

**Organization Information**

Organization name: **CultureWorks**  
 City: Holland  
 State: MI  
 County: Ottawa  
 Federal ID #: 273165045  
 NISP Discipline: 11 - Interdisciplinary  
 NISP Institution: 49 - Arts Camp/Institute  
 NTEE: A26 - Arts & Humanities Councils &

Year organization founded: 2011  
 Organization type: 501(c)3 nonprofit organization  
 DUNS #: 051218815  
 Full-time staff: 2  
 Board Members: 11  
 Fiscal year end date: 05-31

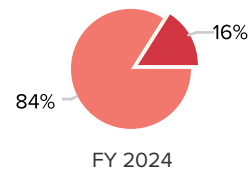
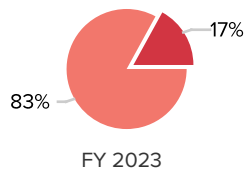
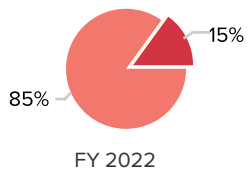
*Applicant is not audited or reviewed by an independent accounting firm.*

**Financial Summary**

Unrestricted Activity	FY 2022	FY 2023	% Change	FY 2024	% Change
Unrestricted operating revenue					
Earned program	\$20,725	\$32,321	56%	\$38,382	19%
Earned non-program	\$8,200	\$6,761	-18%	\$11,714	73%
Total earned revenue	\$28,925	\$39,082	35%	\$50,096	28%
Investment revenue			n/a		n/a
Contributed revenue	\$168,212	\$194,723	16%	\$271,408	39%
Total unrestricted operating revenue	\$197,137	\$233,805	19%	\$321,504	38%
Less in-kind			n/a	\$12,041	n/a
Unrestricted operating revenue less in-kind	\$197,137	\$233,805	19%	\$309,463	32%
Operating expenses					
Program	\$149,251	\$193,466	30%	\$165,587	-14%
Management & general	\$42,394	\$31,551	-26%	\$38,395	22%
Fundraising	\$16,593	\$18,383	11%	\$27,554	50%
Total operating expenses	\$208,238	\$243,400	17%	\$231,536	-5%
Less in-kind			n/a	\$12,041	n/a
Unrestricted operating expenses less in-kind	\$208,238	\$243,400	17%	\$219,495	-10%
Unrestricted change in net assets - operating	-\$11,101	-\$9,595	14%	\$89,968	1,038%
Unrestricted change in net assets	-\$11,101	-\$9,595	14%	\$89,968	1,038%
Restricted change in net assets			n/a		n/a
Total change in net assets	-\$11,101	-\$9,595	14%	\$89,968	1,038%

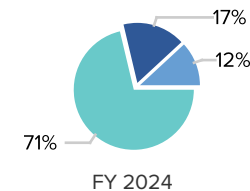
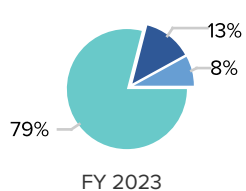
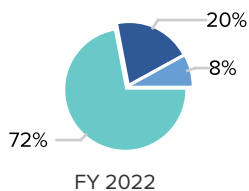
### Unrestricted Operating Revenue by Source

- Earned
- Investment
- Contributed



### Operating Expenses by Functional Grouping

- Program
- Management & General
- Fundraising



**Revenue Details**

Operating Revenue	FY 2022	FY 2023	FY 2024	FY 2024	FY 2024
Earned - Program	Total	Total	Total	Unrestricted	Restricted
Subscriptions					
Membership fees - individuals				\$0	\$0
Membership fees - organizations					
Ticket sales & admissions					
Education revenue	\$15,476	\$23,155	\$24,914	\$24,914	
Publication sales					
Gallery sales	\$5,249	\$6,463	\$11,284	\$11,284	
Contracted services & touring fees		\$2,703	\$2,184	\$2,184	
Royalty & reproduction revenue					
Earned - program not listed above					
<b>Total earned - program</b>	<b>\$20,725</b>	<b>\$32,321</b>	<b>\$38,382</b>	<b>\$38,382</b>	
<b>Earned - Non-program</b>					
Rental revenue		\$400	\$556	\$556	
Sponsorship revenue	\$8,200	\$6,361	\$11,158	\$11,158	
Attendee-generated revenue not listed above					
Earned - non-program not listed above					
<b>Total earned - non-program</b>	<b>\$8,200</b>	<b>\$6,761</b>	<b>\$11,714</b>	<b>\$11,714</b>	
<b>Total earned revenue</b>	<b>\$28,925</b>	<b>\$39,082</b>	<b>\$50,096</b>	<b>\$50,096</b>	

