts              | \$2,147,065              | 30.0%              | Not Reported     | Not Reported       | \$244,862                         | 3.4%               | \$4,354,109            | 60.8%              | \$414,867       | 5.8%               | \$7,160,903        |
| South Arts                                       | \$1,581,336              | 68.1%              | Reported         | Reported           | \$598,006                         | 25.8%              | \$112,797              | 4.9%               | \$28,928        | 1.2%               | \$2,321,067        |
| Western States Arts Federation (WESTAF)          | \$1,664,632              | 43.3%              | \$317,382        | 8.3%               | \$2,151,376                       | 56.0%              | \$2,850                | 0.1%               | \$24,990        | 0.7%               | \$3,843,848        |
| <b>Median Value</b>                              | <b>\$2,051,157</b>       | <b>58.4%</b>       | <b>\$336,438</b> | <b>8.3%</b>        | <b>\$436,155</b>                  | <b>9.8%</b>        | <b>\$919,993</b>       | <b>19.7%</b>       | <b>\$22,170</b> | <b>0.6%</b>        | <b>\$3,764,080</b> |
| <b>NASAA</b>                                     | <b>\$799,500</b>         | <b>32.5%</b>       | <b>\$726,045</b> | <b>29.5%</b>       | <b>\$854,514</b>                  | <b>34.7%</b>       | <b>\$82,637</b>        | <b>3.4%</b>        | <b>\$174</b>    | <b>0.0%</b>        | <b>\$2,462,870</b> |

| Program Revenue Details             |                               |                    |
|-------------------------------------|-------------------------------|--------------------|
| Organization                        | Activity                      | Revenue            |
| Arts Midwest                        | Arts Midwest Conference       | \$584,749          |
| Arts Midwest                        | State Arts Agency Dues        | \$336,438          |
| Arts Midwest                        | State Special Projects        | \$151,645          |
| Arts Midwest                        | Artslab                       | \$73,669           |
|                                     | <b>Total</b>                  | <b>\$1,146,501</b> |
| Mid-America Arts Alliance           | Exhibition Fees               | \$268,828          |
| Mid-America Arts Alliance           | Registration Fees             | \$5,475            |
|                                     | <b>Total</b>                  | <b>\$274,303</b>   |
| Mid Atlantic Arts Foundation        | Contracted Services           | \$75,884           |
| Mid Atlantic Arts Foundation        | Program Service Fee           | \$29,733           |
| Mid Atlantic Arts Foundation        | Sponsorship                   | \$15,000           |
| Mid Atlantic Arts Foundation        | Special Event                 | \$900              |
|                                     | <b>Total</b>                  | <b>\$121,517</b>   |
| New England Foundation for the Arts | Service Fees                  | \$244,862          |
|                                     | <b>Total</b>                  | <b>\$244,862</b>   |
| South Arts                          | Performing Arts Exchange      | \$279,373          |
| South Arts                          | Conference Registration       | \$125,700          |
| South Arts                          | Touring Revenue               | \$111,933          |
| South Arts                          | ArtsReady Revenue             | \$81,000           |
|                                     | <b>Total</b>                  | <b>\$598,006</b>   |
| Western States Arts Federation      | License and Use Fees          | \$933,849          |
| Western States Arts Federation      | Other Program Services        | \$569,883          |
| Western States Arts Federation      | State Participation Fees      | \$317,382          |
| Western States Arts Federation      | Flow-Through Entity           | \$204,518          |
| Western States Arts Federation      | Research Services             | \$100,426          |
| Western States Arts Federation      | Other program service revenue | \$25,318           |
|                                     | <b>Total</b>                  | <b>\$2,151,376</b> |



|              |                        |                    |
|--------------|------------------------|--------------------|
| <b>NASAA</b> | SAA Member Fees        | \$726,045          |
| <b>NASAA</b> | Cooperative Agreements | \$689,610          |
| <b>NASAA</b> | Annual Meeting Fees    | \$122,140          |
| <b>NASAA</b> | Earned Income          | \$42,694           |
| <b>NASAA</b> | Publications           | \$70               |
|              | <b>Total</b>           | <b>\$1,580,559</b> |

| Membership Dues                         |                 |               |                   |                                                                                                                                                                            |                         |                    |                    |
|-----------------------------------------|-----------------|---------------|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|--------------------|--------------------|
| Organization                            | Core Membership |               | Number of Members | Description of Membership                                                                                                                                                  | Membership Dues Revenue |                    | Total Revenue      |
|                                         | Individuals     | Organizations |                   |                                                                                                                                                                            | Dollar Amount           | % of Total Revenue |                    |
| Arts Midwest                            |                 | X             | 9                 | Membership is comprised of nine State Arts Agencies: Illinois, Indiana, Iowa, Michigan, Minnesota, North Dakota , Ohio, South Dakota, Wisconsin                            | \$336,438               | 5.1%               | \$6,662,081        |
| Mid-America Arts Alliance               |                 | X             | 5                 | Membership is comprised of five State Arts Agencies: Arkansas, Missouri, Nebraska, Oklahoma, Texas                                                                         | \$336,510               | 9.2%               | \$3,674,892        |
| Mid Atlantic Arts Foundation            |                 | X             | 9                 | Membership is comprised of nine State Arts Agencies: Delaware, District of Columbia, Maryland, New Jersey, New York, Pennsylvania, Virgin Islands, Virginia, West Virginia | Not Reported            | Not Reported       | \$3,684,312        |
| New England Foundation for the Arts     |                 | X             | 6                 | Membership is comprised of six State Arts Agencies: Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont                                                | Not Reported            | Not Reported       | \$7,160,903        |
| South Arts                              |                 | X             | 9                 | Membership is comprised of nine State Arts Agencies: Alabama, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee                | Not Reported            | Not Reported       | \$2,321,067        |
| Western States Arts Federation (WESTAF) |                 | X             | 12                | Membership is comprised of twelve State Arts Agencies: Alaska, Arizona, California, Colorado, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, Wyoming        | \$317,382               | 8.3%               | \$3,843,848        |
| <b>Median Value</b>                     |                 |               |                   |                                                                                                                                                                            | <b>\$336,438</b>        | <b>8.3%</b>        | <b>\$3,764,080</b> |
| <b>NASAA</b>                            |                 | <b>X</b>      | <b>56</b>         | <b>Membership is comprised of all 56 state and jurisdictional arts agencies</b>                                                                                            | <b>\$726,045</b>        | <b>29.5%</b>       | <b>\$2,462,870</b> |

**Expense Streams as a Percentage of Total Functional Expenses**

| Organization                            | Program Services Expenses |                     | Management Expenses |                     | Fundraising Expenses |                     | Meeting Expenses |                     | Total Functional Expenses |
|-----------------------------------------|---------------------------|---------------------|---------------------|---------------------|----------------------|---------------------|------------------|---------------------|---------------------------|
|                                         | Dollar Amount             | % of Total Expenses | Dollar Amount       | % of Total Expenses | Dollar Amount        | % of Total Expenses | Dollar Amount    | % of Total Expenses |                           |
| Arts Midwest                            | \$5,950,428               | 89.4%               | \$549,218           | 8.3%                | \$153,770            | 2.3%                | \$320,656        | 4.8%                | \$6,653,416               |
| Mid-America Arts Alliance               | \$2,581,879               | 70.9%               | \$782,354           | 21.5%               | \$279,450            | 7.7%                | \$91,385         | 2.5%                | \$3,643,683               |
| Mid Atlantic Arts Foundation            | \$2,918,149               | 79.8%               | \$629,845           | 17.2%               | \$107,436            | 2.9%                | \$155,826        | 4.3%                | \$3,655,430               |
| New England Foundation for the Arts     | \$5,850,006               | 82.3%               | \$1,001,043         | 14.1%               | \$259,663            | 3.7%                | \$129,259        | 1.8%                | \$7,110,712               |
| South Arts                              | \$1,831,300               | 80.0%               | \$386,805           | 16.9%               | \$71,895             | 3.1%                | \$13,920         | 0.6%                | \$2,290,000               |
| Western States Arts Federation (WESTAF) | \$3,611,757               | 92.3%               | \$296,647           | 7.6%                | \$3,669              | 0.1%                | \$109,998        | 2.8%                | \$3,912,073               |
| <b>Median Value</b>                     | <b>\$3,264,953</b>        | <b>81.1%</b>        | <b>\$589,532</b>    | <b>15.5%</b>        | <b>\$130,603</b>     | <b>3.0%</b>         | <b>\$119,629</b> | <b>2.7%</b>         | <b>\$3,783,752</b>        |
| <b>NASAA</b>                            | <b>\$1,600,097</b>        | <b>64.4%</b>        | <b>\$831,797</b>    | <b>33.5%</b>        | <b>\$53,009</b>      | <b>2.1%</b>         | <b>\$241,044</b> | <b>9.7%</b>         | <b>\$2,484,903</b>        |

**Personnel as a Percentage of Total Functional Expenses**

| Organization                            | Location of Offices   | Number of Employees | Salaries           |                     | Benefits         |                     | Outsourcing      |                     | Total Functional Expenses |
|-----------------------------------------|-----------------------|---------------------|--------------------|---------------------|------------------|---------------------|------------------|---------------------|---------------------------|
|                                         |                       |                     | Dollar Amount      | % of Total Expenses | Dollar Amount    | % of Total Expenses | Dollar Amount    | % of Total Expenses |                           |
| Arts Midwest                            | Minneapolis, MN       | 25                  | \$1,299,842        | 19.5%               | \$198,844        | 3.0%                | \$1,225,231      | 18.4%               | \$6,653,416               |
| Mid-America Arts Alliance               | Kansas City, MO       | 32                  | \$1,336,912        | 36.7%               | \$101,410        | 2.8%                | \$373,724        | 10.3%               | \$3,643,683               |
| Mid Atlantic Arts Foundation            | Baltimore, MD         | 17                  | \$1,172,987        | 32.1%               | \$158,436        | 4.3%                | \$149,055        | 4.1%                | \$3,655,430               |
| New England Foundation for the Arts     | Boston, MA            | 24                  | \$1,408,336        | 19.8%               | \$139,815        | 2.0%                | \$633,105        | 8.9%                | \$7,110,712               |
| South Arts                              | Atlanta, GA           | 17                  | \$653,532          | 28.5%               | \$88,424         | 3.9%                | \$185,887        | 8.1%                | \$2,290,000               |
| Western States Arts Federation (WESTAF) | Denver, CO            | 34                  | \$1,314,699        | 33.6%               | \$147,398        | 3.8%                | \$602,313        | 15.4%               | \$3,912,073               |
| <b>Median Value</b>                     |                       | <b>25</b>           | <b>\$1,307,271</b> | <b>30.3%</b>        | <b>\$143,607</b> | <b>3.4%</b>         | <b>\$488,019</b> | <b>9.6%</b>         | <b>\$3,783,752</b>        |
| <b>NASAA</b>                            | <b>Washington, DC</b> | <b>16</b>           | <b>\$1,038,112</b> | <b>41.8%</b>        | <b>\$158,973</b> | <b>6.4%</b>         | <b>\$308,312</b> | <b>12.4%</b>        | <b>\$2,484,903</b>        |

| Declared Lobbying Expenses                                                                                             |                        |                      |                 |                         |                                      |
|------------------------------------------------------------------------------------------------------------------------|------------------------|----------------------|-----------------|-------------------------|--------------------------------------|
| Organization                                                                                                           | Engagement in Lobbying | Grass Roots Lobbying | Direct Lobbying | Total Lobbying Expenses | Lobbying as % of Functional Expenses |
| Arts Midwest                                                                                                           | No                     | \$0                  | \$0             | \$0                     | 0%                                   |
| Mid-America Arts Alliance                                                                                              | No                     | \$0                  | \$0             | \$0                     | 0%                                   |
| Mid Atlantic Arts Foundation                                                                                           | No                     | \$0                  | \$0             | \$0                     | 0%                                   |
| New England Foundation for the Arts                                                                                    | No                     | \$0                  | \$0             | \$0                     | 0%                                   |
| South Arts                                                                                                             | No                     | \$0                  | \$0             | \$0                     | 0%                                   |
| Western States Arts Federation (WESTAF)                                                                                | Yes                    | \$0                  | \$126,078       | \$126,078               | 3.2%                                 |
| <b>NASAA</b>                                                                                                           | <b>Yes</b>             | <b>\$4,183</b>       | <b>\$8,647</b>  | <b>\$12,830</b>         | <b>0.5%</b>                          |
| Includes only activities that meet the IRS definition of Lobbying, does not reflect all education/advocacy activities. |                        |                      |                 |                         |                                      |

