



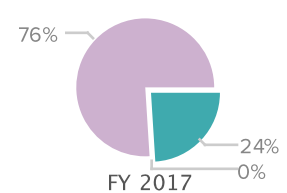
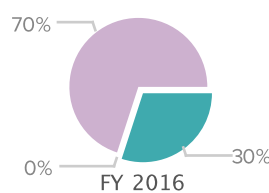
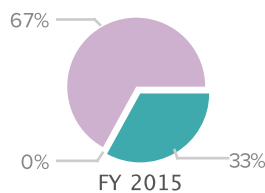
Organization Information

Organization name: Happendance, Inc.  
 City: Okemos Federal ID #: 237034512  
 State: MI Year organization founded: 1976  
 County: Ingham Organization type: 501(c)3 nonprofit organization  
 NISP Discipline: 1 - Dance Fiscal year end date: 06-30  
 NISP Institution: 31 - Corporation DUNS #  
 NTEE: A62 - Dance Full-time staff: 2  
 Applicant is not audited or reviewed by an independent accounting firm. Paid FTEs: 2  
 A display value of -0% signifies a value of less than +/- 0.5%

Unrestricted Activity	FY 2015	FY 2016	% Change	FY 2017	% Change
<b>Unrestricted Operating Revenue</b>					
Earned Program	\$214,902	\$225,949	5%	\$241,207	7%
Earned Non-program	\$12,992	\$30,743	137%	\$20,068	-35%
<b>Total Earned Revenue</b>	<b>\$227,894</b>	<b>\$256,692</b>	<b>13%</b>	<b>\$261,275</b>	<b>2%</b>
Investment Revenue	\$232	\$49	-79%	\$52	6%
Contributed Revenue	\$110,711	\$109,064	-1%	\$83,267	-24%
<b>Total Unrestricted Operating Revenue</b>	<b>\$338,837</b>	<b>\$365,805</b>	<b>8%</b>	<b>\$344,594</b>	<b>-6%</b>
Less in-kind	(\$0)	(\$22,939)	n/a	(\$12,394)	-46%
<b>Total Unrestricted Operating Revenue Less In-kind</b>	<b>\$338,837</b>	<b>\$342,866</b>	<b>1%</b>	<b>\$332,200</b>	<b>-3%</b>
<b>Expenses by Functional Total</b>					
Program	\$242,678	\$290,667	20%	\$292,824	1%
Fundraising	\$18,088		-100%		n/a
General & Administrative	\$108,715	\$98,912	-9%	\$79,195	-20%
<b>Total Operating Expenses</b>	<b>\$369,481</b>	<b>\$389,579</b>	<b>5%</b>	<b>\$372,019</b>	<b>-5%</b>
Less in-kind	(\$0)	(\$22,939)	n/a	(\$12,394)	-46%
<b>Total Operating Expenses Less In-kind</b>	<b>\$369,481</b>	<b>\$366,640</b>	<b>-1%</b>	<b>\$359,625</b>	<b>-2%</b>
Net Unrestricted Activity - Operating	-\$30,644	-\$23,774	22%	-\$27,425	-15%
Net Unrestricted Activity - Non-operating			n/a		n/a
<b>Total Net Unrestricted Activity</b>	<b>-\$30,644</b>	<b>-\$23,774</b>	<b>22%</b>	<b>-\$27,425</b>	<b>-15%</b>
Net Temporarily Restricted Activity	\$0		n/a		n/a
Net Permanently Restricted Activity	\$0		n/a		n/a
<b>Net Total Activity</b>	<b>-\$30,644</b>	<b>-\$23,774</b>	<b>22%</b>	<b>-\$27,425</b>	<b>-15%</b>

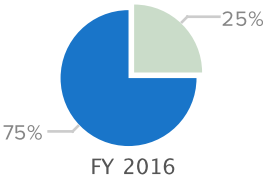
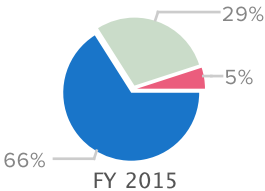
Revenue by Source