Contributed	FY 2022	FY 2023	FY 2024	FY 2024	FY 2024
	Total	Total	Total	Unrestricted	Restricted
Trustee & board	\$3,057	\$4,400	\$6,370	\$6,370	
Individual	\$96,473	\$70,418	\$53,556	\$53,556	
Corporate	\$8,111	\$60,155	\$5,700	\$5,700	
Foundation	\$24,100	\$15,000	\$36,708	\$36,708	
City government	\$1,153	\$0	\$1,000	\$1,000	
State government	\$18,338	\$18,345	\$120,712	\$120,712	
Federal government	\$16,980	\$405	\$351	\$351	
In-kind operating contributions	\$0	\$0	\$12,041	\$12,041	
Special fundraising events		\$26,000	\$34,970	\$34,970	
Net assets released from restriction	\$0	\$0	\$0		
<b>Total contributed revenue</b>	<b>\$168,212</b>	<b>\$194,723</b>	<b>\$271,408</b>	<b>\$271,408</b>	
Operating investment revenue	\$0	\$0	\$0		
<b>Total operating revenue</b>	<b>\$197,137</b>	<b>\$233,805</b>	<b>\$321,504</b>	<b>\$321,504</b>	
Total operating revenue less operating in-kind	\$197,137	\$233,805	\$309,463	\$309,463	
<b>Total revenue</b>	<b>\$197,137</b>	<b>\$233,805</b>	<b>\$321,504</b>	<b>\$321,504</b>	
Total revenue less in-kind	\$197,137	\$233,805	\$309,463	\$309,463	

## Revenue Narrative

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.
FY 2024	Earned revenue increased significantly through sales, facility rentals, program income, and sponsorships, as we've focused on diversifying revenue streams through our strategic planning efforts with the DeVos Institute of Arts Management over the past 2 years. The marked increase in contributed revenue reflects one-time grant opportunities for COVID Relief funding through the State of MI (non-renewable) as well as an increase in grants from local foundations.

**Expense Details**

	FY 2022 Total	FY 2023 Total	% Change	FY 2024 Total	% Change	FY 2024 Program	FY 2024 General & Administrative	FY 2024 Fundraising
Personnel expenses - Operating								
W2 employees (salaries, payroll taxes and fringe benefits)	\$111,251	\$128,448	15%	\$122,883	-4%	\$77,626	\$23,780	\$21,477
Independent contractors	\$3,483	\$8,847	154%	\$6,044	-32%	\$6,044		
Professional fees	\$5,447	\$6,023	11%	\$5,619	-7%	\$29	\$5,590	
Total personnel expenses - Operating	\$120,181	\$143,318	19%	\$134,546	-6%	\$83,699	\$29,370	\$21,477
Non-personnel expenses - Operating								
Occupancy costs	\$29,643	\$42,025	42%	\$37,501	-11%	\$35,626	\$1,875	
Depreciation	\$1,208	\$2,216	83%	\$2,603	17%		\$2,603	
Non-personnel expenses not listed above	\$57,206	\$55,841	-2%	\$56,886	2%	\$46,262	\$4,547	\$6,077
Total non-personnel expenses - Operating	\$88,057	\$100,082	14%	\$96,990	-3%	\$81,888	\$9,025	\$6,077
Total operating expenses	\$208,238	\$243,400	17%	\$231,536	-5%	\$165,587	\$38,395	\$27,554
Total expenses	\$208,238	\$243,400	17%	\$231,536	-5%			
Total expenses less in-kind	\$208,238	\$243,400	17%	\$219,495	-10%			
Total expenses less depreciation	\$207,030	\$241,184	16%	\$228,933	-5%			
Total expenses less in-kind and depreciation	\$207,030	\$241,184	16%	\$216,892	-10%			

**Expense Narrative**

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.
FY 2024	Staff turnover and a lag in replacement of our Program Director and Program Assistant led to an overall reduction in wages. We curtailed expenses in the first half of the year, delayed hiring, and relied more on in-kind donations in order to meet budget goals, because grant funding was uncertain.