NASAA Benchmarking Study

**Arts Service Organizations**

## Organization Overview

| Organization                                | Location              | Total Revenue      | Revenue Comparison to Previous FY | Organization Website                                                       | Staff Size | Board Size | IRS Year    |
|---------------------------------------------|-----------------------|--------------------|-----------------------------------|----------------------------------------------------------------------------|------------|------------|-------------|
| American Alliance of Museums                | Washington, DC        | \$10,393,325       | +                                 | <a href="http://www.aam-us.org">www.aam-us.org</a>                         | 48         | 26         | 2014        |
| American Composers Forum                    | St Paul, MN           | \$1,223,930        | -                                 | <a href="http://www.composersforum.org">www.composersforum.org</a>         | 12         | 29         | 2014        |
| American Craft Council                      | Minneapolis, MN       | \$5,875,576        | +                                 | <a href="http://www.craftcouncil.org">www.craftcouncil.org</a>             | 22         | 31         | 2013        |
| Americans for the Arts                      | Washington, DC        | \$8,565,385        | +                                 | <a href="http://www.artsusa.org">www.artsusa.org</a>                       | 83         | 35         | 2014        |
| Association of Art Museum Directors         | New York, NY          | \$1,976,725        | +                                 | <a href="http://www.aamd.org">www.aamd.org</a>                             | 5          | 21         | 2014        |
| Association of Performing Arts Presenters   | Washington, DC        | \$4,020,423        | -                                 | <a href="http://www.artspresenters.org">www.artspresenters.org</a>         | 22         | 21         | 2013        |
| Chorus America                              | Washington, DC        | \$1,195,888        | -                                 | <a href="http://www.chorusamerica.org">www.chorusamerica.org</a>           | 9          | 36         | 2014        |
| Craft Emergency Relief Fund                 | Montpelier, VT        | \$1,442,044        | +                                 | <a href="http://www.craftemergency.org">www.craftemergency.org</a>         | 8          | 15         | 2013        |
| Dance / USA                                 | Washington, DC        | \$3,139,220        | +                                 | <a href="http://www.danceusa.org">www.danceusa.org</a>                     | 26         | 46         | 2014        |
| Fractured Atlas                             | New York, NY          | \$21,697,265       | +                                 | <a href="http://www.fracturedatlas.org">www.fracturedatlas.org</a>         | 34         | 9          | 2013        |
| Grantmakers in the Arts                     | Seattle, WA           | \$1,567,272        | -                                 | <a href="http://www.giarts.org">www.giarts.org</a>                         | 9          | 22         | 2014        |
| League of American Orchestras               | New York, NY          | \$5,316,544        | +                                 | <a href="http://www.americanorchestras.org">www.americanorchestras.org</a> | 33         | 52         | 2013        |
| Literary Network / National Book Foundation | New York, NY          | \$1,685,490        | +                                 | <a href="http://www.nationalbook.org">www.nationalbook.org</a>             | 7          | 20         | 2013        |
| Opera America                               | New York, NY          | \$4,720,116        | -                                 | <a href="http://www.operaamerica.org">www.operaamerica.org</a>             | 55         | 34         | 2013        |
| National Art Education Association          | Alexandria, VA        | \$3,205,212        | +                                 | <a href="http://www.arteducators.org">www.arteducators.org</a>             | 13         | 13         | 2014        |
| National Guild for Community Arts Education | New York, NY          | \$1,226,763        | -                                 | <a href="http://www.nationalguild.org">www.nationalguild.org</a>           | 9          | 27         | 2014        |
| Federation of State Humanities Councils     | Arlington, VA         | \$1,007,521        | +                                 | <a href="http://www.statehumanities.com">www.statehumanities.com</a>       | 6          | 16         | 2014        |
| <b>Median Value</b>                         |                       | <b>\$3,139,220</b> |                                   |                                                                            | <b>13</b>  | <b>26</b>  |             |
| <b>NASAA</b>                                | <b>Washington, DC</b> | <b>\$2,462,870</b> |                                   | <b><a href="http://www.nasaa-arts.org">www.nasaa-arts.org</a></b>          | <b>16</b>  | <b>18</b>  | <b>2014</b> |

This analysis uses the most recent IRS Form 990 data available via Guidestar as of August 2016.

| Assets and Liabilities                         |                               |                      |                                   |                  |                                           |                                       |
|------------------------------------------------|-------------------------------|----------------------|-----------------------------------|------------------|-------------------------------------------|---------------------------------------|
| Organization                                   | Total Assets<br>(End of Year) | Total<br>Liabilities | Net Assets or<br>Fund<br>Balances | Fixed Assets     | Fixed Assets<br>as a % of<br>Total Assets | Total Assets<br>Minus Fixed<br>Assets |
| American Alliance of Museums                   | \$5,382,080                   | \$4,042,458          | \$1,339,622                       | \$880,687        | 16.4%                                     | \$4,501,393                           |
| American Composers Forum                       | \$8,330,368                   | \$552,984            | \$7,777,384                       | \$60,746         | 0.7%                                      | \$8,269,622                           |
| American Craft Council                         | \$7,986,128                   | \$635,988            | \$7,350,140                       | \$85,411         | 1.1%                                      | \$7,900,717                           |
| Americans for the Arts                         | \$132,135,158                 | \$2,123,134          | \$130,012,024                     | \$129,735        | 0.1%                                      | \$132,005,423                         |
| Association of Art Museum Directors            | \$2,257,577                   | \$71,570             | \$2,186,007                       | \$12,746         | 0.6%                                      | \$2,244,831                           |
| Association of Performing Arts<br>Presenters   | \$4,759,536                   | \$1,560,335          | \$3,199,201                       | \$533,238        | 11.2%                                     | \$4,226,298                           |
| Chorus America                                 | \$880,468                     | \$13,621             | \$866,847                         | \$37,597         | 4.3%                                      | \$842,871                             |
| Craft Emergency Relief Fund                    | \$1,582,296                   | \$43,260             | \$1,539,036                       | \$10,167         | 0.6%                                      | \$1,572,129                           |
| Dance / USA                                    | \$3,125,808                   | \$165,033            | \$2,960,775                       | \$71,018         | 2.3%                                      | \$3,054,790                           |
| Fractured Atlas                                | \$9,224,477                   | \$591,028            | \$8,633,449                       | \$6,063          | 0.1%                                      | \$9,218,414                           |
| Grantmakers in the Arts                        | \$1,284,270                   | \$37,591             | \$1,246,679                       | \$0              | 0.0%                                      | \$1,284,270                           |
| League of American Orchestras                  | \$7,975,780                   | \$800,322            | \$7,175,458                       | \$96,555         | 1.2%                                      | \$7,879,225                           |
| Literary Network / National Book<br>Foundation | \$2,478,910                   | \$174,441            | \$2,304,469                       | \$613            | 0.0%                                      | \$2,478,297                           |
| Opera America                                  | \$18,509,400                  | \$4,371,239          | \$14,138,161                      | \$5,238,200      | 28.3%                                     | \$13,271,200                          |
| National Art Education Association             | \$3,462,050                   | \$1,068,860          | \$2,393,190                       | \$145,379        | 4.2%                                      | \$3,316,671                           |
| National Guild for Community Arts<br>Education | \$1,910,626                   | \$127,722            | \$1,782,904                       | \$152,711        | 8.0%                                      | \$1,757,915                           |
| Federation of State Humanities<br>Councils     | \$1,102,945                   | \$346,227            | \$756,718                         | \$4,597          | 0.4%                                      | \$1,098,348                           |
| <b>Median Value</b>                            | <b>\$3,462,050</b>            | <b>\$552,984</b>     | <b>\$2,393,190</b>                | <b>\$71,018</b>  | <b>1.1%</b>                               | <b>\$3,316,671</b>                    |
| <b>NASAA</b>                                   | <b>\$1,602,421</b>            | <b>\$835,650</b>     | <b>\$766,771</b>                  | <b>\$415,175</b> | <b>25.9%</b>                              | <b>\$1,187,246</b>                    |



**Revenue Streams as a Percentage of Total Revenue**

| Organization                                | Government Contributions |                    | Membership Dues  |                    | Program Service Revenue Less Dues |                    | Contributions & Grants |                    | Other Revenue    |                    | Total Revenue      |
|---------------------------------------------|--------------------------|--------------------|------------------|--------------------|-----------------------------------|--------------------|------------------------|--------------------|------------------|--------------------|--------------------|
|                                             | Dollar Amount            | % of Total Revenue | Dollar Amount    | % of Total Revenue | Dollar Amount                     | % of Total Revenue | Dollar Amount          | % of Total Revenue | Dollar Amount    | % of Total Revenue |                    |
| American Alliance of Museums                | \$1,733,755              | 16.7%              | \$3,321,742      | 32.0%              | \$3,541,644                       | 34.1%              | \$1,203,904            | 11.6%              | \$592,280        | 5.7%               | \$10,393,325       |
| American Composers Forum                    | \$122,659                | 10.0%              | \$91,815         | 7.5%               | \$181,790                         | 14.9%              | \$572,416              | 46.8%              | \$255,250        | 20.9%              | \$1,223,930        |
| American Craft Council                      | \$145,362                | 2.5%               | \$776,755        | 13.2%              | \$3,353,218                       | 57.1%              | \$1,344,721            | 22.9%              | \$229,030        | 3.9%               | \$5,875,576        |
| Americans for the Arts                      | \$50,000                 | 0.6%               | \$325,654        | 3.8%               | \$2,142,024                       | 25.0%              | \$3,993,785            | 46.6%              | \$2,053,922      | 24.0%              | \$8,565,385        |
| Association of Art Museum Directors         | \$0                      | 0.0%               | \$1,671,083      | 84.5%              | \$185,575                         | 9.4%               | \$52,000               | 2.6%               | \$68,067         | 3.4%               | \$1,976,725        |
| Association of Performing Arts Presenters   | \$0                      | 0.0%               | \$901,579        | 22.4%              | \$1,993,864                       | 49.6%              | \$866,670              | 21.6%              | \$258,310        | 6.4%               | \$4,020,423        |
| Chorus America                              | \$90,000                 | 7.5%               | \$253,775        | 21.2%              | \$335,435                         | 28.0%              | \$455,437              | 38.1%              | \$61,241         | 5.1%               | \$1,195,888        |
| Craft Emergency Relief Fund                 | \$0                      | 0.0%               | \$0              | 0.0%               | \$0                               | 0.0%               | \$1,373,009            | 95.2%              | \$63,042         | 4.4%               | \$1,442,044        |
| Dance / USA                                 | \$115,000                | 3.7%               | \$289,397        | 9.2%               | \$92,600                          | 2.9%               | \$2,591,061            | 82.5%              | \$51,162         | 1.6%               | \$3,139,220        |
| Fractured Atlas                             | \$436,131                | 2.0%               | \$699,187        | 3.2%               | \$1,906,595                       | 8.8%               | \$18,303,925           | 84.4%              | \$351,427        | 1.6%               | \$21,697,265       |
| Grantmakers in the Arts                     | \$0                      | 0.0%               | \$154,440        | 9.9%               | \$350,831                         | 22.4%              | \$1,059,240            | 67.6%              | \$2,761          | 0.2%               | \$1,567,272        |
| League of American Orchestras               | \$133,260                | 2.5%               | \$1,682,318      | 31.6%              | \$646,025                         | 12.2%              | \$2,754,410            | 51.8%              | \$100,531        | 1.9%               | \$5,316,544        |
| Literary Network / National Book Foundation | \$48,800                 | 2.9%               | \$0              | 0.0%               | \$277,511                         | 16.5%              | \$646,415              | 38.4%              | \$430,473        | 25.5%              | \$1,685,490        |
| Opera America                               | \$154,260                | 3.3%               | \$680,267        | 14.4%              | \$1,034,282                       | 21.9%              | \$2,377,998            | 50.4%              | \$473,309        | 10.0%              | \$4,720,116        |
| National Art Education Association          | \$0                      | 0.0%               | \$1,176,461      | 36.7%              | \$1,529,037                       | 47.7%              | \$1,898                | 0.1%               | \$447,816        | 14.0%              | \$3,205,212        |
| National Guild for Community Arts Education | \$57,500                 | 4.7%               | \$268,936        | 21.9%              | \$286,683                         | 23.4%              | \$571,567              | 46.6%              | \$42,077         | 3.4%               | \$1,226,763        |
| Federation of State Humanities Councils     | \$0                      | 0.0%               | \$804,230        | 79.8%              | \$124,738                         | 12.4%              | \$8,435                | 0.8%               | \$70,118         | 7.0%               | \$1,007,521        |
| <b>Median Value</b>                         | <b>\$57,500</b>          | <b>2.5%</b>        | <b>\$680,267</b> | <b>14.4%</b>       | <b>\$350,831</b>                  | <b>21.9%</b>       | <b>\$1,059,240</b>     | <b>46.6%</b>       | <b>\$229,030</b> | <b>5.1%</b>        | <b>\$3,139,220</b> |
| <b>NASAA</b>                                | <b>\$799,500</b>         | <b>32.5%</b>       | <b>\$726,045</b> | <b>29.5%</b>       | <b>\$854,514</b>                  | <b>34.7%</b>       | <b>\$82,637</b>        | <b>3.4%</b>        | <b>\$174</b>     | <b>0.0%</b>        | <b>\$2,462,870</b> |

