



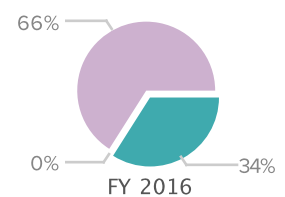
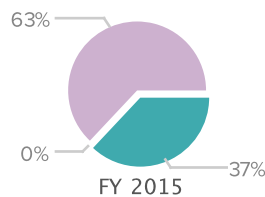
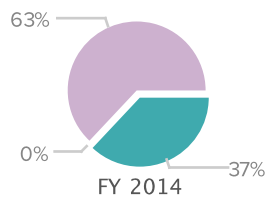
**Organization Information**

Organization name: Kalamazoo Children's Chorus  
 City: Kalamazoo Federal ID #: 382599280  
 State: MI Year organization founded: 1981  
 County: Kalamazoo Organization type: 501(c)3 nonprofit organization  
 NISP Discipline: 2 - Music Fiscal year end date: 06-30  
 NISP Institution: 6 - Performing Group - Youth DUNS #: 005788375  
 NTEE: A6B - Singing & Choral Groups Full-time staff: 0  
 Applicant is not audited or reviewed by an independent accounting firm. Paid FTEs: 1.56  
 A display value of -0% signifies a value of less than +/- 0.5%

Unrestricted Activity	FY 2014	FY 2015	% Change	FY 2016	% Change
<b>Unrestricted Operating Revenue</b>					
Earned Program	\$88,814	\$85,368	-4%	\$72,695	-15%
Earned Non-program	\$17,394	\$20,641	19%	\$13,843	-33%
<b>Total Earned Revenue</b>	<b>\$106,208</b>	<b>\$106,009</b>	<b>-0%</b>	<b>\$86,538</b>	<b>-18%</b>
Investment Revenue	\$34	\$37	9%	\$18	-51%
Contributed Revenue	\$61,401	\$62,852	2%	\$45,428	-28%
<b>Total Unrestricted Operating Revenue</b>	<b>\$167,643</b>	<b>\$168,898</b>	<b>1%</b>	<b>\$131,984</b>	<b>-22%</b>
Less in-kind	(\$125)	(\$3,500)	2,700%	(\$35)	-99%
<b>Total Unrestricted Operating Revenue Less In-kind</b>	<b>\$167,518</b>	<b>\$165,398</b>	<b>-1%</b>	<b>\$131,949</b>	<b>-20%</b>
<b>Expenses by Functional Total</b>					
Program	\$132,897	\$118,025	-11%	\$93,960	-20%
Fundraising	\$0	\$3,020	n/a	\$1,935	-36%
General & Administrative	\$34,640	\$49,922	44%	\$53,355	7%
<b>Total Operating Expenses</b>	<b>\$167,537</b>	<b>\$170,967</b>	<b>2%</b>	<b>\$149,250</b>	<b>-13%</b>
Less in-kind	(\$125)	(\$3,500)	2,700%	(\$35)	-99%
<b>Total Operating Expenses Less In-kind</b>	<b>\$167,412</b>	<b>\$167,467</b>	<b>0%</b>	<b>\$149,215</b>	<b>-11%</b>
<b>Net Unrestricted Activity - Operating</b>	<b>\$106</b>	<b>-\$2,069</b>	<b>-2,052%</b>	<b>-\$17,266</b>	<b>-735%</b>
<b>Net Unrestricted Activity - Non-operating</b>	<b>\$0</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>
<b>Total Net Unrestricted Activity</b>	<b>\$106</b>	<b>-\$2,069</b>	<b>-2,052%</b>	<b>-\$17,266</b>	<b>-735%</b>
<b>Net Temporarily Restricted Activity</b>	<b>\$0</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>
<b>Net Permanently Restricted Activity</b>	<b>\$0</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>
<b>Net Total Activity</b>	<b>\$106</b>	<b>-\$2,069</b>	<b>-2,052%</b>	<b>-\$17,266</b>	<b>-735%</b>

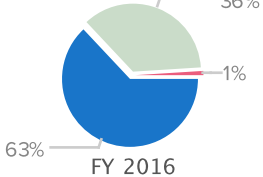
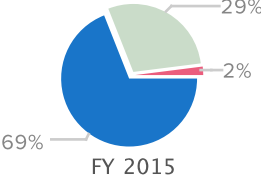
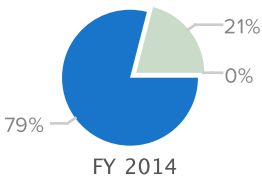
**Revenue by Source**