- Earned
- Investment
- Contributed



**Expenses by Functional Grouping**

- Program
- General & Administrative
- Fundraising



## Revenue Details

	FY 2015	FY 2016	FY 2017	FY 2017	FY 2017	FY 2017
	Total	Total	Total	Unrestricted	Temporarily Restricted	Permanently Restricted
Operating Revenue						
Earned - Program						
Single ticket sales	\$8,244	\$8,309	\$12,504	\$12,504		n/a
Contracted services	\$0	\$12,855	\$31,300	\$31,300		n/a
Tuitions and registration fees	\$206,658	\$199,510	\$197,403	\$197,403		n/a
Other program revenue	\$0	\$5,275				n/a
Total earned - program	\$214,902	\$225,949	\$241,207	\$241,207	\$0	n/a
Earned - Non-program						
Food and concessions	\$0	\$7,690				n/a
Gift shop and merchandise fees	\$8,761	\$0	\$2,567	\$2,567		n/a
Advertising revenue	\$1,370	\$680	\$1,185	\$1,185		n/a
Space rentals	\$1,665	\$3,667	\$4,887	\$4,887		n/a
Other earned revenue	\$1,196	\$18,706	\$11,429	\$11,429		n/a
Total earned - non-program	\$12,992	\$30,743	\$20,068	\$20,068	\$0	n/a
Total earned revenue	\$227,894	\$256,692	\$261,275	\$261,275		n/a

Contributed	FY 2015	FY 2016	FY 2017	FY 2017	FY 2017	FY 2017
	Total	Total	Total	Unrestricted	Temporarily Restricted	Permanently Restricted
Trustee & board	\$5,400	\$5,400	\$12,750	\$12,750		
Individual	\$12,995	\$33,377	\$18,528	\$18,528		
Corporate	\$3,100	\$4,100	\$7,720	\$7,720		
Foundation	\$35,220	\$8,200	\$13,300	\$13,300		
City government	\$0	\$11,063	\$3,575	\$3,575		
County government	\$1,270	\$0	\$0			
State government	\$19,200	\$18,600	\$15,000	\$15,000		
In-kind operating contributions	\$0	\$22,939	\$12,394	\$12,394		
Other contributions	\$33,526	\$5,385	\$0			
Net assets released from restriction	\$0	\$0	\$0			
<b>Total contributed revenue</b>	<b>\$110,711</b>	<b>\$109,064</b>	<b>\$83,267</b>	<b>\$83,267</b>		
Operating investment revenue	\$232	\$49	\$52	\$52		
<b>Total operating revenue</b>	<b>\$338,837</b>	<b>\$365,805</b>	<b>\$344,594</b>	<b>\$344,594</b>		
<b>Total operating revenue less in-kind</b>	<b>\$338,837</b>	<b>\$342,866</b>	<b>\$332,200</b>	<b>\$332,200</b>		
<b>Total non-operating revenue</b>						
<b>Total revenue</b>	<b>\$338,837</b>	<b>\$365,805</b>	<b>\$344,594</b>	<b>\$344,594</b>		
<b>Total revenue less in-kind</b>	<b>\$338,837</b>	<b>\$342,866</b>	<b>\$332,200</b>	<b>\$332,200</b>		