| Program Revenue Details                   |                         |                    |
|-------------------------------------------|-------------------------|--------------------|
| Organization                              | Activity                | Revenue            |
| American Alliance of Museums              | Membership Dues         | \$3,321,742        |
| American Alliance of Museums              | Exhibit Fees            | \$1,373,413        |
| American Alliance of Museums              | Registrations           | \$1,313,397        |
| American Alliance of Museums              | Advertising Income      | \$604,919          |
| American Alliance of Museums              | Accreditation Fees      | \$249,915          |
|                                           | <b>Total</b>            | <b>\$6,863,386</b> |
| American Composers Forum                  | Membership Dues         | \$91,815           |
| American Composers Forum                  | Program Service         | \$181,790          |
|                                           | <b>Total</b>            | <b>\$273,605</b>   |
| American Craft Council                    | Show Revenue            | \$2,857,481        |
| American Craft Council                    | Membership Revenue      | \$776,755          |
| American Craft Council                    | Advertising             | \$438,621          |
| American Craft Council                    | Publication Sales       | \$55,901           |
| American Craft Council                    | Other Program Revenue   | \$1,215            |
|                                           | <b>Total</b>            | <b>\$4,129,973</b> |
| Americans for the Arts                    | Conferences & Workshops | \$1,759,770        |
| Americans for the Arts                    | Membership Dues         | \$325,654          |
| Americans for the Arts                    | Arts Funding Study      | \$252,599          |
| Americans for the Arts                    | Economic Impact Study   | \$80,700           |
| Americans for the Arts                    | Speaker Fees            | \$28,640           |
| Americans for the Arts                    | Other Program Revenue   | \$20,315           |
|                                           | <b>Total</b>            | <b>\$2,467,678</b> |
| Association of Art Museum Directors       | Membership Dues         | \$1,671,083        |
| Association of Art Museum Directors       | Registration Fees       | \$185,575          |
|                                           | <b>Total</b>            | <b>\$1,856,658</b> |
| Association of Performing Arts Presenters | Annual Conference       | \$1,984,364        |
| Association of Performing Arts Presenters | Continuing Education    | \$7,500            |
|                                           | <b>Total</b>            | <b>\$1,991,864</b> |

|                                             |                                          |                    |
|---------------------------------------------|------------------------------------------|--------------------|
| Chorus America                              | Advertising Income                       | \$76,080           |
| Chorus America                              | Annual Conference                        | \$259,355          |
|                                             | <b>Total</b>                             | <b>\$335,435</b>   |
| Craft Emergency Relief Fund                 | None Listed                              |                    |
|                                             | <b>Total</b>                             | <b>\$0</b>         |
| Dance / USA                                 | Membership Dues                          | \$289,397          |
| Dance / USA                                 | Conferences & Admission                  | \$77,405           |
| Dance / USA                                 | Service Fees                             | \$11,425           |
| Dance / USA                                 | Publications                             | \$2,000            |
| Dance / USA                                 | DancePass                                | \$1,770            |
|                                             | <b>Total</b>                             | <b>\$381,997</b>   |
| Fractured Atlas                             | Program Service Fees                     | \$1,488,277        |
| Fractured Atlas                             | Non-Deductible Portion of Contributions  | \$418,318          |
|                                             | <b>Total</b>                             | <b>\$1,906,595</b> |
| Grantmakers in the Arts                     | Conference Fees                          | \$277,980          |
| Grantmakers in the Arts                     | Dues                                     | \$69,434           |
| Grantmakers in the Arts                     | Other Program Services                   | \$3,417            |
|                                             | <b>Total</b>                             | <b>\$350,831</b>   |
| League of American Orchestras               | Meetings and Seminars                    | \$461,435          |
| League of American Orchestras               | Symphony Magazine                        | \$184,590          |
|                                             | <b>Total</b>                             | <b>\$646,025</b>   |
| Literary Network / National Book Foundation | Entry Fees                               | \$179,215          |
| Literary Network / National Book Foundation | Medallion Sales                          | \$65,796           |
| Literary Network / National Book Foundation | Finalist Fees                            | \$22,000           |
| Literary Network / National Book Foundation | Program Income                           | \$10,500           |
|                                             | <b>Total</b>                             | <b>\$277,511</b>   |
| Opera America                               | Seminars Workshops and Annual Meeting    | \$358,390          |
| Opera America                               | Publication Advertising & World Wide Web | \$45,626           |
| Opera America                               | Membership Dues                          | \$680,267          |
| Opera America                               | National Opera Center Operations         | \$630,266          |
|                                             | <b>Total</b>                             | <b>\$1,714,549</b> |

|                                             |                        |                    |
|---------------------------------------------|------------------------|--------------------|
| National Art Education Association          | Annual Convention      | \$1,244,878        |
| National Art Education Association          | Membership Dues        | \$1,176,461        |
| National Art Education Association          | Subscriptions          | \$119,163          |
| National Art Education Association          | Events and Meetings    | \$107,982          |
| National Art Education Association          | Advertising            | \$57,014           |
|                                             | <b>Total</b>           | <b>\$2,705,498</b> |
| National Guild for Community Arts Education | Conference and Seminar | \$286,683          |
| National Guild for Community Arts Education | Membership Dues        | \$268,936          |
|                                             | <b>Total</b>           | <b>\$555,619</b>   |
| Federation of State Humanities Councils     | Conference Fees        | \$124,022          |
| Federation of State Humanities Councils     | Publication Sales      | \$716              |
|                                             | <b>Total</b>           | <b>\$124,738</b>   |
| <b>NASAA</b>                                | SAA Member Fees        | \$726,045          |
| <b>NASAA</b>                                | Cooperative Agreements | \$689,610          |
| <b>NASAA</b>                                | Annual Meeting Fees    | \$122,140          |
| <b>NASAA</b>                                | Earned Income          | \$42,694           |
| <b>NASAA</b>                                | Publications           | \$70               |
|                                             | <b>Total</b>           | <b>\$1,580,559</b> |

| Membership Dues                           |                 |               |                                                                                                                                                                          |                                                                                                                    |                                                                                                                 |                         |                    |               |
|-------------------------------------------|-----------------|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|-------------------------|--------------------|---------------|
| Organization                              | Core Membership |               | Description of Membership                                                                                                                                                | Dues Structure                                                                                                     |                                                                                                                 | Membership Dues Revenue |                    | Total Revenue |
|                                           | Individuals     | Organizations |                                                                                                                                                                          | Description                                                                                                        | Amount                                                                                                          | Dollar Amount           | % of Total Revenue |               |
| American Alliance of Museums              | X               | X             | Museums of all sizes and disciplines, museum professionals, nonprofits and for profits that support museums                                                              | Dues based on organization staff size, three benefit tiers                                                         | Tier 1: pay what you can; tier 2: \$125-\$2,500; tier 3: \$150-\$5,000                                          | \$3,321,742             | 32.0%              | \$10,393,325  |
| American Composers Forum                  | X               |               | Primarily for U.S. composers, but performers, friends, and supporters of new music can also become members                                                               | Flat fee for individual memberships, with discounts                                                                | \$70, \$50 for students and seniors                                                                             | \$91,815                | 7.5%               | \$1,223,930   |
| American Craft Council                    | X               |               | Not specified                                                                                                                                                            | Three tiers of individual membership                                                                               | Not Reported                                                                                                    | \$776,755               | 13.2%              | \$5,875,576   |
| Americans for the Arts                    | X               | X             | Nonprofits and for-profits, government agencies and collectives, artists, consultants, students and educators                                                            | Individual memberships, with discounts, and two tiers of organization memberships                                  | \$75 and up for organizations, \$30 and up for individuals                                                      | \$325,654               | 3.8%               | \$8,565,385   |
| Association of Art Museum Directors       |                 | X             | Directors of art museums in the United States, Canada, and Mexico. Membership is based on the qualifications of both the individual director and the specific art museum | Not Reported                                                                                                       |                                                                                                                 | \$1,671,083             | 84.5%              | \$1,976,725   |
| Association of Performing Arts Presenters | X               | X             | Presenting organizations, artists or artist managers, support organizations, vendors, consultants                                                                        | Dues based on budget size for presenting organizations and artists/artist managers, flat fee for all other members | Presenting organization or artist: \$300-\$2,475; support organization: \$475; vendor: \$450; consultant: \$450 | \$901,579               | 22.4%              | \$4,020,423   |
| Chorus America                            | X               | X             | Individuals, chorus, business and affiliates, libraries                                                                                                                  | Chorus dues based on budget size, nonprofit affiliates and businesses, three flat fee tiers for individuals        | Chorus: \$150-\$950; individual: \$35-\$195; business: \$300; affiliate: \$200                                  | \$253,775               | 21.2%              | \$1,195,888   |
| Craft Emergency Relief Fund               | X               |               | Not Reported                                                                                                                                                             |                                                                                                                    |                                                                                                                 | \$0                     | 0.0%               | \$1,442,044   |

