

### Organization Information

Organization name: West Michigan Youth Ballet	Year organization founded: 2007
City: Ada	Organization type: 501(c)3 nonprofit organization
State: MI	DUNS #:
County: Kent	Full-time staff:
Federal ID #: 261150248	Board Members: 21
NISP Discipline: 1 - Dance	Fiscal year end date: 06-30
NISP Institution: 6 - Performing Group - Youth	
NTEE: A63 - Ballet	

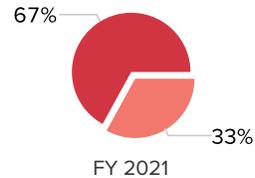
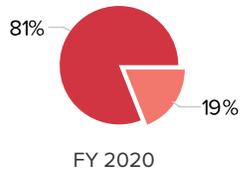
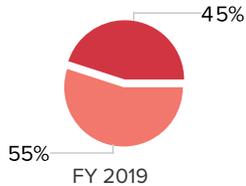
*Applicant is not audited or reviewed by an independent accounting firm.*

### Financial Summary

Unrestricted Activity	FY 2019	FY 2020	% Change	FY 2021	% Change
Unrestricted operating revenue					
Earned program	\$126,036	\$95,898	-24%	\$57,920	-40%
Earned non-program	\$33,304	\$47,383	42%	\$34,665	-27%
Total earned revenue	\$159,340	\$143,281	-10%	\$92,585	-35%
Investment revenue			n/a		n/a
Contributed revenue	\$198,502	\$34,009	-83%	\$44,930	32%
Total unrestricted operating revenue	\$357,842	\$177,290	-50%	\$137,515	-22%
Less in-kind	\$14,767		-100%		n/a
Unrestricted operating revenue less in-kind	\$343,075	\$177,290	-48%	\$137,515	-22%
Operating expenses					
Program	\$173,279	\$186,756	8%	\$162,746	-13%
Management & general		\$26,652	n/a	\$36,058	35%
Fundraising		\$20,512	n/a	\$3,077	-85%
Total operating expenses	\$173,279	\$233,920	35%	\$201,881	-14%
Less in-kind	\$14,767		-100%		n/a
Unrestricted operating expenses less in-kind	\$158,512	\$233,920	48%	\$201,881	-14%
Unrestricted change in net assets - operating	\$184,563	-\$56,630	-131%	-\$64,366	-14%
Unrestricted change in net assets	\$184,563	-\$56,630	-131%	-\$64,366	-14%
Restricted change in net assets	\$850,000		-100%		n/a
Total change in net assets	\$1,034,563	-\$56,630	-105%	-\$64,366	-14%

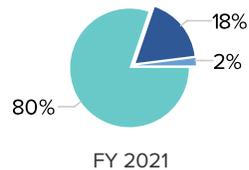
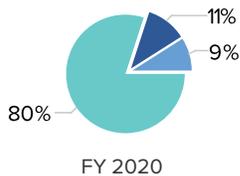
### Unrestricted Operating Revenue by Source

- Earned
- Investment
- Contributed



### Operating Expenses by Functional Grouping

- Program
- Management & General
- Fundraising



## Revenue Details

Operating Revenue Earned - Program	FY 2019 Total	FY 2020 Total	FY 2021 Total	FY 2021 Unrestricted	FY 2021 Restricted
Subscriptions					
Membership fees - individuals	\$32,192			\$0	\$0
Membership fees - organizations					
Ticket sales & admissions		\$67,191	\$16,518	\$16,518	
Education revenue		\$28,707	\$41,402	\$41,402	
Publication sales					
Gallery sales					
Contracted services & touring fees					
Royalty & reproduction revenue					
Earned - program not listed above	\$93,844				
<b>Total earned - program</b>	<b>\$126,036</b>	<b>\$95,898</b>	<b>\$57,920</b>	<b>\$57,920</b>	
<b>Earned - Non-program</b>					
Rental revenue		\$21,800	\$22,248	\$22,248	
Sponsorship revenue		\$6,779	\$6,150	\$6,150	
Attendee-generated revenue not listed above	\$27,949	\$18,804	\$6,267	\$6,267	
Earned non-program not listed above	\$5,355				
<b>Total earned - non-program</b>	<b>\$33,304</b>	<b>\$47,383</b>	<b>\$34,665</b>	<b>\$34,665</b>	
<b>Total earned revenue</b>	<b>\$159,340</b>	<b>\$143,281</b>	<b>\$92,585</b>	<b>\$92,585</b>	

