

**MANAGING YOUR MONEY:** Your series is bringing in money. Now what do you do with it?

***Leda Shapiro***

This session will provide support for navigating the ins and outs of money management for your dance series. Topics covered will include: setting a budget for your series; controlling cash at the event; tracking event income and expenses; producing event, periodic and annual financial reports; preparing required governmental reports (1099s for callers / bands, Form 990 for the organization overall). Provided will be sample income / expense categories, event and annual spreadsheets, and reports for you to mull over.

**WORKSHOP HANDOUT AND PRESENTATION: Managing Your Money (Leda Shapiro)**

Your series is bringing in money. Now what do you do with it?  
It is a matter of setting priorities  
So let's make up a budget for a dance series...

**I. Setting a budget**

**A. Assumptions**

Assumptions are the basis for any budget – and different for each community. So let's do a sample budget

Here is a short list of questions.

1. Revenue
  - a) How do you determine admissions rate? Will you have discounts for students, CDSS members, volunteers?
  - b) How many people do you anticipate coming?
  - c) Does the income from the attendees need to cover the expenses?
  - d) Other Revenue Sources
2. Expenses
  - a) What is the cost of hall rental?
  - b) Do you have to pay for insurance?
  - c) How much should you pay the band & caller? A minimum guarantee? A percentage of the door?
  - d) Do you pay for sound person?
  - e) Do you have other expenses such as purchase of sound equipment, office supplies, other equipment? If so does the door revenue pay a fee towards this?
  - f) Do you provide free refreshments? Who picks up the cost for this?
  - g) Prioritizing
3. Should you budget a Reserve?

**B. Process**

1. Enter revenue assumptions first
  2. Enter expenses assumptions
- Enter several scenarios.
- a) Current averages and project a year out to see annual profit
  - b) Consider possible changes
    - (1) Are your numbers going up, down or basically even?
    - (2) Should you increase admission?
    - (3) Would a decrease bring in more people?
    - (4) Should you increase payment to band/caller?

- (5) Should you hire professional sound person?
- (6) Do you want to save and get new sound system?

**C. Other samples of budgets with differing assumptions. See how things change**

**II. Controlling cash at the event**

**A. Requirements**

1. Tracking # people and Admissions
2. Tracking Cash expenses paid out

**B. Required forms**

1. Checklist for # people
2. Recording payouts
3. Reconcile # people with actual cash (different person from door)

SAMPLES from California Dance Co-operative (Los Angeles)

**III. Tracking event income and expenses**

**A. Requirements**

1. Summary on annual basis of event forms

**B. Required forms**

1. Enter results after each event in Quickbooks

**C. Samples**

**IV. Producing event, periodic and annual financial reports**

These reports are so that you can see what is making money and what is not – as well as annual reports for you to be able to see how you are doing – both the events and the organization as a whole.

**A. Requirements**

1. Monthly event tracking
2. Keeping track of organizational expenses such as Office supplies, Insurance etc..

**B. Required forms**

1. Recommend Quickbooks for most flexible and complete options

**C. Samples**

**V. Preparing required governmental reports (1099s for callers/band, 990 for organization.**

**A. Requirements**

Annual Reporting Profit/Loss and Balance Sheets

**B. Required forms**

1. W-9 for any person who is receiving payment
2. 1099 for end of annual payments of \$600 or more
3. 990 or 990EZ for IRS reporting
4. CDSS Annual Reporting

### C. Samples

1. Sample income / expense categories
2. Annual spreadsheets and reports

#### **ATTENDEE NOTES:**

Session began with introduction of attendees including their experience with budgeting duties. Organizations from NM, TX, AZ and CA were represented. Participants discussed budgeting principles and practices in their own organizations with key points provided by presenter:

1. Need for budget—the budget identifies how an organization will spend its revenue. It is critical tool for aligning the organization with its mission.
2. An organization needs to carefully identify sources of revenue—this element is especially important for entities that have been operating for years without a budget. How many dancers show up and how often? Does organization receive grants or donations? Conservative assumptions advised for planning. Worksheets provided.
3. Spending *follows* identification of revenue--what are the expenses of the organization (musicians, caller, dance hall, refreshments, etc.)? How is compensation provided to musicians, callers, etc. (e.g., flat fee, % of draw)? How much flexibility does the organization have determining these expenses and how do they vary year to year? Worksheets provided.
4. Tracking—revenue and spending need to be reviewed and compared with the budget. Timing of each to the appropriate reporting period can be difficult, and is often complicated by different reporting formats. Accrual accounting recommended.
5. Profit and what to do with it—depends upon circumstances and the mission of organization. Reserves can address unexpected occurrences (e.g., large increase in dance hall rental, canceled event, etc.). Reserves vary with participants reporting 15% of net income or the cost of a single event as typical set-asides.

Notes taken by Karl Pennock

# DANCE DOOR WORKSHEET

DATE  
ADMISSIONS

FULL @ \$10
-------------

CDSS @ \$9
------------

STUDENTS @8
-------------

DANCE PASSES	
--------------	--

2nd DANCE COMP	
Comp 1	
Comp 2	

BOARD COMPS	
1st Saturday	
3rd Friday	
3rd Saturday	
4th Saturday	
5th Saturday	
English	
La Verne	
Lancaster	
San Pedro	
At Large	
At Large	

CDC Dance Producer Reporting Form											
Dance:			Date:					Submitted by:			
Saturday	Admissions	Number		Expenses				Honoraria			
Night? (Yes/No)	Highest Price	of People	Door Receipts	Rent	Food	Fliers	Other	Caller(s)	Band	Sound	Other
YES									0		
Standard	\$10.00										
CDSS discount	\$9.00		0								
Student discount	\$8.00		0								
2nd dance comp	\$0.00		0								
Board and other comps	\$0.00		0								
Honoraria:	Last Name	First Name	Fee	Band	Last Name	First Name	Fee	Sound	Last Name	First Name	Fee
Caller 1				Musician 1				Tech 1			
Caller 2				Musician 2				Tech 2			
Caller 3				Musician 3				Receipts	Source		Amount
				Musician 4					Door receipts:		0
				Musician 5					Contributions:		0
			0	Musician 6					# Free passes:		0
									# CDSS discounts		0
									Value of passes & CDSS discounts:		\$0.00
<b>Total</b>											
Revenues	Contribution	Coop Fee	Expenses	Honoraria	Profit/(Loss)						
0	\$0	0	0	0	0						
	Check to submit (+) or amount to receive (-)				0						
	(Coop Fee + Profit/Loss)										
	Addition (+) or reduction (-) to Dance Fund				0						
	(Profit/Loss + Free Passes)										

SETTING A BUDGET

Assumptions

Average # door

Guarantee 4 person band/caller \$50

Sound person \$ 50

Fee \$ 50 for other Overhead/Ins/ PR

	# door	Rate	Mo.Dance Rev ANNUAL REVENUE	
Admissions				
Gnrl	70	10	\$700.00	\$8,400.00
Student	5	8	\$40.00	\$480.00
Other Discoun	2	7	\$14.00	\$168.00
Comps	2	0	\$0.00	
TOTAL Dance	79		\$754.00	\$9,048.00
Donations				
Other Revenue				
TOTAL REVENUE			\$754.00	\$9,048.00
Expenses				
Facility Rental			\$300.00	\$3,600.00
Program Staff			\$250.00	\$3,000.00
Refreshments			\$20.00	\$240.00
Sound Person			\$50.00	\$600.00
Org Overhead			\$50.00	\$600.00 Ins/PR
Total Expenses			\$670.00	\$8,040.00
NET Profit/(Loss)			\$84.00	\$1,008.00