|                                             |                     |   |                                                                                                                                                                                                                                                   |                                                                                 |                                                                                                                                                                                                                                                                                                                                                                          |             |       |              |
|---------------------------------------------|---------------------|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|--------------|
| Dance / USA                                 | X                   | X | Agents, managers, producers & promoters, dance companies, presenters, service organizations, business affiliates, education affiliates, international affiliates, independent artists/choreographers, individuals, professional dancers, students | Dues tiered by staff size, budget, or artists fees                              | Agents, managers, producers & promoters: \$150 and \$350; dance companies: \$150-\$10,000; presenters: \$350-\$550; service organizations: \$350; business affiliates: \$350 and \$500; education affiliates: \$350; international affiliates: \$150-\$1,000; independent artists/choreographers: \$100; individuals: \$100; professional dancers: \$100; students: \$50 | \$289,387   | 9.2%  | \$3,139,220  |
| Fractured Atlas                             | X                   | X | Creative professionals, organizations, and community members                                                                                                                                                                                      | Professional, organization, and community (free)                                | Professional: \$10; organization: \$20                                                                                                                                                                                                                                                                                                                                   | \$699,187   | 3.2%  | \$21,697,265 |
| Grantmakers in the Arts                     |                     | X | Public and private arts and culture funders in the US, including independent and family foundations, public agencies, community foundations, corporate philanthropies, nonprofit regrantors, and national service organizations                   | Dues based on annual arts grantmaking budget                                    | \$500-\$3,500                                                                                                                                                                                                                                                                                                                                                            | \$154,550   | 9.9%  | \$1,567,272  |
| League of American Orchestras               | X                   | X | Individual, orchestras and youth orchestras, orchestra volunteers, businesses, all other nonprofit organizations, schools and placement centers, libraries                                                                                        | Organization dues based on operating expenses, flat tiered fees for individuals | Individual: \$30-\$110; orchestra volunteers: \$150; businesses, libraries: \$55                                                                                                                                                                                                                                                                                         | \$1,682,318 | 31.6% | \$5,316,544  |
| Literary Network / National Book Foundation | Unable to determine |   | Not Reported                                                                                                                                                                                                                                      |                                                                                 |                                                                                                                                                                                                                                                                                                                                                                          | \$0         | 0.0%  | \$1,685,490  |
| Opera America                               | X                   | X | Individual, professional company, associate company, educational producing, business, library and career service center                                                                                                                           | Flat fees for some members, not stated for others                               | Individual: \$75                                                                                                                                                                                                                                                                                                                                                         | \$680,267   | 14.4% | \$4,720,116  |

|                                             |   |   |                                                                                                                                                                                                                                                                         |                                                                                                 |                                                                                                |                  |              |                    |
|---------------------------------------------|---|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|------------------|--------------|--------------------|
| National Art Education Association          | X | X | Art teachers, directors of art education programs, institutions, students, or those engaged in pursuits closely related to the field                                                                                                                                    | Dues based on state and type of membership                                                      | \$75-\$285                                                                                     | \$1,176,461      | 36.7%        | \$3,205,212        |
| National Guild for Community Arts Education | X | X | Nonprofit or public organizations are full members, other members are for-profits, and individuals including: community schools of the arts; arts centers; and arts education divisions of performing arts institutions, universities, museums, and other organizations | Dues for full members and education for-profits tiered by budget size, flat fees for all others | Full membership: \$200-\$2,500; business affiliate: \$250; individual: \$100; \$30 for student | \$268,936        | 21.9%        | \$1,226,763        |
| Federation of State Humanities Councils     |   | X | Not Reported                                                                                                                                                                                                                                                            |                                                                                                 |                                                                                                | \$804,230        | 79.8%        | \$1,007,521        |
| <b>Median Value</b>                         |   |   |                                                                                                                                                                                                                                                                         |                                                                                                 |                                                                                                | <b>\$680,267</b> | <b>14.4%</b> | <b>\$3,139,220</b> |
| <b>NASAA</b>                                |   | X | <b>Membership is comprised of all 56 state and jurisdictional arts agencies</b>                                                                                                                                                                                         | <b>Sliding scale based on state legislative appropriation</b>                                   | <b>FY14 dues categories range from \$3,745 to \$17,130</b>                                     | <b>\$726,045</b> | <b>29.5%</b> | <b>\$2,462,870</b> |

### Expense Streams as a Percentage of Total Functional Expenses

| Organization                                | Program Services Expenses |                     | Management Expenses |                     | Fundraising Expenses |                     | Meeting Expenses |                     | Total Functional Expenses |
|---------------------------------------------|---------------------------|---------------------|---------------------|---------------------|----------------------|---------------------|------------------|---------------------|---------------------------|
|                                             | Dollar Amount             | % of Total Expenses | Dollar Amount       | % of Total Expenses | Dollar Amount        | % of Total Expenses | Dollar Amount    | % of Total Expenses |                           |
| American Alliance of Museums                | \$9,316,415               | 93.1%               | \$142,946           | 1.4%                | \$548,899            | 5.5%                | \$491,500        | 4.9%                | \$10,008,260              |
| American Composers Forum                    | \$1,232,473               | 71.5%               | \$273,630           | 15.9%               | \$217,820            | 12.6%               | \$32,633         | 1.9%                | \$1,723,923               |
| American Craft Council                      | \$4,025,902               | 74.6%               | \$971,895           | 18.0%               | \$399,117            | 7.4%                | \$969,435        | 18.0%               | \$5,396,914               |
| Americans for the Arts                      | \$9,685,149               | 75.4%               | \$2,308,832         | 18.0%               | \$854,665            | 6.7%                | \$1,328,063      | 10.3%               | \$12,848,646              |
| Association of Art Museum Directors         | n/r*                      | n/r                 | n/r                 | n/r                 | n/r                  | n/r                 | \$245,382        | 15.9%               | \$1,546,700               |
| Association of Performing Arts Presenters   | \$4,858,235               | 87.9%               | \$632,941           | 11.5%               | \$35,996             | 0.7%                | \$292,577        | 5.3%                | \$5,527,172               |
| Chorus America                              | \$986,041                 | 78.8%               | \$119,305           | 9.5%                | \$146,514            | 11.7%               | \$10,056         | 0.8%                | \$1,251,860               |
| Craft Emergency Relief Fund                 | \$619,539                 | 77.6%               | \$88,254            | 11.1%               | \$90,144             | 11.3%               | \$2,064          | 0.3%                | \$797,937                 |
| Dance / USA                                 | \$1,868,103               | 79.6%               | \$346,655           | 14.8%               | \$132,976            | 5.7%                | \$129,838        | 5.5%                | \$2,347,734               |
| Fractured Atlas                             | \$17,670,463              | 94.7%               | \$311,651           | 1.7%                | \$682,823            | 3.7%                | \$0              | 0.0%                | \$18,664,937              |
| Grantmakers in the Arts                     | \$1,322,270               | 76.9%               | \$210,212           | 12.2%               | \$186,471            | 10.8%               | \$144,623        | 8.4%                | \$1,718,953               |
| League of American Orchestras               | \$4,073,428               | 74.0%               | \$662,752           | 12.0%               | \$769,844            | 14.0%               | \$208,387        | 3.8%                | \$5,506,024               |
| Literary Network / National Book Foundation | \$1,050,434               | 79.6%               | \$120,658           | 9.1%                | \$149,267            | 11.3%               | \$0              | 0.0%                | \$1,320,359               |
| Opera America                               | \$4,206,356               | 78.9%               | \$697,047           | 13.1%               | \$425,589            | 8.0%                | \$240,087        | 4.5%                | \$5,328,992               |



|                                             |                    |              |                  |              |                  |             |                  |             |                    |
|---------------------------------------------|--------------------|--------------|------------------|--------------|------------------|-------------|------------------|-------------|--------------------|
| National Art Education Association          | \$2,975,263        | 89.6%        | \$346,228        | 10.4%        | \$0              | 0.0%        | \$709,375        | 21.4%       | \$3,321,491        |
| National Guild for Community Arts Education | \$1,058,463        | 81.2%        | \$177,979        | 13.7%        | \$66,424         | 5.1%        | \$0              | 0.0%        | \$1,302,866        |
| Federation of State Humanities Councils     | \$648,731          | 70.2%        | \$272,928        | 29.5%        | \$2,427          | 0.3%        | \$0              | 0.0%        | \$924,086          |
| <b>Median Value</b>                         | <b>\$2,421,683</b> | <b>78.8%</b> | <b>\$292,641</b> | <b>12.1%</b> | <b>\$167,869</b> | <b>7.0%</b> | <b>\$144,623</b> | <b>4.5%</b> | <b>\$2,347,734</b> |
| <b>NASAA</b>                                | <b>\$1,600,097</b> | <b>64.4%</b> | <b>\$831,797</b> | <b>33.5%</b> | <b>\$53,009</b>  | <b>2.1%</b> | <b>\$241,044</b> | <b>9.7%</b> | <b>\$2,484,903</b> |

\* Organizations incorporated under IRS sections 501(c) 6 and 501 (c) 5 are not required to classify these expenses.

| Personnel as a Percentage of Total Functional Expenses |                       |                     |                    |                     |                  |                     |                  |                     |                           |
|--------------------------------------------------------|-----------------------|---------------------|--------------------|---------------------|------------------|---------------------|------------------|---------------------|---------------------------|
| Organization                                           | Location of Offices   | Number of Employees | Salaries           |                     | Benefits         |                     | Outsourcing      |                     | Total Functional Expenses |
|                                                        |                       |                     | Dollar Amount      | % of Total Expenses | Dollar Amount    | % of Total Expenses | Dollar Amount    | % of Total Expenses |                           |
| American Alliance of Museums                           | Washington, DC        | 48                  | \$3,781,252        | 37.8%               | \$440,782        | 4.4%                | \$1,115,404      | 11.1%               | \$10,008,260              |
| American Composers Forum                               | St Paul, MN           | 12                  | \$626,049          | 36.3%               | \$60,134         | 3.5%                | \$76,616         | 4.4%                | \$1,723,923               |
| American Craft Council                                 | Minneapolis, MN       | 22                  | \$1,403,542        | 26.0%               | \$134,723        | 2.5%                | \$1,057,055      | 19.6%               | \$5,396,914               |
| Americans for the Arts                                 | Washington, DC        | 83                  | \$5,747,461        | 44.7%               | \$627,689        | 4.9%                | \$587,598        | 4.6%                | \$12,848,646              |
| Association of Art Museum Directors                    | New York, NY          | 5                   | \$566,673          | 36.6%               | \$52,461         | 3.4%                | \$177,523        | 11.5%               | \$1,546,700               |
| Association of Performing Arts Presenters              | Washington, DC        | 22                  | \$1,360,567        | 24.6%               | \$97,509         | 1.8%                | \$633,479        | 11.5%               | \$5,527,172               |
| Chorus America                                         | Washington, DC        | 9                   | \$522,073          | 41.7%               | \$41,369         | 3.3%                | \$162,444        | 13.0%               | \$1,251,860               |
| Craft Emergency Relief Fund                            | Montpelier, VT        | 8                   | \$359,955          | 45.1%               | \$47,476         | 5.9%                | \$77,587         | 9.7%                | \$797,937                 |
| Dance / USA                                            | Washington, DC        | 26                  | \$746,357          | 31.8%               | \$60,975         | 2.6%                | \$340,376        | 14.5%               | \$2,347,734               |
| Fractured Atlas                                        | New York, NY          | 34                  | \$1,938,821        | 10.4%               | \$136,479        | 0.7%                | \$564,906        | 3.0%                | \$18,664,937              |
| Grantmakers in the Arts                                | Seattle, WA           | 9                   | \$578,910          | 33.7%               | \$96,464         | 5.6%                | \$576,698        | 33.5%               | \$1,718,953               |
| League of American Orchestras                          | New York, NY          | 33                  | \$2,608,007        | 47.4%               | \$279,844        | 5.1%                | \$226,198        | 4.1%                | \$5,506,024               |
| Literary Network / National Book Foundation            | New York, NY          | 7                   | \$580,243          | 43.9%               | \$47,753         | 3.6%                | \$75,093         | 5.7%                | \$1,320,359               |
| Opera America                                          | New York, NY          | 55                  | \$1,687,543        | 31.7%               | \$118,574        | 2.2%                | \$488,295        | 9.2%                | \$5,328,992               |
| National Art Education Association                     | Alexandria, VA        | 13                  | \$771,506          | 23.2%               | \$246,254        | 7.4%                | \$223,846        | 6.7%                | \$3,321,491               |
| National Guild for Community Arts Education            | New York, NY          | 9                   | \$588,375          | 45.2%               | \$50,459         | 3.9%                | \$156,418        | 12.0%               | \$1,302,866               |
| Federation of State Humanities Councils                | Arlington, VA         | 6                   | \$345,087          | 37.3%               | \$60,335         | 6.5%                | \$150,779        | 16.3%               | \$924,086                 |
| <b>Median Value</b>                                    |                       | <b>13</b>           | <b>\$746,357</b>   | <b>36.6%</b>        | <b>\$96,464</b>  | <b>3.6%</b>         | <b>\$226,198</b> | <b>11.1%</b>        | <b>\$2,347,734</b>        |
| <b>NASAA</b>                                           | <b>Washington, DC</b> | <b>16</b>           | <b>\$1,038,112</b> | <b>41.8%</b>        | <b>\$158,973</b> | <b>6.4%</b>         | <b>\$308,312</b> | <b>12.4%</b>        | <b>\$2,484,903</b>        |

