

## Organization Information

Organization name:	<b>CultureWorks</b>		
City:	Holland	Year organization founded:	2011
State:	MI	Organization type:	501(c)3 nonprofit organization
County:	Ottawa	DUNS #:	051218815
Federal ID #:	273165045	Full-time staff:	2
NISP Discipline:	11 - Interdisciplinary	Board Members:	9
NISP Institution:	49 - Arts Camp/Institute	Fiscal year end date:	05-31
NTEE:	A26 - Arts & Humanities Councils &		

*Applicant is not audited or reviewed by an independent accounting firm.*

## Financial Summary

Unrestricted Activity	FY 2021	FY 2022	% Change	FY 2023	% Change
Unrestricted operating revenue					
Earned program	\$10,248	\$20,725	102%	\$32,321	56%
Earned non-program	\$7,326	\$8,200	12%	\$6,761	-18%
Total earned revenue	\$17,574	\$28,925	65%	\$39,082	35%
Investment revenue			n/a		n/a
Contributed revenue	\$128,558	\$168,212	31%	\$194,723	16%
Total unrestricted operating revenue	\$146,132	\$197,137	35%	\$233,805	19%
Less in-kind	\$884		-100%		n/a
Unrestricted operating revenue less in-kind	\$145,248	\$197,137	36%	\$233,805	19%
Operating expenses					
Program	\$64,077	\$149,251	133%	\$193,466	30%
Management & general	\$45,027	\$42,394	-6%	\$31,551	-26%
Fundraising	\$11,979	\$16,593	39%	\$18,383	11%
Total operating expenses	\$121,083	\$208,238	72%	\$243,400	17%
Less in-kind	\$884		-100%		n/a
Unrestricted operating expenses less in-kind	\$120,199	\$208,238	73%	\$243,400	17%
Unrestricted change in net assets - operating	\$25,049	-\$11,101	-144%	-\$9,595	14%
Unrestricted change in net assets	\$25,049	-\$11,101	-144%	-\$9,595	14%
Restricted change in net assets			n/a		n/a
Total change in net assets	\$25,049	-\$11,101	-144%	-\$9,595	14%

## Unrestricted Operating Revenue by Source

- Earned
- Investment
- Contributed



FY 2021



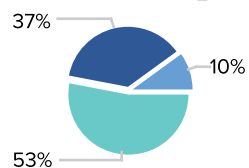
FY 2022



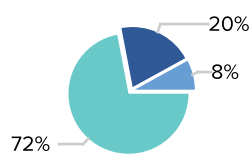
FY 2023

## Operating Expenses by Functional Grouping

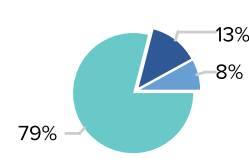
- Program
- Management & General
- Fundraising



FY 2021



FY 2022



FY 2023

**Revenue Details**

Operating Revenue	FY 2021	FY 2022	FY 2023	FY 2023	FY 2023
Earned - Program	Total	Total	Total	Unrestricted	Restricted
Subscriptions					
Membership fees - individuals				\$0	\$0
Membership fees - organizations					
Ticket sales & admissions					
Education revenue	\$7,722	\$15,476	\$23,155	\$23,155	
Publication sales					
Gallery sales	\$2,526	\$5,249	\$6,463	\$6,463	
Contracted services & touring fees			\$2,703	\$2,703	
Royalty & reproduction revenue					
Earned - program not listed above					
<b>Total earned - program</b>	<b>\$10,248</b>	<b>\$20,725</b>	<b>\$32,321</b>	<b>\$32,321</b>	
<b>Earned - Non-program</b>					
Rental revenue			\$400	\$400	
Sponsorship revenue	\$7,326	\$8,200	\$6,361	\$6,361	
Attendee-generated revenue not listed above					
Earned - non-program not listed above					
<b>Total earned - non-program</b>	<b>\$7,326</b>	<b>\$8,200</b>	<b>\$6,761</b>	<b>\$6,761</b>	
<b>Total earned revenue</b>	<b>\$17,574</b>	<b>\$28,925</b>	<b>\$39,082</b>	<b>\$39,082</b>	