- Earned
- Investment
- Contributed



**Expenses by Functional Grouping**

- Program
- General & Administrative
- Fundraising



## Revenue Details

	FY 2014	FY 2015	FY 2016	FY 2016	FY 2016	FY 2016
	Total	Total	Total	Unrestricted	Temporarily Restricted	Permanently Restricted
Operating Revenue						
Earned - Program						
Single ticket sales	\$15,407	\$15,559	\$15,386	\$15,386		n/a
Tuitions and registration fees	\$73,407	\$69,809	\$54,944	\$54,944		n/a
Other program revenue	\$0	\$0	\$2,365	\$2,365		n/a
Total earned - program	\$88,814	\$85,368	\$72,695	\$72,695	\$0	n/a
Earned - Non-program						
Gift shop and merchandise fees	\$5,933	\$0	\$0	\$0		n/a
Advertising revenue	\$3,900	\$2,268	\$3,715	\$3,715		n/a
Sponsorship revenue	\$0	\$4,200	\$450	\$450		n/a
Other earned revenue	\$7,561	\$14,173	\$9,678	\$9,678		n/a
Total earned - non-program	\$17,394	\$20,641	\$13,843	\$13,843	\$0	n/a
Total earned revenue	\$106,208	\$106,009	\$86,538	\$86,538		n/a

Contributed	FY 2014	FY 2015	FY 2016	FY 2016	FY 2016	FY 2016
	Total	Total	Total	Unrestricted	Temporarily Restricted	Permanently Restricted
Trustee & board	\$465	\$1,950	\$720	\$720		
Individual	\$3,765	\$3,328	\$5,460	\$5,460		
Corporate	\$6,600	\$2,400	\$3,700	\$3,700		
Foundation	\$41,452	\$38,820	\$34,630	\$34,630		
State government	\$7,354	\$6,249	\$0	\$0		
Federal government	\$1,640	\$6,605	\$883	\$883		
In-kind operating contributions	\$125	\$3,500	\$35	\$35		
Net assets released from restriction	\$0	\$0	\$0			
<b>Total contributed revenue</b>	<b>\$61,401</b>	<b>\$62,852</b>	<b>\$45,428</b>	<b>\$45,428</b>		
Operating investment revenue	\$34	\$37	\$18	\$18		
<b>Total operating revenue</b>	<b>\$167,643</b>	<b>\$168,898</b>	<b>\$131,984</b>	<b>\$131,984</b>		
<b>Total operating revenue less in-kind</b>	<b>\$167,518</b>	<b>\$165,398</b>	<b>\$131,949</b>	<b>\$131,949</b>		
<b>Total non-operating revenue</b>	<b>\$0</b>					
<b>Total revenue</b>	<b>\$167,643</b>	<b>\$168,898</b>	<b>\$131,984</b>	<b>\$131,984</b>		
<b>Total revenue less in-kind</b>	<b>\$167,518</b>	<b>\$165,398</b>	<b>\$131,949</b>	<b>\$131,949</b>		

## Expense Details

	FY 2014 Total	FY 2015 Total	% Change	FY 2016 Total	% Change	FY 2016 Program	FY 2016 Fundraising	FY 2016 General & Administrative
Personnel expenses - Operating								
W2 employees (salaries, payroll taxes and fringe benefits)	\$61,279	\$65,454	7%	\$61,058	-7%	\$20,992	\$0	\$40,066
Independent contractors	\$35,995	\$36,075	0%	\$30,350	-16%	\$30,350	\$0	\$0
Professional fees	\$20	\$0	-100%	\$0	n/a	\$0		
Total personnel expenses - Operating	\$97,294	\$101,529	4%	\$91,408	-10%	\$51,342	\$0	\$40,066
Non-personnel expenses - Operating								
Advertising and promotion	\$8,608	\$8,322	-3%	\$7,446	-11%	\$7,446		
Conferences and meetings	\$205	\$598	192%	\$0	-100%	\$0		
Dues and subscriptions	\$389	\$425	9%	\$367	-14%	\$0		\$367
Grant awards and similar amounts paid	\$0	\$6,250	n/a	\$6,535	5%	\$6,535		
Insurance	\$608	\$649	7%	\$561	-14%	\$561		\$0
Occupancy costs	\$6,345	\$8,168	29%	\$5,432	-33%	\$543		\$4,889
Office and administration	\$8,434	\$2,780	-67%	\$5,688	105%	\$123	\$0	\$5,565
Printing, postage and shipping	\$4,547	\$1,654	-64%	\$5,352	224%	\$2,087	\$1,065	\$2,200
Travel	\$825	\$3,415	314%	\$268	-92%		\$0	\$268
Productions and events costs	\$21,299	\$23,846	12%	\$13,059	-45%	\$12,189	\$870	\$0
Other operating expenses	\$18,983	\$13,331	-30%	\$13,134	-1%	\$13,134	\$0	
Total non-personnel expenses - Operating	\$70,243	\$69,438	-1%	\$57,842	-17%	\$42,618	\$1,935	\$13,289
Total operating expenses	\$167,537	\$170,967	2%	\$149,250	-13%	\$93,960	\$1,935	\$53,355
Non-operating personnel expenses	\$0	\$0	n/a	\$0	n/a			
Non-operating non-personnel expenses	\$0	\$0	n/a	\$0	n/a			
Total expenses	\$167,537	\$170,967	2%	\$149,250	-13%	\$93,960	\$1,935	\$53,355
Total expenses less in-kind	\$167,412	\$167,467	0%	\$149,215	-11%			
Total expenses less depreciation	\$167,537	\$170,967	2%	\$149,250	-13%			
Total expenses less in-kind and depreciation	\$167,412	\$167,467	0%	\$149,215	-11%			