| Declared Lobbying Expenses                                                                                             |                        |                      |                 |                         |                                      |
|------------------------------------------------------------------------------------------------------------------------|------------------------|----------------------|-----------------|-------------------------|--------------------------------------|
| Organization                                                                                                           | Engagement in Lobbying | Grass Roots Lobbying | Direct Lobbying | Total Lobbying Expenses | Lobbying as % of Functional Expenses |
| American Alliance of Museums                                                                                           | Yes                    | \$0                  | \$85,545        | \$85,545                | 0.9%                                 |
| American Composers Forum                                                                                               | No                     | \$0                  | \$0             | \$0                     | 0.0%                                 |
| American Craft Council                                                                                                 | No                     | \$0                  | \$0             | \$0                     | 0.0%                                 |
| Americans for the Arts                                                                                                 | Yes                    | \$29,014             | \$199,382       | \$228,396               | 1.8%                                 |
| Association of Art Museum Directors                                                                                    | n/a                    | \$0                  | \$0             | \$0                     | 0.0%                                 |
| Association of Performing Arts Presenters                                                                              | Yes                    | \$13,253             | \$1,473         | \$14,726                | 0.3%                                 |
| Chorus America                                                                                                         | No                     | \$0                  | \$0             | \$0                     | 0.0%                                 |
| Craft Emergency Relief Fund                                                                                            | No                     | \$0                  | \$0             | \$0                     | 0.0%                                 |
| Dance/ USA                                                                                                             | Yes                    | \$48                 | \$5,788         | \$5,836                 | 0.2%                                 |
| Fractured Atlas                                                                                                        | Yes                    | \$0                  | \$0             | \$0                     | \$0                                  |
| Grantmakers in the Arts                                                                                                | Yes                    | \$0                  | \$36,000        | \$36,000                | 2.1%                                 |
| League of American Orchestras                                                                                          | Yes                    | \$11,969             | \$65,390        | \$77,359                | 1.4%                                 |
| Literary Network / National Book Foundation                                                                            | No                     | \$0                  | \$0             | \$0                     | 0.0%                                 |
| Opera America                                                                                                          | Yes                    | \$0                  | \$0             | \$0                     | \$0                                  |
| National Art Education Association                                                                                     | No                     | \$0                  | \$0             | \$0                     | 0.0%                                 |
| National Guild for Community Arts Education                                                                            | No                     | \$0                  | \$0             | \$0                     | 0.0%                                 |
| Federation of State Humanities Councils                                                                                | Yes                    | \$0                  | \$89,462        | \$89,462                | 9.7%                                 |
| <b>NASAA</b>                                                                                                           | <b>Yes</b>             | <b>\$4,183</b>       | <b>\$8,647</b>  | <b>\$12,830</b>         | <b>0.5%</b>                          |
| Includes only activities that meet the IRS definition of Lobbying, does not reflect all education/advocacy activities. |                        |                      |                 |                         |                                      |

NASAA Benchmarking Study

**Government Service Organizations**

| Organization Overview                                                                                                        |                       |                    |                                   |                                                                    |            |            |             |
|------------------------------------------------------------------------------------------------------------------------------|-----------------------|--------------------|-----------------------------------|--------------------------------------------------------------------|------------|------------|-------------|
| Organization                                                                                                                 | Location              | Total Revenue      | Revenue Comparison to Previous FY | Organization Website                                               | Staff Size | Board Size | IRS Year    |
| American Association for State and Local History                                                                             | Nashville, TN         | \$1,457,827        | -                                 | <a href="http://www.aaslh.org">www.aaslh.org</a>                   | 10         | 21         | 2014        |
| American Association of Veterinary State Boards                                                                              | Kansas City, MO       | \$4,187,072        |                                   | <a href="http://www.aavsb.org">www.aavsb.org</a>                   | 12         | 8          | 2014        |
| American Public Human Services Association                                                                                   | Washington, DC        | \$6,951,166        | +                                 | <a href="http://www.aphsa.org">www.aphsa.org</a>                   | 32         | 14         | 2014        |
| Association of Fish and Wildlife Agencies                                                                                    | Washington, DC        | \$5,203,531        | +                                 | <a href="http://www.fishwildlife.org">www.fishwildlife.org</a>     | 29         | 17         | 2014        |
| Association of State & Territorial Solid Waste Management Officials                                                          | Washington, DC        | \$2,098,957        | +                                 | <a href="http://www.astswmo.org">www.astswmo.org</a>               | 8          | 14         | 2013        |
| Association of State & Territorial Directors Health Promotion & Public Health Education (DBA: Directors of Health Promotion) | Washington, DC        | \$2,904,438        | -                                 | <a href="http://www.dhpe.org">www.dhpe.org</a>                     | 17         | 8          | 2014        |
| Education Commission of the States                                                                                           | Denver, CO            | \$4,657,072        | +                                 | <a href="http://www.ecs.org">www.ecs.org</a>                       | 36         | 13         | 2014        |
| National Association for State Community Services Programs                                                                   | Washington, DC        | \$1,671,980        | -                                 | <a href="http://www.nascsp.org">www.nascsp.org</a>                 | 13         | 17         | 2015        |
| National Association of Councils on Developmental Disabilities                                                               | Washington, DC        | \$1,170,791        | +                                 | <a href="http://www.nacdd.org">www.nacdd.org</a>                   | 8          | 9          | 2013        |
| National Association of Housing and Redevelopment Officials                                                                  | Washington, DC        | \$6,095,032        | -                                 | <a href="http://www.nahro.org">www.nahro.org</a>                   | 35         | 44         | 2014        |
| National Association of Regional Councils                                                                                    | Washington, DC        | \$1,342,216        | -                                 | <a href="http://www.narc.org">www.narc.org</a>                     | 9          | 30         | 2014        |
| National Association of State Alcohol/Drug Abuse Directors                                                                   | Washington, DC        | \$2,240,012        | +                                 | <a href="http://www.nasadad.org">www.nasadad.org</a>               | 18         | 16         | 2013        |
| National Association of State Boards of Education                                                                            | Alexandria, VA        | \$3,181,601        | +                                 | <a href="http://www.nasbe.org">www.nasbe.org</a>                   | 24         | 16         | 2014        |
| National Association of State Budget Officers                                                                                | Washington, DC        | \$1,952,911        | +                                 | <a href="http://www.nasbo.org">www.nasbo.org</a>                   | 7          | 13         | 2013        |
| National Association of State Departments of Agriculture                                                                     | Arlington, VA         | \$1,226,969        | -                                 | <a href="http://www.nasda.org">www.nasda.org</a>                   | 0          | 8          | 2014        |
| National Association of State Directors of Special Education                                                                 | Alexandria, VA        | \$2,722,353        | -                                 | <a href="http://www.nasdse.org">www.nasdse.org</a>                 | 14         | 8          | 2013        |
| National Association of State Foresters                                                                                      | Washington, DC        | \$2,346,291        | -                                 | <a href="http://www.stateforesters.org">www.stateforesters.org</a> | 8          | 7          | 2013        |
| National Association of State Workforce Agencies                                                                             | Washington, DC        | \$5,887,480        | +                                 | <a href="http://www.naswa.org">www.naswa.org</a>                   | 37         | 15         | 2013        |
| <b>Median Value</b>                                                                                                          |                       | <b>\$2,534,322</b> |                                   |                                                                    | <b>14</b>  | <b>14</b>  |             |
| <b>NASAA</b>                                                                                                                 | <b>Washington, DC</b> | <b>\$2,462,870</b> |                                   | <a href="http://www.nasaa-arts.org">www.nasaa-arts.org</a>         | <b>16</b>  | <b>18</b>  | <b>2014</b> |
| This analysis uses the most recent IRS Form 990 data available via Guidestar as of August 2016.                              |                       |                    |                                   |                                                                    |            |            |             |

| Assets and Liabilities                                              |                    |                   |                             |                  |                                     |                                 |
|---------------------------------------------------------------------|--------------------|-------------------|-----------------------------|------------------|-------------------------------------|---------------------------------|
| Organization                                                        | Total Assets       | Total Liabilities | Net Assets or Fund Balances | Fixed Assets     | Fixed Assets as a % of Total Assets | Total Assets Minus Fixed Assets |
| American Association for State and Local History                    | \$1,750,788        | \$476,985         | \$1,273,803                 | \$6,075          | 0.3%                                | \$1,744,713                     |
| American Association of Veterinary State Boards                     | \$8,077,743        | \$240,121         | \$7,837,622                 | \$286,822        | 3.6%                                | \$7,790,921                     |
| American Public Human Services Association                          | \$3,476,521        | \$3,290,482       | \$186,039                   | \$792,695        | 22.8%                               | \$2,683,826                     |
| Association of Fish and Wildlife Agencies                           | \$3,758,023        | \$1,377,185       | \$2,380,838                 | \$8,289          | 0.2%                                | \$3,749,734                     |
| Association of State & Territorial Solid Waste Management Officials | \$2,196,833        | \$371,478         | \$1,825,355                 | \$104,558        | 4.8%                                | \$2,092,275                     |
| Directors of Health Promotion                                       | \$1,640,602        | \$433,159         | \$1,207,443                 | \$0              | 0.0%                                | \$1,640,602                     |
| Education Commission of the States                                  | \$6,988,554        | \$2,156,310       | \$4,832,244                 | \$126,693        | 1.8%                                | \$6,861,861                     |
| National Association for State Community Services Programs          | \$290,736          | \$511,667         | -\$220,931                  | \$2,711          | 0.9%                                | \$288,025                       |
| National Association of Councils on Developmental Disabilities      | \$664,649          | \$283,317         | \$381,332                   | \$9,252          | 1.4%                                | \$655,397                       |
| National Association of Housing and Redevelopment Officials         | \$4,527,012        | \$2,285,887       | \$2,241,125                 | \$3,052,267      | 67.4%                               | \$1,474,745                     |
| National Association of Regional Councils                           | \$263,838          | \$153,018         | \$110,820                   | \$41,315         | 15.7%                               | \$222,523                       |
| National Association of State Alcohol/Drug Abuse Directors          | \$901,695          | \$444,296         | \$457,399                   | \$65,164         | 7.2%                                | \$836,531                       |
| National Association of State Boards of Education                   | \$1,589,792        | \$2,012,561       | -\$422,769                  | \$135,250        | 8.5%                                | \$1,454,542                     |
| National Association of State Budget Officers                       | \$3,222,569        | \$429,768         | \$2,792,801                 | \$43,057         | 1.3%                                | \$3,179,512                     |
| National Association of State Departments of Agriculture            | \$1,682,621        | \$282,705         | \$1,399,916                 | \$0              | 0.0%                                | \$1,682,621                     |
| National Association of State Directors of Special Education        | \$5,382,080        | \$4,042,458       | \$1,339,622                 | \$31,929         | 0.6%                                | \$5,350,151                     |
| National Association of State Foresters                             | \$1,418,714        | \$214,048         | \$1,204,666                 | \$8,950          | 0.6%                                | \$1,409,764                     |
| National Association of State Workforce Agencies                    | \$5,332,784        | \$2,927,590       | \$2,405,194                 | \$138,130        | 2.6%                                | \$5,194,654                     |
| <b>Median Value</b>                                                 | <b>\$1,973,811</b> | <b>\$460,641</b>  | <b>\$1,306,713</b>          | <b>\$42,186</b>  | <b>1.6%</b>                         | <b>\$1,713,667</b>              |
| <b>NASAA</b>                                                        | <b>\$1,602,421</b> | <b>\$835,650</b>  | <b>\$766,771</b>            | <b>\$415,175</b> | <b>25.9%</b>                        | <b>\$1,187,246</b>              |