Rent is raised and attendance decreases

	# door	Rate	Mo.Dance Rev	ANNUAL
			REVENUE	
Admissions				
Gnrl	65	10	\$650.00	\$7,800.00
Student	5	8	\$40.00	\$480.00
Other Discoun	2	7	\$14.00	\$168.00
Comps	2	0	\$0.00	
TOTAL Dance	74		\$704.00	\$8,448.00
Donations				
Other Revenue				
TOTAL REVENUE			\$704.00	\$8,448.00
Expenses				
Facility Rental			\$400.00	\$4,800.00
Program Staff			\$250.00	\$3,000.00
Refreshments			\$20.00	\$240.00
Sound Person			\$50.00	\$600.00
Org Overhead			\$50.00	\$600.00 Ins/PR
Total Expenses			\$770.00	\$9,240.00
NET Profit/(Loss)			-\$66.00	-\$792.00

**Income/Expense Statement**

\_\_\_\_\_ 1, 200\_\_ through \_\_\_\_\_ 31, 200\_\_

Employer Identification Number \_\_\_\_\_

Name of CDSS Group Affiliate \_\_\_\_\_

Mailing address \_\_\_\_\_

(Street address, if above is PO Box) \_\_\_\_\_

**INCOME**

Programs \$ \_\_\_\_\_

Fundraising \$ \_\_\_\_\_

Other \$ \_\_\_\_\_ (specify)

**TOTAL INCOME** \$ \_\_\_\_\_

**EXPENSES**

Facility rental \$ \_\_\_\_\_

Program staff \$ \_\_\_\_\_ (caller, band, performer; include travel, if any)

Publicity \$ \_\_\_\_\_

Equipment purchase \$ \_\_\_\_\_ (non-capitalized)

depreciation \$ \_\_\_\_\_ (attach schedule)

rental \$ \_\_\_\_\_

Refreshments \$ \_\_\_\_\_

Administrative staff \$ \_\_\_\_\_

Office supplies \$ \_\_\_\_\_ (expenses, excluding labor and equipment)

Insurance \$ \_\_\_\_\_

Miscellaneous \$ \_\_\_\_\_ (specify)

**TOTAL EXPENSES** \$ \_\_\_\_\_

**NET PROFIT (or LOSS)** \$ \_\_\_\_\_ (Remember to write this amount on the Balance Sheet where indicated.)

Income and expenses may be broken down into such activities such as Weekend Events, Festivals, Regular Series, etc. These may be broken down further into specific events or locations, i.e. Tuesday Contras at the Y, Save the Whales Dawn Dance, Carry a Big Stick Morris Ale, etc.



## Balance Sheet

\_\_\_\_\_ 1, 200\_\_ through \_\_\_\_\_ 31, 200\_\_

### ASSETS

Cash                                 \$ \_\_\_\_\_             (cash on hand and in bank)

Equipment                         \$ \_\_\_\_\_             (capitalized)

Receivables                       \$ \_\_\_\_\_             (money owed to the group, but not yet received)

Other assets                       \$ \_\_\_\_\_             (specify)

**TOTAL ASSETS**                   \$ \_\_\_\_\_

### LIABILITIES

Payables                           \$ \_\_\_\_\_             (unpaid bills)

Other liabilities                   \$ \_\_\_\_\_             (such as outstanding loans; specify)

**TOTAL LIABILITIES**             \$ \_\_\_\_\_

### GENERAL FUND

Net balance from last year     \$ \_\_\_\_\_

Net profit/loss from this year   \$ \_\_\_\_\_             (from Net Profit/Loss line on Income/Expense Statement)

**TOTAL GENERAL FUND/  
LIABILITIES BALANCE** \$ \_\_\_\_\_

(General Fund balance and Liabilities should equal Assets;  
if not, something is wrong.)

Signature \_\_\_\_\_

Title \_\_\_\_\_ Date \_\_\_\_\_