**Balance Sheet**

Assets	FY 2022	FY 2023	% Change	FY 2024	% Change
<b>Current assets</b>					
Cash and cash equivalents	\$50,162	\$46,567	-7%	\$136,124	192%
Receivables	\$6,000		-100%		n/a
Investments - current			n/a		n/a
Prepaid expenses & other	\$1,136	\$1,963	73%		-100%
<b>Total current assets</b>	<b>\$57,298</b>	<b>\$48,530</b>	<b>-15%</b>	<b>\$136,124</b>	<b>180%</b>
<b>Long-term/non-current assets</b>					
Investments - non current			n/a		n/a
Fixed assets (net of accumulated depreciation)	\$20,565	\$23,792	16%	\$29,057	22%
Non-current assets not listed above	\$2,580	\$8,807	241%	\$8,807	0%
<b>Total long-term/non-current assets</b>	<b>\$23,145</b>	<b>\$32,599</b>	<b>41%</b>	<b>\$37,864</b>	<b>16%</b>
<b>Total assets</b>	<b>\$80,443</b>	<b>\$81,129</b>	<b>1%</b>	<b>\$173,988</b>	<b>114%</b>
<b>Liabilities &amp; Net Assets</b>					
<b>Current liabilities</b>					
Accounts payable and accrued expenses	\$136	\$3,040	2,135%	\$1,230	-60%
Deferred revenue			n/a		n/a
Loans - current			n/a		n/a
Additional current liabilities not listed above		\$63	n/a	\$184	192%
<b>Total current liabilities</b>	<b>\$136</b>	<b>\$3,103</b>	<b>2,182%</b>	<b>\$1,414</b>	<b>-54%</b>
<b>Long-term/non-current liabilities</b>					
Long-term/non-current loans			n/a		n/a
Additional long-term/non-current liabilities not listed above			n/a		n/a
<b>Total long-term/non-current liabilities</b>			<b>n/a</b>		<b>n/a</b>
<b>Total liabilities</b>	<b>\$136</b>	<b>\$3,103</b>	<b>2,182%</b>	<b>\$1,414</b>	<b>-54%</b>
<b>Total net assets</b>	<b>\$80,307</b>	<b>\$78,026</b>	<b>-3%</b>	<b>\$172,574</b>	<b>121%</b>
<b>Total liabilities &amp; net assets</b>	<b>\$80,443</b>	<b>\$81,129</b>	<b>1%</b>	<b>\$173,988</b>	<b>114%</b>

**Balance Sheet Narrative**

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
FY 2024	Income increased across multiple revenue streams, but by far, the biggest change was receiving 2 non-renewable COVID Relief Fund grants through the Michigan Council for Arts and Culture and Michigan Nonprofit Alliance. We curtailed expenses in the first half of the year, delayed hiring, and relied more on in-kind donations in order to meet budget goals, before these grant awards were announced.

**Balance Sheet Metrics**

	FY 2022	FY 2023	% Change	FY 2024	% Change
Months of operating cash -- Total	2.89	2.3	-21%	7.06	207%
Working capital -- Total	\$57,162	\$45,427	-21%	\$134,710	197%
Current ratio -- Total	421.31	15.64	-96%	96.27	516%
Net assets as a % of total expenses	39%	32%	-17%	75%	133%
Fixed assets (net)	\$20,565	\$23,792	16%	\$29,057	22%
Condition of fixed assets	121%	85%		78%	
Leverage -- Total			n/a		n/a
Total debt			n/a		n/a
Debt service impact	0%	0%	n/a	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.