| Revenue Streams as a Percentage of Total Revenue                    |                          |                    |                  |                    |                                   |                    |                        |                    |                 |                    |                    |
|---------------------------------------------------------------------|--------------------------|--------------------|------------------|--------------------|-----------------------------------|--------------------|------------------------|--------------------|-----------------|--------------------|--------------------|
| Organization                                                        | Government Contributions |                    | Membership Dues  |                    | Program Service Revenue Less Dues |                    | Contributions & Grants |                    | Other Revenue   |                    | Total Revenue      |
|                                                                     | Dollar Amount            | % of Total Revenue | Dollar Amount    | % of Total Revenue | Dollar Amount                     | % of Total Revenue | Dollar Amount          | % of Total Revenue | Dollar Amount   | % of Total Revenue |                    |
| American Association for State and Local History                    | \$65,139                 | 4.5%               | \$558,512        | 38.3%              | \$599,106                         | 41.1%              | \$120,632              | 8.3%               | \$114,438       | 7.8%               | \$1,457,827        |
| American Association of Veterinary State Boards                     | \$0                      | 0.0%               | \$29,710         | 0.7%               | \$3,796,462                       | 90.7%              | \$0                    | 0.0%               | \$360,900       | 8.6%               | \$4,187,072        |
| American Public Human Services Association                          | \$1,265,417              | 18.2%              | \$2,824,182      | 40.6%              | \$2,708,048                       | 39.0%              | \$0                    | 0.0%               | \$153,519       | 2.2%               | \$6,951,166        |
| Association of Fish and Wildlife Agencies                           | \$3,069,127              | 59.0%              | \$1,233,220      | 23.7%              | \$890,149                         | 17.1%              | \$0                    | 0.0%               | \$11,035        | 0.2%               | \$5,203,531        |
| Association of State & Territorial Solid Waste Management Officials | \$1,586,354              | 75.6%              | \$404,000        | 19.2%              | \$34,850                          | 1.7%               | \$11,200               | 0.5%               | \$62,553        | 3.0%               | \$2,098,957        |
| Directors of Health Promotion                                       | \$2,350,308              | 80.9%              | \$16,975         | 0.6%               | \$489,600                         | 16.9%              | \$0                    | 0.0%               | \$47,555        | 1.6%               | \$2,904,438        |
| Education Commission of the States                                  | \$0                      | 0.0%               | \$0              | 0.0%               | \$2,539,983                       | 54.5%              | \$1,957,853            | 42.0%              | \$159,236       | 3.4%               | \$4,657,072        |
| National Association for State Community Services Programs          | \$877,109                | 52.5%              | \$228,700        | 13.7%              | \$463,733                         | 27.7%              | \$0                    | 0.0%               | \$102,438       | 6.1%               | \$1,671,980        |
| National Association of Councils on Developmental Disabilities      | \$575,000                | 49.1%              | \$474,300        | 40.5%              | \$88,589                          | 7.6%               | \$31,354               | 2.7%               | \$1,548         | 0.1%               | \$1,170,791        |
| National Association of Housing and Redevelopment Officials         | \$0                      | 0.0%               | \$3,071,030      | 50.4%              | \$2,996,810                       | 49.2%              | \$0                    | 0.0%               | \$27,192        | 0.4%               | \$6,095,032        |
| National Association of Regional Councils                           | \$382,161                | 28.5%              | \$717,300        | 53.4%              | \$221,654                         | 16.5%              | \$0                    | 0.0%               | \$21,101        | 1.6%               | \$1,342,216        |
| National Association of State Alcohol/Drug Abuse Directors          | \$1,062,000              | 47.4%              | \$683,950        | 30.5%              | \$493,911                         | 22.0%              | \$0                    | 0.0%               | \$151           | 0.0%               | \$2,240,012        |
| National Association of State Boards of Education                   | \$268,078                | 8.4%               | \$945,858        | 29.7%              | \$92,428                          | 2.9%               | \$1,950,000            | 61.3%              | -\$74,763       | -2.3%              | \$3,181,601        |
| National Association of State Budget Officers                       | \$0                      | 0.0%               | \$1,105,300      | 56.6%              | \$78,902                          | 4.0%               | \$663,740              | 34.0%              | \$104,969       | 5.4%               | \$1,952,911        |
| National Association of State Departments of Agriculture            | \$1,070,498              | 87.2%              | \$0              | 0.0%               | \$0                               | 0.0%               | \$56,860               | 4.6%               | \$99,611        | 8.1%               | \$1,226,969        |
| National Association of State Directors of Special Education        | \$0                      | 0.0%               | \$524,529        | 19.3%              | \$2,117,235                       | 77.8%              | \$0                    | 0.0%               | \$80,589        | 3.0%               | \$2,722,353        |
| National Association of State Foresters                             | \$1,518,335              | 64.7%              | \$454,839        | 19.4%              | \$159,679                         | 6.8%               | \$64,252               | 2.7%               | \$104,934       | 4.5%               | \$2,346,291        |
| National Association of State Workforce Agencies                    | \$0                      | 0.0%               | \$1,285,803      | 21.8%              | \$4,579,341                       | 77.8%              | \$0                    | 0.0%               | \$22,336        | 0.4%               | \$5,887,480        |
| <b>Median Value</b>                                                 | <b>\$478,581</b>         | <b>23.3%</b>       | <b>\$541,521</b> | <b>22.8%</b>       | <b>\$491,756</b>                  | <b>19.6%</b>       | <b>\$0</b>             | <b>0.0%</b>        | <b>\$71,571</b> | <b>2.6%</b>        | <b>\$2,534,322</b> |
| <b>NASAA</b>                                                        | <b>\$799,500</b>         | <b>32.5%</b>       | <b>\$726,045</b> | <b>29.5%</b>       | <b>\$854,514</b>                  | <b>34.7%</b>       | <b>\$82,637</b>        | <b>3.4%</b>        | <b>\$174</b>    | <b>0.0%</b>        | <b>\$2,462,870</b> |

| Program Revenue Details                                             |                                  |                    |
|---------------------------------------------------------------------|----------------------------------|--------------------|
| Organization                                                        | Activity                         | Revenue            |
| American Association for State and Local History                    | Annual Meeting Fees              | \$361,426          |
| American Association for State and Local History                    | Seminars                         | \$191,745          |
| American Association for State and Local History                    | Dispatch                         | \$22,033           |
| American Association for State and Local History                    | Other                            | \$13,796           |
| American Association for State and Local History                    | Historical News                  | \$7,204            |
| American Association for State and Local History                    | Other Program Revenue            | \$2,902            |
|                                                                     | <b>Total</b>                     | <b>\$599,106</b>   |
| American Association of Veterinary State Boards                     | Exam Fees                        | \$2,587,624        |
| American Association of Veterinary State Boards                     | Score Transfer & Credential Fees | \$520,077          |
| American Association of Veterinary State Boards                     | Continuing Ed Provider Fees      | \$642,231          |
| American Association of Veterinary State Boards                     | Program Application Fees         | \$13,875           |
| American Association of Veterinary State Boards                     | Meeting Fees                     | \$12,505           |
| American Association of Veterinary State Boards                     | Other Program Revenue            | \$20,150           |
|                                                                     | <b>Total</b>                     | <b>\$3,796,462</b> |
| American Public Human Services Association                          | Conferences                      | \$1,146,807        |
| American Public Human Services Association                          | Contracts                        | \$1,087,804        |
| American Public Human Services Association                          | Training                         | \$345,188          |
| American Public Human Services Association                          | Publications                     | \$128,249          |
|                                                                     | <b>Total</b>                     | <b>\$2,708,048</b> |
| Association of Fish and Wildlife Agencies                           | Membership Dues                  | \$1,233,220        |
| Association of Fish and Wildlife Agencies                           | Contract Revenue                 | \$481,277          |
| Association of Fish and Wildlife Agencies                           | Annual Meeting                   | \$393,872          |
| Association of Fish and Wildlife Agencies                           | Education Fund                   | \$15,000           |
|                                                                     | <b>Total</b>                     | <b>\$2,123,369</b> |
| Association of State & Territorial Solid Waste Management Officials | Membership Dues                  | \$404,000          |
| Association of State & Territorial Solid Waste Management Officials | Contract Revenue                 | \$21,600           |
| Association of State & Territorial Solid Waste Management Officials | Administrative Services          | \$13,250           |
|                                                                     | <b>Total</b>                     | <b>\$438,850</b>   |



|                                                                |                           |                    |
|----------------------------------------------------------------|---------------------------|--------------------|
| Directors of Health Promotion                                  | Training                  | \$434,000          |
| Directors of Health Promotion                                  | Contracts                 | \$50,000           |
| Directors of Health Promotion                                  | National Conference       | \$3,825            |
| Directors of Health Promotion                                  | Webinar & Online Training | \$1,775            |
|                                                                | <b>Total</b>              | <b>\$489,600</b>   |
| Education Commission of the States                             | Administrative Services   | \$25,087           |
| Education Commission of the States                             | Publications              | \$245              |
| Education Commission of the States                             | Registration Fees         | \$83,700           |
| Education Commission of the States                             | States Fees               | \$2,430,951        |
|                                                                | <b>Total</b>              | <b>\$2,539,983</b> |
| National Association for State Community Services Programs     | Training and Consulting   | \$172,898          |
| National Association for State Community Services Programs     | Conference Registration   | \$290,835          |
| National Association for State Community Services Programs     | Membership Dues           | \$228,700          |
|                                                                | <b>Total</b>              | <b>\$692,433</b>   |
| National Association of Councils on Developmental Disabilities | Membership                | \$474,300          |
| National Association of Councils on Developmental Disabilities | Conference                | \$56,890           |
| National Association of Councils on Developmental Disabilities | Contracts                 | \$20,162           |
| National Association of Councils on Developmental Disabilities | Disability Policy Seminar | \$6,537            |
| National Association of Councils on Developmental Disabilities | Communities of Practice   | \$5,000            |
|                                                                | <b>Total</b>              | <b>\$562,889</b>   |
| National Association of Housing and Redevelopment Officials    | Membership Dues           | \$3,071,030        |
| National Association of Housing and Redevelopment Officials    | Conferences               | \$1,537,413        |
| National Association of Housing and Redevelopment Officials    | Professional Development  | \$1,010,647        |
| National Association of Housing and Redevelopment Officials    | Publications              | \$318,037          |
| National Association of Housing and Redevelopment Officials    | Contract Revenue          | \$107,550          |
| National Association of Housing and Redevelopment Officials    | Other Program Revenue     | \$23,163           |
|                                                                | <b>Total</b>              | <b>\$6,067,840</b> |
| National Association of Regional Councils                      | Member Conferences        | \$221,654          |
| National Association of Regional Councils                      | Membership Dues           | \$717,300          |
|                                                                | <b>Total</b>              | <b>\$938,954</b>   |
| National Association of State Alcohol/Drug Abuse Directors     | Contract Revenue          | \$409,561          |
| National Association of State Alcohol/Drug Abuse Directors     | Registration Fees         | \$84,350           |