Contributed	FY 2021 Total	FY 2022 Total	FY 2023 Total	FY 2023 Unrestricted	FY 2023 Restricted
Trustee & board	\$6,654	\$3,057	\$4,400	\$4,400	
Individual	\$43,337	\$96,473	\$70,418	\$70,418	
Corporate	\$3,470	\$8,111	\$60,155	\$60,155	
Foundation	\$56,400	\$24,100	\$15,000	\$15,000	
City government	\$0	\$1,153	\$0		
State government	\$17,061	\$18,338	\$18,345	\$18,345	
Federal government	\$752	\$16,980	\$405	\$405	
In-kind operating contributions	\$884	\$0	\$0		
Special fundraising events			\$26,000	\$26,000	
Net assets released from restriction	\$0	\$0	\$0		
Total contributed revenue	\$128,558	\$168,212	\$194,723	\$194,723	
Operating investment revenue	\$0	\$0	\$0		
Total operating revenue	\$146,132	\$197,137	\$233,805	\$233,805	
Total operating revenue less operating in-kind	\$145,248	\$197,137	\$233,805	\$233,805	
Total revenue	\$146,132	\$197,137	\$233,805	\$233,805	
Total revenue less in-kind	\$145,248	\$197,137	\$233,805	\$233,805	

## Revenue Narrative

FY 2021	n/a
FY 2022	n/a
FY 2023	The breakdown for contributed income is slightly different this year: individual contributions were actually up this year, but many of those donations were received at our fall benefit, so they are now recorded in the Special fundraising events section. Federal government dollars received in previous year were mostly tied to PPP funds.

**Expense Details**

	FY 2021 Total	FY 2022 Total	% Change	FY 2023 Total	% Change	FY 2023 Program	FY 2023 General & Administrative	FY 2023 Fundraising
Personnel expenses - Operating								
W2 employees (salaries, payroll taxes and fringe benefits)	\$84,889	\$111,251	31%	\$128,448	15%	\$100,948	\$13,750	\$13,750
Independent contractors	\$5,192	\$3,483	-33%	\$8,847	154%	\$8,847		
Professional fees	\$5,488	\$5,447	-1%	\$6,023	11%	\$6,023		
Total personnel expenses - Operating	\$95,569	\$120,181	26%	\$143,318	19%	\$115,818	\$13,750	\$13,750
Non-personnel expenses - Operating								
Occupancy costs	\$2,736	\$29,643	983%	\$42,025	42%	\$39,924	\$2,101	
Depreciation	\$273	\$1,208	342%	\$2,216	83%		\$2,216	
Non-personnel expenses not listed above	\$22,505	\$57,206	154%	\$55,841	-2%	\$37,724	\$13,484	\$4,633
Total non-personnel expenses - Operating	\$25,514	\$88,057	245%	\$100,082	14%	\$77,648	\$17,801	\$4,633
Total operating expenses	\$121,083	\$208,238	72%	\$243,400	17%	\$193,466	\$31,551	\$18,383
Total expenses	\$121,083	\$208,238	72%	\$243,400	17%			
Total expenses less in-kind	\$120,199	\$208,238	73%	\$243,400	17%			
Total expenses less depreciation	\$120,810	\$207,030	71%	\$241,184	16%			
Total expenses less in-kind and depreciation	\$119,926	\$207,030	73%	\$241,184	16%			

**Expense Narrative**

FY 2021	Since CultureWorks relies heavily on donor funding for income, we cut our expenses as much as possible last year in order to ensure continuity of programming and staff hours. Some expenses were cut because of our safety measures (ie: snacks and transportation program) and other expenses were cut to maintain a lean budget in a time of uncertainty. Our Executive Director cut her salary by half for a period of 4 months, even though our staff positions and hours increased overall.
FY 2022	The loss in net assets can be attributed to several factors: lower than expected grants and contributions, wage and staff increases to accommodate growing programming, and the addition of facilities expenses after 4 years of mobile programming.
FY 2023	Total operating expenses increased significantly over the last year due to 2 main factors: increased participation in our pay-what-you-can-afford programming and the addition of a second full time staff member and launching an internship and visiting artist programs with Hope College. These expenses, as well as one-time purchases of equipment were covered by a Mellon Foundation grant of \$43,000, written in collaboration with Hope College.