Contributed	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021
	Total	Total	Total	Unrestricted	Restricted
Trustee & board	\$5,800	\$9,700	\$10,397	\$10,397	
Individual	\$7,200	\$15,406	\$19,308	\$19,308	
Corporate	\$1,008,235	\$8,903	\$3,975	\$3,975	
Foundation	\$12,500	\$0	\$11,250	\$11,250	
In-kind operating contributions	\$14,767	\$0	\$0		
Special fundraising events					
Net assets released from restriction	\$0	\$0	\$0		
<b>Total contributed revenue</b>	<b>\$1,048,502</b>	<b>\$34,009</b>	<b>\$44,930</b>	<b>\$44,930</b>	
Operating investment revenue	\$0	\$0	\$0		
<b>Total operating revenue</b>	<b>\$1,207,842</b>	<b>\$177,290</b>	<b>\$137,515</b>	<b>\$137,515</b>	
<b>Total operating revenue less operating in-kind</b>	<b>\$1,193,075</b>	<b>\$177,290</b>	<b>\$137,515</b>	<b>\$137,515</b>	
<b>Total revenue</b>	<b>\$1,207,842</b>	<b>\$177,290</b>	<b>\$137,515</b>	<b>\$137,515</b>	
<b>Total revenue less in-kind</b>	<b>\$1,193,075</b>	<b>\$177,290</b>	<b>\$137,515</b>	<b>\$137,515</b>	

## Revenue Narrative

FY 2019	n/a
FY 2020	WMYB was given a \$1,000,000 donation in 2019 to purchase the building where our studio is located. Of this donation \$850,000 went towards the purchase of the building and the remaining amount to maintain the building. Previously rent was an In-kind donation. WMYB is in the process of creating an Endowment fund that will be invested to assist with the funding of our Community Outreach and scholarship programs. Previously our tuition was posted under "Membership" and is now under "Education".
FY 2021	During the 2020-2021 season, WMYB was significantly impacted by the Covid pandemic. WMYB was unable to perform the 2020 production of the Nutcracker, therefore experienced a great loss of revenue. WMYB did perform Sleeping Beauty in May 2021 at the Forest Hills Fine Arts Center, in front of a limited audience due to Covid restrictions. Even with flexibility and creativity in fundraising strategies during the Covid Pandemic, WMYB still suffered a financial loss.

## Expense Details

	FY 2019 Total	FY 2020 Total	% Change	FY 2021 Total	% Change	FY 2021 Program	FY 2021 General & Administrative	FY 2021 Fundraising
Personnel expenses - Operating								
Independent contractors	\$76,687	\$102,137	33%	\$84,744	-17%	\$45,609	\$36,058	\$3,077
Total personnel expenses - Operating	\$76,687	\$102,137	33%	\$84,744	-17%	\$45,609	\$36,058	\$3,077
Non-personnel expenses - Operating								
Occupancy costs	\$16,150	\$51,645	220%	\$67,057	30%	\$67,057		
Depreciation	\$992	\$18,529	1,768%	\$22,322	20%	\$22,322		
Non-personnel expenses not listed above	\$79,450	\$61,609	-22%	\$27,758	-55%	\$27,758		
Total non-personnel expenses - Operating	\$96,592	\$131,783	36%	\$117,137	-11%	\$117,137		
Total operating expenses	\$173,279	\$233,920	35%	\$201,881	-14%	\$162,746	\$36,058	\$3,077
Total expenses	\$173,279	\$233,920	35%	\$201,881	-14%			
Total expenses less in-kind	\$158,512	\$233,920	48%	\$201,881	-14%			
Total expenses less depreciation	\$172,287	\$215,391	25%	\$179,559	-17%			
Total expenses less in-kind and depreciation	\$157,520	\$215,391	37%	\$179,559	-17%			