|                                                              |                                |                    |
|--------------------------------------------------------------|--------------------------------|--------------------|
|                                                              | <b>Total</b>                   | <b>\$493,911</b>   |
| National Association of State Boards of Education            | Membership Dues                | \$945,858          |
| National Association of State Boards of Education            | Meeting Registrations          | \$78,908           |
| National Association of State Boards of Education            | Consulting                     | \$7,500            |
| National Association of State Boards of Education            | Publication Sales              | \$4,820            |
| National Association of State Boards of Education            | Advertising                    | \$1,200            |
|                                                              | <b>Total</b>                   | <b>\$1,038,286</b> |
| National Association of State Budget Officers                | Conference Registration        | \$49,398           |
| National Association of State Budget Officers                | Program Expense Reimbursement  | \$29,504           |
|                                                              | <b>Total</b>                   | <b>\$78,902</b>    |
| National Association of State Departments of Agriculture     | None Listed                    |                    |
|                                                              | <b>Total</b>                   | <b>\$0</b>         |
| National Association of State Directors of Special Education | Federal Contracts, GRA         | \$1,962,637        |
| National Association of State Directors of Special Education | Membership Dues                | \$524,529          |
| National Association of State Directors of Special Education | Annual Meeting                 | \$151,278          |
| National Association of State Directors of Special Education | Publications                   | \$3,320            |
|                                                              | <b>Total</b>                   | <b>\$2,641,764</b> |
| National Association of State Foresters                      | Annual Meeting and Conferences | \$159,679          |
|                                                              | <b>Total</b>                   | <b>\$159,679</b>   |
| National Association of State Workforce Agencies             | AJLA Fees                      | \$3,253            |
| National Association of State Workforce Agencies             | CESER Fees                     | \$2,708,716        |
| National Association of State Workforce Agencies             | Conference Registration        | \$498,400          |
| National Association of State Workforce Agencies             | Contract Revenue               | \$1,368,972        |
| National Association of State Workforce Agencies             | Membership Dues                | \$1,285,803        |
|                                                              | <b>Total</b>                   | <b>\$5,865,144</b> |
| <b>NASAA</b>                                                 | SAA Member Fees                | \$726,045          |
| <b>NASAA</b>                                                 | Cooperative Agreements         | \$689,610          |
| <b>NASAA</b>                                                 | Annual Meeting Fees            | \$122,140          |
| <b>NASAA</b>                                                 | Earned Income                  | \$42,694           |
| <b>NASAA</b>                                                 | Publications                   | \$70               |
|                                                              | <b>Total</b>                   | <b>\$1,580,559</b> |

| Membership Dues                                                     |                 |               |                                                                                                                                                                      |                                                                                  |                                                                                                                                                       |                         |                    |               |
|---------------------------------------------------------------------|-----------------|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|--------------------|---------------|
| Organization                                                        | Core Membership |               | Description of Membership                                                                                                                                            | Dues Structure                                                                   |                                                                                                                                                       | Membership Dues Revenue |                    | Total Revenue |
|                                                                     | Individuals     | Organizations |                                                                                                                                                                      | Description                                                                      | Amount                                                                                                                                                | Dollar Amount           | % of Total Revenue |               |
| American Association for State and Local History                    | X               | X             | Network for history professionals                                                                                                                                    | Flat, tiered fees for individual, institution, and academic program              | Individual \$30 -\$250<br>Institution: \$115-\$1000<br>Academic Program (for university programs): \$310                                              | \$558,512               | 38.3%              | \$1,457,827   |
| American Association of Veterinary State Boards                     |                 | X             | 61 veterinary medicine licensing boards for all states, three jurisdictions, and eight Canadian provinces                                                            | Not Reported                                                                     |                                                                                                                                                       | \$29,710                | 0.7%               | \$4,187,072   |
| American Public Human Services Association                          | X               | X             | State agency leadership, local agency leadership, individual members, associate member organizations                                                                 | Government agency dues based on local population, flat fees for other categories | \$425-\$10,320                                                                                                                                        | \$2,824,182             | 40.6%              | \$6,951,166   |
| Association of Fish and Wildlife Agencies                           |                 | X             | Governmental membership, regional associations, affiliated organizational member, contributing member (non-governmental organization), associate member (individual) | Not Reported                                                                     |                                                                                                                                                       | \$1,233,220             | 23.7%              | \$5,203,531   |
| Association of State & Territorial Solid Waste Management Officials |                 | X             | Agencies of all states and six jurisdictions                                                                                                                         | Not Reported                                                                     |                                                                                                                                                       | \$404,000               | 19.2%              | \$2,098,957   |
| Directors of Health Promotion                                       | X               | X             | Individual voting, organizational voting, in additional to associate, student, emeritus, partner, corporate memberships                                              | Flat for each membership type                                                    | Individual voting: \$400,<br>organizational voting :\$600,<br>associate: \$75, student: \$50,<br>emeritus: \$50, partner: \$300,<br>corporate: \$2000 | \$16,975                | 0.6%               | \$2,904,438   |
| Education Commission of the States                                  |                 | X             | Not Reported                                                                                                                                                         |                                                                                  |                                                                                                                                                       | \$0                     | 0.0%               | \$4,657,072   |
| National Association for State Community Services Programs          |                 | X             | State administrators of the Community Services Block Grant Program (CSBG) and the Weatherization Assistance Program (WAP)                                            | Not Reported                                                                     |                                                                                                                                                       | \$228,700               | 13.7%              | \$1,671,980   |

|                                                                |   |   |                                                                                                                                                                                                                                                                                                      |                                                                                                                                      |                                                                                                                                                   |             |       |             |
|----------------------------------------------------------------|---|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------|-------------|
| National Association of Councils on Developmental Disabilities |   |   | Not Reported                                                                                                                                                                                                                                                                                         |                                                                                                                                      |                                                                                                                                                   | \$474,300   | 40.5% | \$1,170,791 |
| National Association of Housing and Redevelopment Officials    | X | X | Housing authorities, public agencies, affiliate agencies, associates of organizational members, allied individuals                                                                                                                                                                                   | Dues for housing organizations based on housing units owned, public agency dues based on population, flat fees for all other members | Housing agency: \$1.41 per unit; public agency: \$210-\$1,890; manufactures council: \$525; for-profit: \$435; nonprofit: \$265; individual: \$25 | \$3,071,030 | 50.4% | \$6,095,032 |
| National Association of Regional Councils                      |   | X | Regional councils and metropolitan planning organizations are full members, all other public, private, academic, nonprofit, civic and corporate members to not have full benefits                                                                                                                    | Dues based on operating budget                                                                                                       | \$2,000-\$15,000                                                                                                                                  | \$717,300   | 53.4% | \$1,342,216 |
| National Association of State Alcohol/Drug Abuse Directors     |   | X | Directors of state drug and alcoholism agencies                                                                                                                                                                                                                                                      |                                                                                                                                      | Not Reported                                                                                                                                      | \$683,950   | 30.5% | \$2,240,012 |
| National Association of State Boards of Education              | X | X | State and territorial boards of education are primary members, other individuals, institutions, and associations pay dues, but do not vote for NASBE officers                                                                                                                                        | Board of Education dues not reported, flat fee for associate membership                                                              | \$150                                                                                                                                             | \$945,858   | 29.7% | \$3,181,601 |
| National Association of State Budget Officers                  |   | X | State finance department leadership are primary members, other staff members of NASBO-members are associate members                                                                                                                                                                                  |                                                                                                                                      | Not Reported                                                                                                                                      | \$1,105,300 | 56.6% | \$1,952,911 |
| National Association of State Departments of Agriculture       |   | X | "Departments of Agriculture" of all states and four territories                                                                                                                                                                                                                                      |                                                                                                                                      | Not Reported                                                                                                                                      | \$0         | 0.0%  | \$1,226,969 |
| National Association of State Directors of Special Education   | X | X | State directors or others representing agencies from all states, the District of Columbia, Department of Defense Dependent Schools and other jurisdictions designated in the Individuals with Disabilities Education Act (IDEA). NASDSE also offers affiliate memberships to all interested persons. |                                                                                                                                      | Not Reported                                                                                                                                      | \$524,529   | 19.3% | \$2,722,353 |

|                                                  |   |          |                                                                                                                                                                                                                                             |                                                                    |                                                             |                  |              |                    |
|--------------------------------------------------|---|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|-------------------------------------------------------------|------------------|--------------|--------------------|
| National Association of State Foresters          |   | X        | Directors of forestry agencies for states and jurisdictions                                                                                                                                                                                 | Not Reported                                                       |                                                             | \$454,839        | 19.4%        | \$2,346,291        |
| National Association of State Workforce Agencies | X | X        | State administrators of unemployment insurance laws, employment services, training programs, employment statistics and labor market information and other programs and services provided through the publicly-funded state workforce system | Not reported for state workforce agencies, flat fee for affiliates | \$3,000 for affiliates                                      | \$1,285,803      | 21.8%        | \$5,887,480        |
| <b>Median Value</b>                              |   |          |                                                                                                                                                                                                                                             |                                                                    |                                                             | <b>\$541,521</b> | <b>22.8%</b> | <b>\$2,534,322</b> |
| <b>NASAA</b>                                     |   | <b>X</b> | <b>Membership is comprised of all 56 state and jurisdictional arts agencies</b>                                                                                                                                                             | <b>Sliding scale based on state legislative appropriation.</b>     | <b>FY14 dues categories range from \$3,745 to \$17,130.</b> | <b>\$726,045</b> | <b>29.5%</b> | <b>\$2,462,870</b> |