**Balance Sheet**

Assets	FY 2021	FY 2022	% Change	FY 2023	% Change
Current assets					
Cash and cash equivalents	\$101,689	\$50,162	-51%	\$46,567	-7%
Receivables	\$6,000	\$6,000	0%		-100%
Investments - current			n/a		n/a
Prepaid expenses & other		\$1,136	n/a	\$1,963	73%
Total current assets	\$107,689	\$57,298	-47%	\$48,530	-15%
Long-term/non-current assets					
Investments - non current			n/a		n/a
Fixed assets (net of accumulated depreciation)	\$2,825	\$20,565	628%	\$23,792	16%
Non-current assets not listed above		\$2,580	n/a	\$8,807	241%
Total long-term/non-current assets	\$2,825	\$23,145	719%	\$32,599	41%
Total assets	\$110,514	\$80,443	-27%	\$81,129	1%
Liabilities & Net Assets	FY 2021	FY 2022	% Change	FY 2023	% Change
Current liabilities					
Accounts payable and accrued expenses	\$2,496	\$136	-95%	\$3,040	2,135%
Deferred revenue			n/a		n/a
Loans - current	\$16,600		-100%		n/a
Additional current liabilities not listed above			n/a	\$63	n/a
Total current liabilities	\$19,096	\$136	-99%	\$3,103	2,182%
Long-term/non-current liabilities					
Long-term/non-current loans			n/a		n/a
Additional long-term/non-current liabilities not listed above			n/a		n/a
Total long-term/non-current liabilities			n/a		n/a
Total liabilities	\$19,096	\$136	-99%	\$3,103	2,182%
Total net assets	\$91,418	\$80,307	-12%	\$78,026	-3%
Total liabilities & net assets	\$110,514	\$80,443	-27%	\$81,129	1%

**Balance Sheet Narrative**

FY 2021	Liabilities included 2 rounds of PPP funding, for \$15,500 (in 2020) and \$16,600 (in 2021), which have both been forgiven as of this report.
FY 2022	n/a
FY 2023	Total Assets grew by 40% due to: building improvements \$9,954 and furniture/equipment purchased through the Mellon Foundation Grant \$33,950

**Balance Sheet Metrics**

	FY 2021	FY 2022	% Change	FY 2023	% Change
Months of operating cash -- Total	10.08	2.89	-71%	2.3	-21%
Working capital -- Total	\$88,593	\$57,162	-35%	\$45,427	-21%
Current ratio -- Total	5.64	421.31	7,371%	15.64	-96%
Net assets as a % of total expenses	76%	39%	-49%	32%	-17%
Fixed assets (net)	\$2,825	\$20,565	628%	\$23,792	16%
Condition of fixed assets	1,197%	121%		85%	
Leverage -- Total	15%		-100%		n/a
Total debt	\$16,600		-100%		n/a
Debt service impact	14%	0%	-100%	0%	n/a

**Months of operating cash** (Cash & Cash Equivalents/(Total Expense/12)) indicates the number of months an organization can operate at current average monthly expense levels with existing unrestricted cash and cash equivalents.

**Working capital** (Current Assets minus Current Liabilities) consists of the resources available for operations. This calculation of working capital 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. A ratio of 1.0 indicates that current assets are equal to current liabilities. A ratio of around 1.5 is a more comfortable position, allowing for more cushion against uncollected receivables or timing discrepancies between expected receipts and disbursements. Ideally this number should approach 2 which indicates ample short-term liquidity to obviate the need to borrow or sell assets.

**Net assets as % of total expenses** measures the net worth of an organization in relationship to its operating size. It is calculated as total net assets divided by total expenses. If the trend is level or increasing, then total net assets are keeping pace with growth in operating expenses.

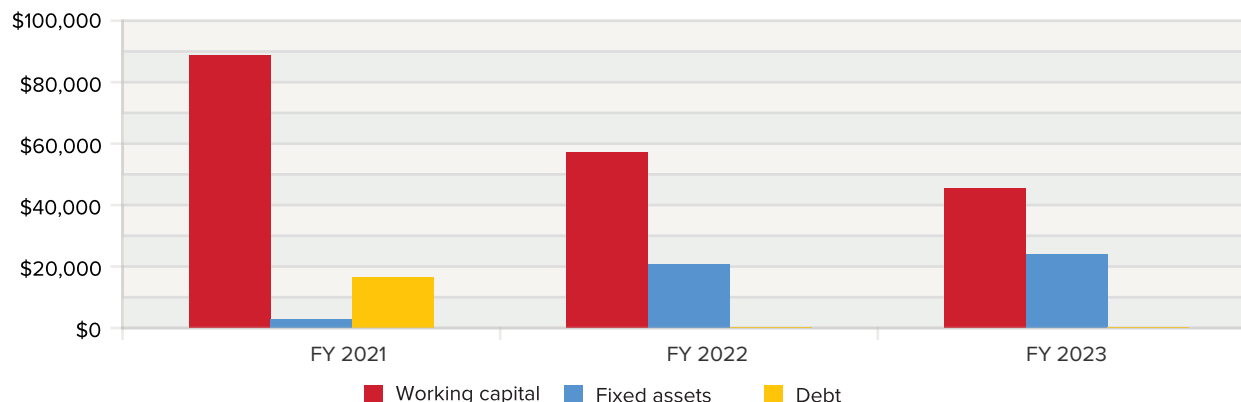
**Condition of fixed assets** indicates the potential need for replacement or repair of fixed assets (such as buildings, furniture, office equipment, sets and props). This is especially significant for organizations that own a building or carry a long-term lease. Accumulated depreciation of less than 50% of the total value of fixed assets indicates a stock of relatively new assets. A high percentage (>80%) of accumulated depreciation could indicate aging infrastructure and need for funding the replacement or repair of fixed assets in the near future.