## Balance Sheet

Assets	FY 2014	FY 2015	% Change	FY 2016	% Change
Current assets					
Cash	\$18,981	\$14,593	-23%	\$38,271	162%
Receivables	\$1,840	\$0	-100%	\$0	n/a
Investments	\$0	\$0	n/a		n/a
Prepaid expenses & other	\$1,410	\$0	-100%	\$0	n/a
<b>Total current assets</b>	<b>\$22,231</b>	<b>\$14,593</b>	<b>-34%</b>	<b>\$38,271</b>	<b>162%</b>
Non-current investments					
Fixed assets (net)	\$0	\$7,577	n/a	\$7,577	0%
Other non-current assets	\$0	\$0	n/a	\$0	n/a
<b>Total non-current assets</b>	<b>\$0</b>	<b>\$7,577</b>	<b>n/a</b>	<b>\$7,577</b>	<b>0%</b>
<b>Total assets</b>	<b>\$22,231</b>	<b>\$22,170</b>	<b>-0%</b>	<b>\$45,848</b>	<b>107%</b>
Liabilities & Net Assets	FY 2014	FY 2015	% Change	FY 2016	% Change
Liabilities					
Accounts payable & other	\$1,391	\$0	-100%	\$22,973	n/a
Loans & other debt	\$0	\$0	n/a	\$0	n/a
Deferred revenue	\$14,162	\$9,687	-32%	\$17,294	79%
<b>Total current liabilities</b>	<b>\$15,553</b>	<b>\$9,687</b>	<b>-38%</b>	<b>\$40,267</b>	<b>316%</b>
Non-current liabilities	\$0	\$0	n/a	\$0	n/a
<b>Total liabilities</b>	<b>\$15,553</b>	<b>\$9,687</b>	<b>-38%</b>	<b>\$40,267</b>	<b>316%</b>
Net assets					
Unrestricted	\$6,678	\$12,482	87%	\$5,580	-55%
Temporarily restricted		\$0	n/a		n/a
Permanently restricted		\$0	n/a		n/a
<b>Total net assets</b>	<b>\$6,678</b>	<b>\$12,483</b>	<b>87%</b>	<b>\$5,581</b>	<b>-55%</b>
<b>Total liabilities &amp; net assets</b>	<b>\$22,231</b>	<b>\$22,170</b>	<b>-0%</b>	<b>\$45,848</b>	<b>107%</b>

Balance Sheet Metrics

	FY 2014	FY 2015	FY 2016
Months of Operating Cash -- Unrestricted	1	1	3
Total working capital -- Unrestricted	\$6,678	\$4,906	-\$1,996
Current Ratio	1.43	1.51	0.95
Debt Service Impact	0%	0%	0%
Unrestricted Net Assets Net of Property, Plant and Equipment	n/a		
Operating Margin	0%	-1%	-13%
Depreciation as a % of Fixed Assets	100%	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.