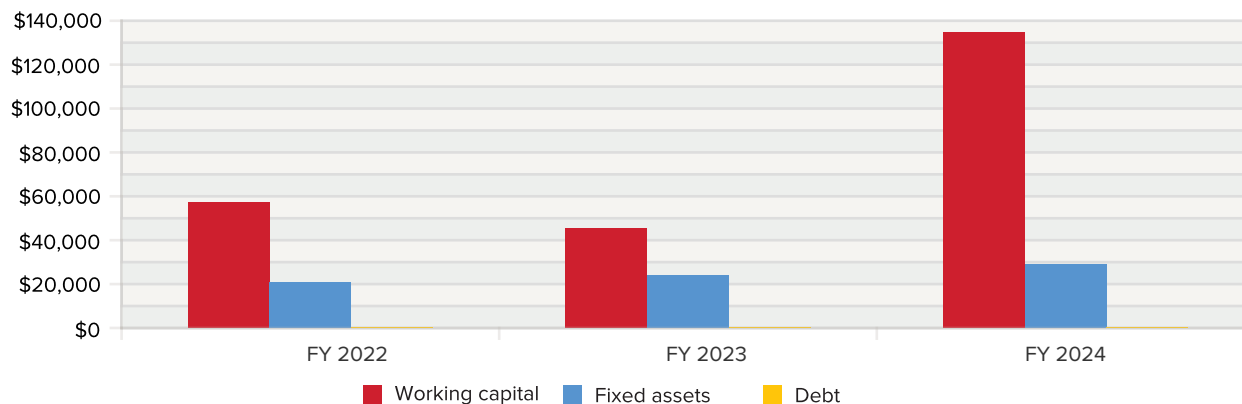
**Leverage ratio** (Total Debt divided by Total Assets) measures what proportion of your assets are supported by debt. A number in excess of 50% may indicate liquidity problems, or reduced capacity for future borrowing.

**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.

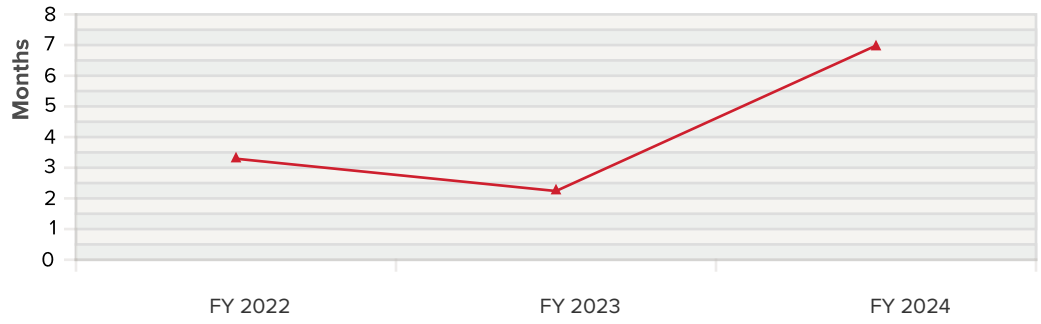
**Total debt** consists of all short and long-term contractual obligations of the organization, including lines of credit, loans, notes, bonds, and capital leases.

**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 2022	FY 2023	% Change	FY 2024	% Change
Total attendance					
Paid	95	235	147%	108	-54%
Free	14,018	14,916	6%	54,390	265%
Total	14,113	15,151	7%	54,498	260%
In-person attendance					
Paid	95	235	147%	108	-54%
Free	14,018	14,916	6%	54,390	265%
Total	14,113	15,151	7%	54,498	260%
Digital attendance					
Paid			n/a		n/a
Free			n/a		n/a
Total			n/a		n/a
In-person attendees 18 and under	7,481	7,141	-5%	27,345	283%
Programs in schools	FY 2022	FY 2023	% Change	FY 2024	% Change
Children served in schools	40		-100%	187	n/a
Hours of instruction	16		-100%	8	n/a