**Leverage ratio** (Total Debt divided by Total Assets) measures what proportion of your assets are supported by debt. A number in excess of 50% may indicate liquidity problems, or reduced capacity for future borrowing.

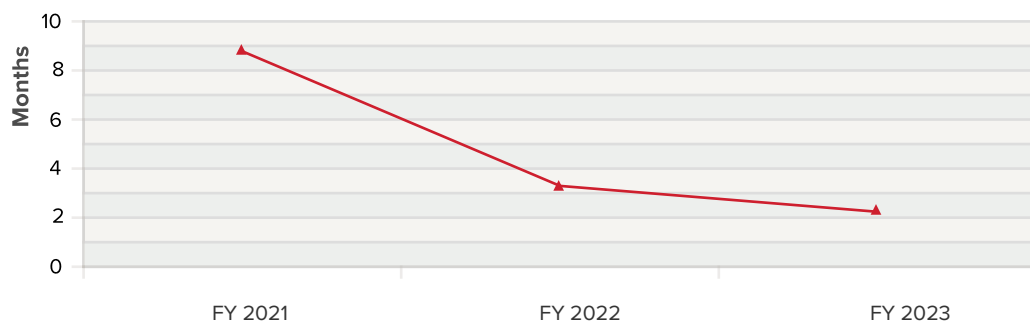
**Fixed assets (net)** is the value of all land, buildings, equipment, leasehold improvements and other property and equipment owned by the organization. It is calculated net of accumulated depreciation to reflect the reduction in the value of an asset as it ages and is used.

**Total debt** consists of all short and long-term contractual obligations of the organization, including lines of credit, loans, notes, bonds, and capital leases.

**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. The higher the percentage, the more the organization has to dedicate its resources to debt repayment rather than programming and other operating expenses.

**Components of Net Assets**

## Months of Working Capital





**Attendance**

	FY 2021	FY 2022	% Change	FY 2023	% Change
Total attendance					
Paid	167	95	-43%	235	147%
Free	12,577	14,018	11%	14,916	6%
Total	12,744	14,113	11%	15,151	7%
In-person attendance					
Paid	167	95	-43%	235	147%
Free	12,554	14,018	12%	14,916	6%
Total	12,721	14,113	11%	15,151	7%
Digital attendance					
Paid			n/a		n/a
Free	23		-100%		n/a
Total	23		-100%		n/a
In-person attendees 18 and under	6,470	7,481	16%	7,141	-5%
Programs in schools	FY 2021	FY 2022	% Change	FY 2023	% Change
Children served in schools		40	n/a		-100%
Hours of instruction		16	n/a		-100%

**Workforce**

	FY 2021	FY 2022	% Change	FY 2023	% Change
Number of People					
Employees: Full-time permanent	1	1	0%	2	100%
Employees: Part-time permanent	2	2	0%	2	0%
Employees: Part-time temporary	2	0	-100%	5	n/a
Volunteers	18	14	-22%	21	50%
Independent contractors	8	7	-12%	16	129%
Interns and apprentices	2	2	0%		-100%
Total positions	33	26	-21%	46	77%

**Visual & Performing Artists**

	FY 2021	FY 2022	% Change	FY 2023	% Change
Number of visual & performing artists	35	18	-49%	25	39%
Payments to artists & performers	\$95,569	\$114,734	20%	\$137,295	20%

**Covid-19 Impact**

	FY 2021	FY 2022	FY 2023
Due to COVID-19 crisis restrictions on in-person gatherings and/or stay-at-home orders mandated by government health guidelines, how was staffing affected at your organization:			
Number of employees laid off	0	0	0
Number of employees furloughed	0	0	0
Of those furloughed or laid off employees, how many (if any) have been brought back?	0	0	0

## Mission and Constituency

### Mission statement

Our mission is to cultivate creativity, build community, and empower students through affordable, accessible, & transformative arts programming. We provide pay-what-you-can-afford after-school arts education in the form of classes, workshops, field trips, and community-wide events and offer transportation from our local public schools to after-school classes. We also partner with over 20 local nonprofits and schools to provide free hands-on arts-based enrichment for their students throughout the year.

### Mission demographics

This organization's mission is not rooted in an explicitly identified ethnic, cultural or other demographic voice.