## Expense Details

	FY 2015 Total	FY 2016 Total	% Change	FY 2017 Total	% Change	FY 2017 Program	FY 2017 Fundraising	FY 2017 General & Administrative
Personnel expenses - Operating								
W2 employees (salaries, payroll taxes and fringe benefits)	\$230,859	\$216,560	-6%	\$190,622	-12%	\$119,864	\$0	\$70,758
Independent contractors	\$10,610	\$12,618	19%	\$30,278	140%	\$30,278		
Total personnel expenses - Operating	\$241,469	\$229,178	-5%	\$220,900	-4%	\$150,142		\$70,758
Non-personnel expenses - Operating								
Advertising and promotion	\$11,364	\$25,651	126%	\$12,712	-50%	\$12,712		
Conferences and meetings	\$1,047	\$0	-100%	\$0	n/a			
Dues and subscriptions	\$2,176	\$0	-100%	\$0	n/a			
Insurance	\$0	\$964	n/a	\$3,629	276%	\$3,629		
Occupancy costs	\$57,444	\$84,247	47%	\$77,659	-8%	\$77,659		
Office and administration	\$11,946	\$34,503	189%	\$14,455	-58%	\$14,455		
Printing, postage and shipping	\$3,638	\$3,051	-16%	\$164	-95%	\$164		
Travel	\$898	\$797	-11%	\$4,776	499%	\$4,776		
Productions and events costs	\$2,603	\$0	-100%	\$1,427	n/a	\$1,427		
Interest expense	\$0	\$0	n/a	\$5,577	n/a			\$5,577
Other operating expenses	\$36,896	\$10,683	-71%	\$30,571	186%	\$27,711		\$2,860
Depreciation	\$0	\$505	n/a	\$149	-70%	\$149		
Total non-personnel expenses - Operating	\$128,012	\$160,401	25%	\$151,119	-6%	\$142,682		\$8,437
Total operating expenses	\$369,481	\$389,579	5%	\$372,019	-5%	\$292,824		\$79,195
Non-operating personnel expenses	\$0	\$0	n/a	\$0	n/a			
Non-operating non-personnel expenses	\$0	\$0	n/a	\$0	n/a			
Total expenses	\$369,481	\$389,579	5%	\$372,019	-5%	\$292,824		\$79,195
Total expenses less in-kind	\$369,481	\$366,640	-1%	\$359,625	-2%			
Total expenses less depreciation	\$369,481	\$389,074	5%	\$371,870	-4%			
Total expenses less in-kind and depreciation	\$369,481	\$366,135	-1%	\$359,476	-2%			

## Balance Sheet

Assets	FY 2015	FY 2016	% Change	FY 2017	% Change
Current assets					
Cash	\$14,030		-100%	\$22,255	n/a
Receivables	\$4,419	\$0	-100%	\$13,426	n/a
Investments	\$6,064		-100%		n/a
Prepaid expenses & other	\$30,856	\$0	-100%	\$6,344	n/a
Total current assets	\$55,369	\$0	-100%	\$42,025	n/a
Non-current investments					
Fixed assets (net)	\$2,539		-100%	\$1,423	n/a
Other non-current assets	\$263	\$0	-100%	\$706	n/a
Total non-current assets	\$2,802		-100%	\$2,129	n/a
Total assets	\$58,171	\$0	-100%	\$44,154	n/a
Liabilities & Net Assets					
Liabilities	FY 2015	FY 2016	% Change	FY 2017	% Change
Liabilities					
Accounts payable & other	\$23,379	\$441	-98%	\$12,824	2,808%
Loans & other debt		\$17,748	n/a	\$74,100	318%
Deferred revenue	\$3,638	\$9,932	173%	\$15,615	57%
Total current liabilities	\$27,017	\$28,121	4%	\$102,539	265%
Non-current liabilities	\$0	\$0	n/a	\$13,250	n/a
Total liabilities	\$27,017	\$28,121	4%	\$115,789	312%
Net assets					
Unrestricted	\$31,154	\$25,503	-18%	\$44,154	73%
Temporarily restricted			n/a		n/a
Permanently restricted			n/a		n/a
Total net assets	\$31,154	-\$28,121	-190%	-\$71,635	-155%
Total liabilities & net assets	\$58,171	\$0	-100%	\$44,154	n/a

Balance Sheet Metrics

	FY 2015	FY 2016	FY 2017
Months of Operating Cash -- Unrestricted	0		1
Total working capital -- Unrestricted	\$28,352	-\$28,121	-\$60,514
Current Ratio	2.05	0	0.41
Debt Service Impact		5%	25%
Unrestricted Net Assets Net of Property, Plant and Equipment	\$28,615	n/a	
Operating Margin	-9%	-6%	-8%
Depreciation as a % of Fixed Assets	91%	n/a	n/a
Leverage Ratio	0%		

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

Total working capital -- Unrestricted consists of the resources available for operations, and in this report is calculated as unrestricted current assets minus unrestricted current liabilities. This is a conservative calculation of working capital and may differ from your internal calculations. Adequate working capital provides financial strength and flexibility to your organization, the ability to meet obligations as they come due, and the ability to take more risks, knowing there is a cushion to fall back on.