**Expense Streams as a Percentage of Total Functional Expenses**

| Organization                                                        | Program Services Expenses |                     | Management Expenses |                     | Fundraising Expenses |                     | Meeting Expenses |                     | Total Functional Expenses |
|---------------------------------------------------------------------|---------------------------|---------------------|---------------------|---------------------|----------------------|---------------------|------------------|---------------------|---------------------------|
|                                                                     | Dollar Amount             | % of Total Expenses | Dollar Amount       | % of Total Expenses | Dollar Amount        | % of Total Expenses | Dollar Amount    | % of Total Expenses |                           |
| American Association for State and Local History                    | \$755,285                 | 57.3%               | \$554,134           | 42.1%               | \$7,624              | 0.6%                | \$217,821        | 16.5%               | \$1,317,043               |
| American Association of Veterinary State Boards                     | \$2,686,113               | 79.0%               | \$715,688           | 21.0%               | \$0                  | 0.0%                | \$8,419          | 0.2%                | \$3,401,801               |
| American Public Human Services Association                          | \$4,911,697               | 69.6%               | \$2,147,952         | 30.4%               | \$0                  | 0.0%                | \$1,261,308      | 17.9%               | \$7,059,649               |
| Association of Fish and Wildlife Agencies                           | n/r*                      | n/r                 | n/r                 | n/r                 | n/r                  | n/r                 | \$225,078        | 4.5%                | \$5,000,898               |
| Association of State & Territorial Solid Waste Management Officials | n/r*                      | n/r                 | n/r                 | n/r                 | n/r                  | n/r                 | \$66,837         | 3.4%                | \$1,971,499               |
| Directors of Health Promotion                                       | \$2,474,902               | 79.5%               | \$636,638           | 20.5%               | \$0                  | 0.0%                | \$18,916         | 0.6%                | \$3,111,540               |
| Education Commission of the States                                  | \$2,988,585               | 66.3%               | \$1,517,911         | 33.7%               | \$0                  | 0.0%                | \$400,639        | 8.9%                | \$4,506,496               |
| National Association for State Community Services Programs          | n/r*                      | n/r                 | n/r                 | n/r                 | n/r                  | n/r                 | \$111,609        | 5.8%                | \$1,934,907               |
| National Association of Councils on Developmental Disabilities      | \$810,725                 | 65.0%               | \$436,958           | 35.0%               | \$0                  | 0.0%                | \$173,269        | 13.9%               | \$1,247,683               |
| National Association of Housing and Redevelopment Officials         | \$4,367,173               | 70.5%               | \$1,825,177         | 29.5%               | \$0                  | 0.0%                | \$988,098        | 16.0%               | \$6,192,350               |
| National Association of Regional Councils                           | \$1,118,673               | 83.3%               | \$224,470           | 16.7%               | \$0                  | 0.0%                | \$221,459        | 16.5%               | \$1,343,143               |
| National Association of State Alcohol/Drug Abuse Directors          | \$2,148,189               | 99.5%               | \$11,345            | 0.5%                | \$0                  | 0.0%                | \$134,308        | 6.2%                | \$2,159,534               |
| National Association of State Boards of Education                   | \$2,296,011               | 68.5%               | \$990,995           | 29.6%               | \$63,736             | 1.9%                | \$309,138        | 9.2%                | \$3,350,742               |
| National Association of State Budget Officers                       | \$1,528,624               | 84.0%               | \$287,222           | 15.8%               | \$4,184              | 0.2%                | \$265,249        | 14.6%               | \$1,820,030               |

|                                                              |                    |              |                  |              |                 |             |                  |             |                    |
|--------------------------------------------------------------|--------------------|--------------|------------------|--------------|-----------------|-------------|------------------|-------------|--------------------|
| National Association of State Departments of Agriculture     | \$1,203,180        | 100.0%       | \$0              | 0.0%         | \$0             | 0.0%        | \$20,021         | 1.7%        | \$1,203,180        |
| National Association of State Directors of Special Education | \$1,796,210        | 65.8%        | \$935,613        | 34.2%        | \$0             | 0.0%        | \$201,818        | 7.4%        | \$2,731,823        |
| National Association of State Foresters                      | n/r*               | n/r          | n/r              | n/r          | n/r             | n/r         | \$154,999        | 7.1%        | \$2,177,657        |
| National Association of State Workforce Agencies             | \$3,285,596        | 55.6%        | \$2,624,978      | 44.4%        | \$0             | 0.0%        | \$383,680        | 6.5%        | \$5,910,574        |
| <b>Median Value</b>                                          | <b>\$2,222,100</b> | <b>70.0%</b> | <b>\$676,163</b> | <b>29.5%</b> | <b>\$0</b>      | <b>0.0%</b> | <b>\$209,820</b> | <b>7.3%</b> | <b>\$2,454,740</b> |
| <b>NASAA</b>                                                 | <b>\$1,600,097</b> | <b>64.4%</b> | <b>\$831,797</b> | <b>33.5%</b> | <b>\$53,009</b> | <b>2.1%</b> | <b>\$241,044</b> | <b>9.7%</b> | <b>\$2,484,903</b> |

\* Organizations incorporated under IRS sections 501(c) 6 and 501 (c) 5 are not required to classify these expenses.

**Personnel as a Percentage of Total Functional Expenses**

| Organization                                                        | Location of Offices   | Number of Employees | Salaries           |                     | Benefits         |                     | Outsourcing      |                     | Total Functional Expenses |
|---------------------------------------------------------------------|-----------------------|---------------------|--------------------|---------------------|------------------|---------------------|------------------|---------------------|---------------------------|
|                                                                     |                       |                     | Dollar Amount      | % of Total Expenses | Dollar Amount    | % of Total Expenses | Dollar Amount    | % of Total Expenses |                           |
| American Association for State and Local History                    | Nashville, TN         | 10                  | \$418,860          | 31.8%               | \$61,042         | 4.6%                | \$120,680        | 9.2%                | \$1,317,043               |
| American Association of Veterinary State Boards                     | Kansas City, MO       | 12                  | \$869,013          | 25.5%               | \$75,033         | 2.2%                | \$411,683        | 12.1%               | \$3,401,801               |
| American Public Human Services Association                          | Washington, DC        | 32                  | \$2,097,929        | 29.7%               | \$772,122        | 10.9%               | \$1,702,335      | 24.1%               | \$7,059,649               |
| Association of Fish and Wildlife Agencies                           | Washington, DC        | 29                  | \$1,977,530        | 39.5%               | \$303,156        | 6.1%                | \$837,070        | 16.7%               | \$5,000,898               |
| Association of State & Territorial Solid Waste Management Officials | Washington, DC        | 8                   | \$440,684          | 22.4%               | \$159,080        | 8.1%                | \$83,087         | 4.2%                | \$1,971,499               |
| Directors of Health Promotion                                       | Washington, DC        | 17                  | \$1,177,822        | 37.9%               | \$161,166        | 5.2%                | \$111,556        | 3.6%                | \$3,111,540               |
| Education Commission of the States                                  | Denver, CO            | 36                  | \$2,122,063        | 47.1%               | \$261,932        | 5.8%                | \$344,097        | 7.6%                | \$4,506,496               |
| National Association for State Community Services Programs          | Washington, DC        | 13                  | \$533,655          | 27.6%               | \$70,034         | 3.6%                | \$367,746        | 19.0%               | \$1,934,907               |
| National Association of Councils on Developmental Disabilities      | Washington, DC        | 8                   | \$516,673          | 41.4%               | \$27,538         | 2.2%                | \$127,129        | 10.2%               | \$1,247,683               |
| National Association of Housing and Redevelopment Officials         | Washington, DC        | 35                  | \$2,304,080        | 37.2%               | \$364,005        | 5.9%                | \$772,750        | 12.5%               | \$6,192,350               |
| National Association of Regional Councils                           | Washington, DC        | 9                   | \$512,552          | 38.2%               | \$37,110         | 2.8%                | \$174,189        | 13.0%               | \$1,343,143               |
| National Association of State Alcohol/Drug Abuse Directors          | Washington, DC        | 18                  | \$1,018,015        | 47.1%               | \$197,127        | 9.1%                | \$151,313        | 7.0%                | \$2,159,534               |
| National Association of State Boards of Education                   | Alexandria, VA        | 24                  | \$1,291,493        | 38.5%               | \$166,315        | 5.0%                | \$504,388        | 15.1%               | \$3,350,742               |
| National Association of State Budget Officers                       | Washington, DC        | 7                   | \$685,748          | 37.7%               | \$143,924        | 7.9%                | \$72,226         | 4.0%                | \$1,820,030               |
| National Association of State Departments of Agriculture            | Arlington, VA         | 13*                 | n/r                | n/r                 | n/r              | n/r                 | \$414,296        | 34.4%               | \$1,203,180               |
| National Association of State Directors of Special Education        | Alexandria, VA        | 14                  | \$1,073,524        | 39.3%               | \$217,046        | 7.9%                | \$122,150        | 4.5%                | \$2,731,823               |
| National Association of State Foresters                             | Washington, DC        | 8                   | \$549,045          | 25.2%               | \$59,901         | 2.8%                | \$655,461        | 30.1%               | \$2,177,657               |
| National Association of State Workforce Agencies                    | Washington, DC        | 37                  | \$3,405,891        | 57.6%               | \$678,027        | 11.5%               | \$59,392         | 1.0%                | \$5,910,574               |
| <b>Median Value</b>                                                 |                       | <b>14</b>           | <b>\$1,018,015</b> | <b>37.9%</b>        | <b>\$161,166</b> | <b>5.8%</b>         | <b>\$259,143</b> | <b>11.1%</b>        | <b>\$2,454,740</b>        |
| <b>NASAA</b>                                                        | <b>Washington, DC</b> | <b>16</b>           | <b>\$1,038,112</b> | <b>41.8%</b>        | <b>\$158,973</b> | <b>6.4%</b>         | <b>\$308,312</b> | <b>12.4%</b>        | <b>\$2,484,903</b>        |

According to NASDA's 2014 annual report they employ a staff of 13. Salaries and benefits are run through a "related" entity not required to complete a Form 990.



| Declared Lobbying Expenses                                                                                             |                        |                      |                 |                         |                                      |
|------------------------------------------------------------------------------------------------------------------------|------------------------|----------------------|-----------------|-------------------------|--------------------------------------|
| Organization                                                                                                           | Engagement in Lobbying | Grass Roots Lobbying | Direct Lobbying | Total Lobbying Expenses | Lobbying as % of Functional Expenses |
| American Association for State and Local History                                                                       | No                     | \$0                  | \$0             | \$0                     | 0.0%                                 |
| American Association of Veterinary State Boards                                                                        | No                     | \$0                  | \$0             | \$0                     | 0.0%                                 |
| American Public Human Services Association                                                                             | Yes                    | n/r                  | n/r             | \$0                     | 0.0%                                 |
| Association of Fish and Wildlife Agencies                                                                              | No                     | \$0                  | \$0             | \$0                     | 0.0%                                 |
| Association of State & Territorial Solid Waste Management Officials                                                    | n/a                    | \$0                  | \$0             | \$0                     | 0.0%                                 |
| Directors of Health Promotion                                                                                          | Mo                     | \$0                  | \$0             | \$0                     | 0.0%                                 |
| Education Commission of the States                                                                                     | No                     | \$0                  | \$0             | \$0                     | 0.0%                                 |
| National Association for State Community Services Programs                                                             | n/a                    | \$0                  | \$0             | \$0                     | 0.0%                                 |
| National Association of Councils on Developmental Disabilities                                                         | Yes                    | \$7,500              | \$21,280        | \$28,780                | 2.3%                                 |
| National Association of Housing and Redevelopment Officials                                                            | Yes                    | \$96,367             | \$96,367        | \$192,734               | 3.1%                                 |
| National Association of Regional Councils                                                                              | Yes                    | \$0                  | \$120,128       | \$120,128               | 8.9%                                 |
| National Association of State Alcohol/Drug Abuse Directors                                                             | No                     | \$0                  | \$0             | \$0                     | 0.0%                                 |
| National Association of State Boards of Education                                                                      | No                     | \$0                  | \$0             | \$0                     | 0.0%                                 |
| National Association of State Budget Officers                                                                          | No                     | \$0                  | \$0             | \$0                     | 0.0%                                 |
| National Association of State Departments of Agriculture                                                               | No                     | \$0                  | \$0             | \$0                     | 0.0%                                 |
| National Association of State Directors of Special Education                                                           | No                     | \$0                  | \$0             | \$0                     | 0.0%                                 |
| National Association of State Foresters                                                                                | No                     | \$0                  | \$0             | \$0                     | 0.0%                                 |
| National Association of State Workforce Agencies                                                                       | No                     | \$0                  | \$0             | \$0                     | 0.0%                                 |
| <b>NASAA</b>                                                                                                           | <b>Yes</b>             | <b>\$4,183</b>       | <b>\$8,647</b>  | <b>\$12,830</b>         | <b>0.5%</b>                          |
| Includes only activities that meet the IRS definition of Lobbying, does not reflect all education/advocacy activities. |                        |                      |                 |                         |                                      |