### Racial/ethnic group

Additional group (please state)

### Gender

Additional group (please state)

### Sexual orientation

Additional group (please state)

### Age group

Additional group (please state)

### Disability

### Additional characteristics

*If the fields above are blank, this organization does not serve that demographic specifically.*

### Audience

The organization does not seek to primarily serve a specific audience.

### Racial/ethnic group

Additional group (please state)

### Gender

Additional group (please state)

### Sexual orientation

Additional group (please state)

### Age group

Additional group (please state)

### Disability

### Additional characteristics

Additional group (please state)

### Community type served

Urban

*If the fields above are blank, this organization does not serve that demographic specifically.*

**Program Activity**

In-person activity	FY 2021		FY 2022		FY 2023	
	Distinct offerings	# of times offered	Distinct offerings	# of times offered	Distinct offerings	# of times offered
Productions (self-produced)	1	2				
Productions (presented)	0					
Classes/assemblies/other programs in schools	0		3	7	3	3
Classes/workshops (outside of schools)	25	124	49	162	58	186
Field trips/school visits	0		1	1		
Guided tours	0					
Lectures	0				1	1
Permanent exhibitions	0				1	
Temporary exhibitions	2		1		3	
Traveling exhibitions (hosted)	0					
Films screened	0					
Festivals/conferences	4	4	4	4	6	6
Readings/workshops (developing works)	0					
Community programs (not included above)	4	20	5	5		
Additional programs not listed above	1	1	1	1	1	1

*NOTE: Data entered prior to 2021 combines information about physical and digital programs. It has been included in the physical program lines.*

**Program Activity**

Digital activity	FY 2021			FY 2022			FY 2023		
	Distinct offerings	# times digitally offered	On-demand	Distinct offerings	# times digitally offered	On-demand	Distinct offerings	# times digitally offered	On-demand
Productions (self-produced)									
Productions (presented)									
Classes/assemblies/other programs in schools									
Classes/workshops (outside of schools)			5						
Field trips/school visits									
Guided tours									
Lectures									
Permanent exhibitions									
Temporary exhibitions									
Traveling exhibitions (hosted)									
Films screened									
Broadcast productions									
Festivals/conferences									
Readings/workshops (developing works)									
Community programs (not included above)									
Additional programs not listed above									

*NOTE: Data entered prior to 2021 combines information about physical and digital programs. It has been included in the physical program lines.*

Digital activity financials	FY 2021		FY 2022		FY 2023	
	Total	Associated with digital program delivery	Total	Associated with digital program delivery	Total	Associated with digital program delivery
Earned revenue	\$17,574	\$0	\$28,925		\$39,082	
Contributed revenue	\$128,558	\$0	\$168,212		\$194,723	
Operating expense	\$121,083	\$500	\$208,238	\$0	\$243,400	\$0

**Program Activity**

	FY 2021	FY 2022	% Change	FY 2023	% Change
Fiscally sponsored projects	0		n/a		n/a
Amount distributed to fiscally sponsored projects			n/a		n/a
Residencies	0		n/a		n/a
Scholarships awarded	58		-100%	95	n/a
Amount awarded in scholarships	\$10,650		-100%	\$11,984	n/a
Other grants awarded	0		n/a		n/a
Amount awarded in grants			n/a		n/a
Public art installations	0		n/a		n/a
Works commissioned	3		-100%	5	n/a
Films produced	0		n/a		n/a
World premieres	0		n/a		n/a
National premieres	0		n/a		n/a
Local/regional premieres	0		n/a		n/a
Published works (physical)	0		n/a		n/a
Published works (digital)			n/a		n/a
Private lessons (in-person)	0		n/a		n/a
Private lessons (digital)			n/a		n/a
Competitions	0		n/a		n/a
Open rehearsals	0		n/a		n/a

NOTE: Data entered prior to 2021 combines information about physical and digital programs. It has been included in the physical program lines.

**Program Activity Narrative**

FY 2021	Despite the challenges of a global pandemic and a location move in the past year, our presence in our community continued to expand, both in program hours and in new community partnerships. One tangible example of growth can be found in our Summer 2021 programs. While comparing our programming hours from Summer 2021 to Summer 2019 (our most programmatically rich summer, pre-pandemic) we actually saw a 40% increase from 2019. Overall participation numbers are lower due to fewer public/temporary exhibits and fewer community-wide special events, because of COVID constraints.
FY 2022	n/a
FY 2023	Roughly 12,000 participants = patients and staff at South Washington Family Practice who viewed the ongoing exhibit there. The total number of participants was lower than in the past due to lack of community-wide special events and in-school programming, but the number of students enrolled in multi-week classes was up 40%.