Current Ratio (Current Assets divided by Current Liabilities) determines the organization's ability to pay current debt using current assets. The higher the ratio, the more capable the organization is of paying its obligations. The ratio is calculated using unrestricted numbers only.

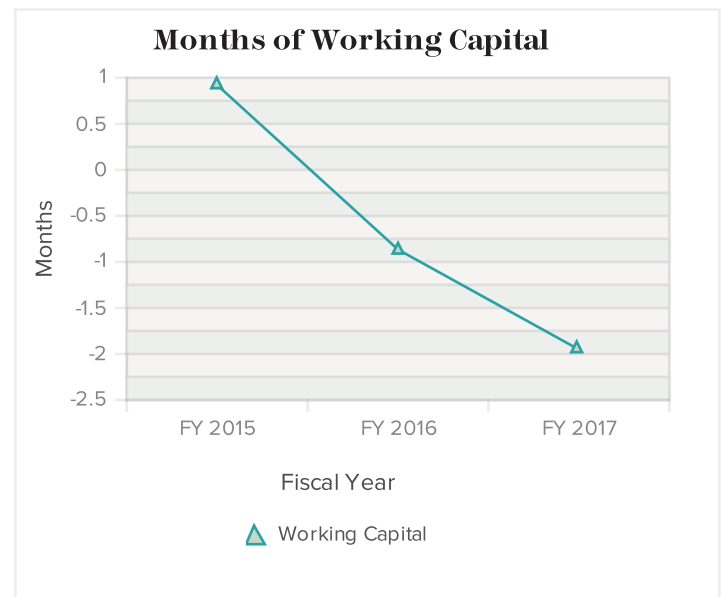
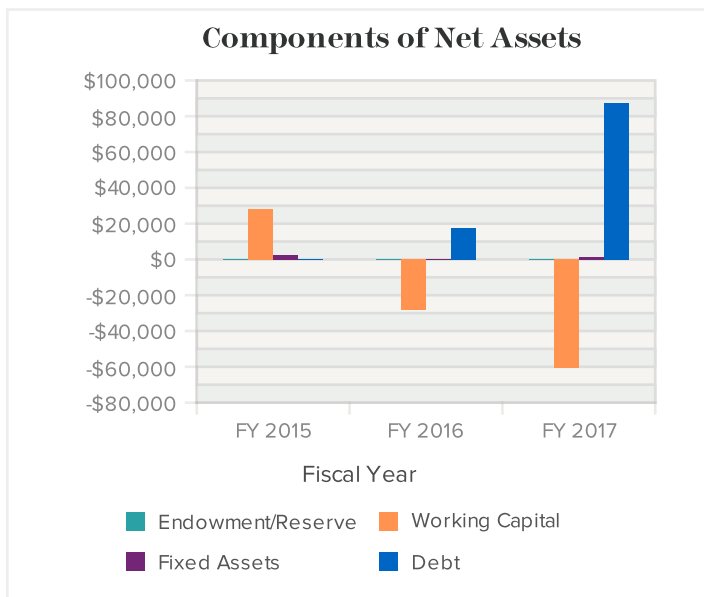
Debt Service Impact (Total Debt Service including principal and interest divided by Total Expense) calculates the % of an organization's total expenses applied to the total debt-service burden, e.g. a mortgage). This measure can help understand the portion of the book value of an organization's fixed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

Unrestricted Net Assets Net of Property, Plant and Equipment (Unrestricted Net Assets - (Net Fixed Assets - Mortgage Debt)) shows what the organization's unrestricted net assets would be if they did not own any property, or have any debts associated with that property. Because this calculation is based on unrestricted values for net assets and fixed assets, if an organization fills out a single column balance sheet and does not separate fixed assets into restricted and unrestricted categories, this value will be blank.