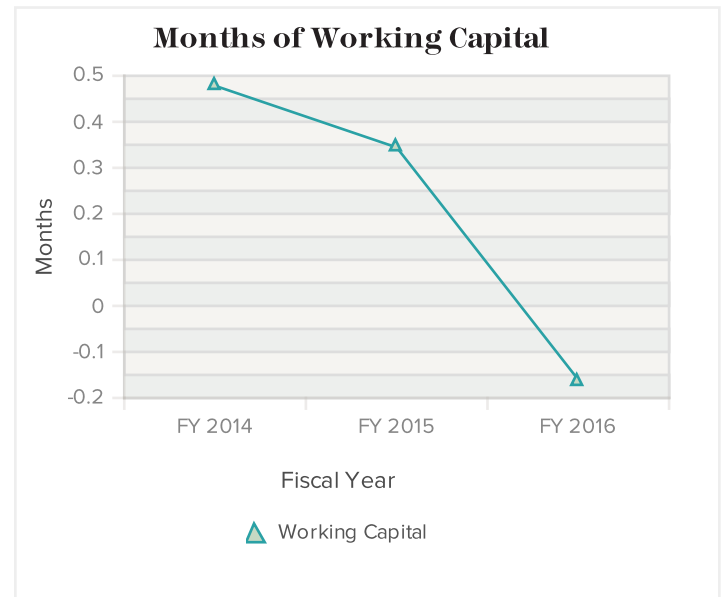
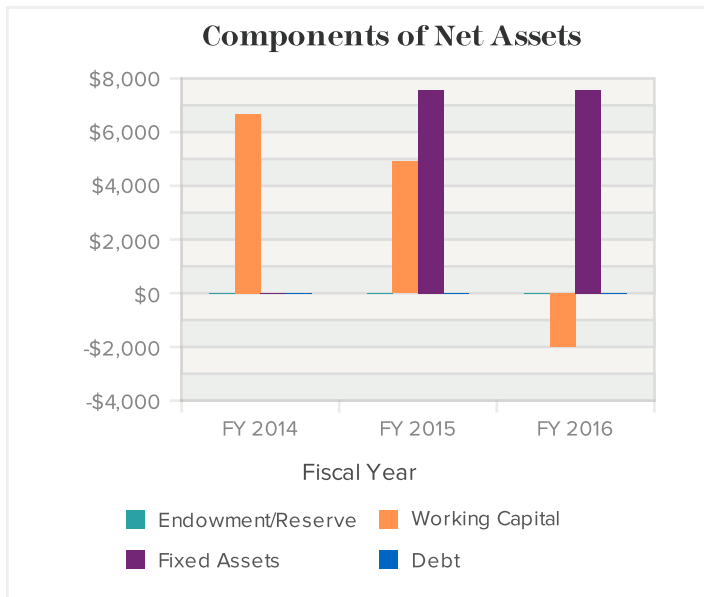
Debt Service Impact (Total Debt Service including principal and interest divided by Total Expense) calculates the % of an organization's total expenses applied to the total debt-service burden, e.g. a mortgage). This measure can help understand the portion of the book value of an organization's fixed 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 2014	FY 2015	% Change	FY 2016	% Change
In-person participation - paid	1,540	1,729	12%	8,532	393%
In-person participation - free	60	4,028	6,613%	4,525	12%
<b>Total in-person participation</b>	<b>1,600</b>	<b>5,757</b>	<b>260%</b>	<b>13,057</b>	<b>127%</b>

Types of In-person Attendance	FY 2014	FY 2015	% Change	FY 2016	% Change
Performance tickets		1,995	n/a	11,614	482%
Registrants for classes/workshops		193	n/a	150	-22%
Festival attendees		3,569	n/a	1,293	-64%
<b>Total in-person participation</b>	<b>1,600</b>	<b>5,757</b>	<b>260%</b>	<b>13,057</b>	<b>127%</b>

Attendance Ages	FY 2014	FY 2015	% Change	FY 2016	% Change
Children (18 and under)	485	1,450	199%	2,176	50%
Children served in schools		187	n/a	90	-52%
Seniors		1,900	n/a	3,265	72%
Adults		2,407	n/a	7,616	216%

Other Participation	FY 2014	FY 2015	% Change	FY 2016	% Change
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## Staffing

Staff & Non-Staff Statistics	FY 2014	FY 2015	% Change	FY 2016	% Change
Full-time permanent employees	2	0	-100%	0	n/a
Part-time permanent employees	2	4	100%	4	0%
Part-time permanent employees - FTEs	1	1.53	53%	1.56	2%
Number of part-time or one-time volunteers	94	52	-45%	48	-8%
Part-time or one-time volunteers - FTEs	2	0.59	-70%	0.6	2%
Independent contractors	10	13	30%	12	-8%
Number of interns and apprentices	1	0	-100%	0	n/a

Artistic Staff & Non-Staff Statistics	FY 2014	FY 2015	% Change	FY 2016	% Change
Full-time employees that are artists	1	0	-100%	0	n/a
Part-time employees that are artists	0	1	n/a	1	0%
Independent contractors that are artists	10	13	30%	12	-8%



## Program Activity

	FY 2014	FY 2015	% Change	FY 2016	% Change
Distinct productions	10	11	10%	15	36%
Total performances	7	11	57%	17	55%
Distinct class series/courses		2	n/a	2	0%
Total classes/class sessions	0	61	n/a	71	16%
Distinct lectures	1	0	-100%	0	n/a
Lecture occurrences	1		-100%	0	n/a
Programs offered in schools	0	5	n/a	4	-20%
Hours of programming in schools		10	n/a	10	0%
Number of schools served		5	n/a	3	-40%
Artists placed in schools		2	n/a	1	-50%
Fairs/festivals/parades		2	n/a	2	0%