**Workforce**

	FY 2022	FY 2023	% Change	FY 2024	% Change
Number of People					
Employees: Full-time permanent	1	2	100%	2	0%
Employees: Part-time permanent	2	2	0%	2	0%
Employees: Part-time temporary	0	5	n/a	4	-20%
Volunteers	14	21	50%	30	43%
Independent contractors	7	16	129%	14	-12%
Interns and apprentices	2		-100%	2	n/a
Total positions	26	46	77%	54	17%

**Visual & Performing Artists**

	FY 2022	FY 2023	% Change	FY 2024	% Change
Number of visual & performing artists	18	25	39%	23	-8%
Payments to artists & performers	\$114,734	\$137,295	20%	\$128,927	-6%

**Covid-19 Impact**

	FY 2022	FY 2023	FY 2024
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	
Number of employees furloughed	0	0	
Of those furloughed or laid off employees, how many (if any) have been brought back?	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 rooted in an explicitly identified ethnic, cultural or other demographic voice.

### Racial/ethnic group

Additional group (please state)

**Gender** Genderqueer/gender non-conforming;Transgender

Additional group (please state) Over 25% of our Student Advisory Council is Trans or Genderqueer

**Sexual orientation** Additional Orientation (please state);Asexual;Gay or Lesbian;Bisexual

Additional group (please state) Over 25% of enrolled students identify as LGBTQ+

**Age group** Under 18

Additional group (please state)

**Disability** Yes

### Additional characteristics

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

### Audience

The organization seeks 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** Under 18

Additional group (please state)

**Disability** No

### Additional characteristics

Additional group (please state) 71% of enrolled students indicated ongoing anxiety, depression, or stress

**Community type served** Urban

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

**Program Activity**

In-person activity	FY 2022		FY 2023		FY 2024	
	Distinct offerings	# of times offered	Distinct offerings	# of times offered	Distinct offerings	# of times offered
Productions (self-produced)						
Productions (presented)						
Classes/assemblies/other programs in schools	3	7	3	3	3	3
Classes/workshops (outside of schools)	49	162	58	186	39	132
Field trips/school visits	1	1			2	2
Guided tours						
Lectures			1	1	1	1
Permanent exhibitions			1		1	
Temporary exhibitions	1		3		1	
Traveling exhibitions (hosted)						
Films screened					1	1
Festivals/conferences	4	4	6	6	0	
Readings/workshops (developing works)						
Community programs (not included above)	5	5			6	7
Additional programs not listed above	1	1	1	1	1	4

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 2022			FY 2023			FY 2024		
	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)									
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 2022		FY 2023		FY 2024	
	Total	Associated with digital program delivery	Total	Associated with digital program delivery	Total	Associated with digital program delivery
Earned revenue	\$28,925		\$39,082		\$50,096	
Contributed revenue	\$168,212		\$194,723		\$271,408	
Operating expense	\$208,238	\$0	\$243,400	\$0	\$231,536	\$0

**Program Activity**

	FY 2022	FY 2023	% Change	FY 2024	% Change
Fiscally sponsored projects			n/a		n/a
Amount distributed to fiscally sponsored projects			n/a		n/a
Residencies			n/a		n/a
Scholarships awarded		95	n/a	103	8%
Amount awarded in scholarships		\$11,984	n/a	\$9,519	-21%
Other grants awarded			n/a	5	n/a
Amount awarded in grants			n/a	\$2,000	n/a
Public art installations			n/a		n/a
Works commissioned		5	n/a	7	40%
Films produced			n/a		n/a
World premieres			n/a		n/a
National premieres			n/a		n/a
Local/regional premieres			n/a		n/a
Published works (physical)			n/a	125	n/a
Published works (digital)			n/a		n/a
Private lessons (in-person)			n/a	10	n/a
Private lessons (digital)			n/a		n/a
Competitions			n/a		n/a
Open rehearsals			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 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%.
FY 2024	Multi-week classes and workshops for teens are the core of our programming, but we expanded community programming this year, which accounts for the increase in participants. Roughly 12,000 participants are patients and staff at South Washington Family Practice who viewed the ongoing exhibit there. Roughly 40,000 visited the Tulip Time sculpture exhibit in Centennial Park. Total participation not including estimated exhibit attendance was 2453, a 33% over the previous year's core programming.