Operating Margin (Change in Net Assets divided by Total Unrestricted Operating Revenue) is a measurement of the organizations efficiency in operating, highlighting the amount of an organization's surplus or deficit.

Depreciation as a % of Fixed Assets indicates the potential need for replacement or repair of fixed assets (such as buildings, furniture, office equipment, sets and props); especially significant for organizations that own a building or carry a long-term lease.

Leverage Ratio (Total Debt divided by Total Unrestricted and Temporarily Restricted Assets) is a measurement of a company's efficiency in operating.



## Attendance

In-person Participation	FY 2015	FY 2016	% Change	FY 2017	% Change
In-person participation - paid	897	1,188	32%	1,459	23%
In-person participation - free	5,489	15,066	174%	9,010	-40%
<b>Total in-person participation</b>	<b>6,386</b>	<b>16,254</b>	<b>155%</b>	<b>10,469</b>	<b>-36%</b>

Types of In-person Attendance	FY 2015	FY 2016	% Change	FY 2017	% Change
Performance tickets		15,850	n/a	10,250	-35%
Open rehearsal tickets		36	n/a		-100%
Registrants for classes/workshops		38	n/a	210	453%
Students given private lessons		31	n/a	9	-71%
Participants of other events		299	n/a		-100%
<b>Total in-person participation</b>	<b>6,386</b>	<b>16,254</b>	<b>155%</b>	<b>10,469</b>	<b>-36%</b>

Attendance Ages	FY 2015	FY 2016	% Change	FY 2017	% Change
Children (18 and under)	4,619	271	-94%	600	121%
Children served in schools		6,000	n/a	6,000	0%
Seniors		12	n/a	600	4,900%
Adults		7	n/a	9,269	132,314%

Other Participation	FY 2015	FY 2016	% Change	FY 2017	% Change
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## Staffing

Staff & Non-Staff Statistics	FY 2015	FY 2016	% Change	FY 2017	% Change
Full-time permanent employees	4	1	-75%	2	100%
Part-time permanent employees	36	21	-42%	21	0%
Part-time permanent employees - FTEs	3.05		-100%		n/a
Number of full-time volunteers	0	0	n/a	2	n/a
Number of part-time or one-time volunteers	30		-100%	100	n/a
Part-time or one-time volunteers - FTEs	2		-100%	0.4	n/a
Independent contractors	20	3	-85%	19	533%
Number of interns and apprentices	1	1	0%	4	300%

Artistic Staff & Non-Staff Statistics	FY 2015	FY 2016	% Change	FY 2017	% Change
Full-time employees that are artists	1		-100%	0	n/a
Part-time employees that are artists	35	21	-40%	21	0%
Independent contractors that are artists	20	3	-85%	19	533%



## Program Activity

	FY 2015	FY 2016	% Change	FY 2017	% Change
Distinct productions	28	10	-64%	15	50%
Total performances	29	43	48%	39	-9%
Open rehearsals		1	n/a		-100%
Works developed		175	n/a	172	-2%
Works commissioned	2	3	50%	6	100%
Distinct classes/workshops	81	11	-86%	11	0%
Distinct class series/courses		2	n/a	75	3,650%
Total classes/class sessions	0	0	n/a	2,726	n/a
Private lessons offered		360	n/a	8	-98%
Programs offered in schools	1	15	1,400%	2	-87%
Hours of programming in schools		19	n/a	97	411%
Number of schools served		15	n/a	15	0%
Artists placed in schools		9	n/a	11	22%
Space - hours rented		8	n/a		-100%
Distinct other programs	0	6	n/a	1	-83%
Other programs occurrences	0		n/a	75	n/a