## Expense Narrative

FY 2019	n/a
FY 2020	Expenses changed in 2020 due to now owning our facility. In previous years, the expenses were paid by the building owner. Thus why we now have depreciation and other building expenses. As for the increase in Personnel expenses, WMYB hired a Development and Outreach consultant in 2020.
FY 2021	The decrease in Personnel expenses is due to the WMYB no longer employing a Development and Outreach consultant. The WMYB purchased the building their studio is located during 2020 with donated funds. Therefore, 2021 was the first full year of occupancy costs.

## Balance Sheet

Assets	FY 2019	FY 2020	% Change	FY 2021	% Change
<b>Current assets</b>					
Cash and cash equivalents	\$309,954	\$247,582	-20%	\$290,961	18%
Receivables	\$3,500	\$6,173	76%	\$1,687	-73%
Investments - current			n/a	\$0	n/a
Prepaid expenses & other	\$250	\$1,218	387%	\$8,195	573%
<b>Total current assets</b>	<b>\$313,704</b>	<b>\$254,973</b>	<b>-19%</b>	<b>\$300,843</b>	<b>18%</b>
<b>Long-term/non-current assets</b>					
Investments - non current			n/a	\$0	n/a
Fixed assets (net of accumulated depreciation)	\$854,723	\$859,165	1%	\$842,142	-2%
Non-current assets not listed above			n/a	\$0	n/a
<b>Total long-term/non-current assets</b>	<b>\$854,723</b>	<b>\$859,165</b>	<b>1%</b>	<b>\$842,142</b>	<b>-2%</b>
<b>Total assets</b>	<b>\$1,168,427</b>	<b>\$1,114,138</b>	<b>-5%</b>	<b>\$1,142,985</b>	<b>3%</b>
<b>Liabilities &amp; Net Assets</b>					
<b>Current liabilities</b>					
Accounts payable and accrued expenses	\$1,205	\$3,846	219%	\$0	-100%
Deferred revenue	\$1,800		-100%	\$0	n/a
Loans - current			n/a	\$0	n/a
Additional current liabilities not listed above			n/a	\$80,670	n/a
<b>Total current liabilities</b>	<b>\$3,005</b>	<b>\$3,846</b>	<b>28%</b>	<b>\$80,670</b>	<b>1,998%</b>
<b>Long-term/non-current liabilities</b>					
Long-term/non-current loans			n/a	\$0	n/a
Additional long-term/non-current liabilities not listed above			n/a	\$0	n/a
<b>Total long-term/non-current liabilities</b>			<b>n/a</b>	<b>\$0</b>	<b>n/a</b>
<b>Total liabilities</b>	<b>\$3,005</b>	<b>\$3,846</b>	<b>28%</b>	<b>\$80,670</b>	<b>1,998%</b>
<b>Total net assets</b>	<b>\$1,165,422</b>	<b>\$1,110,292</b>	<b>-5%</b>	<b>\$1,062,315</b>	<b>-4%</b>
<b>Total liabilities &amp; net assets</b>	<b>\$1,168,427</b>	<b>\$1,114,138</b>	<b>-5%</b>	<b>\$1,142,985</b>	<b>3%</b>

## Balance Sheet Narrative

FY 2019	n/a
FY 2020	n/a
FY 2021	n/a

## Balance Sheet Metrics

	FY 2019	FY 2020	% Change	FY 2021	% Change
Months of operating cash -- Total	21.46	12.7	-41%	17.3	36%
Working capital -- Total	\$310,699	\$251,127	-19%	\$220,173	-12%
Current ratio -- Total	104.39	66.3	-36%	3.73	-94%
Net assets as a % of total expenses	673%	475%	-29%	526%	11%
Fixed assets (net)	\$854,723	\$859,165	1%	\$842,142	-2%
Condition of fixed assets	2%	5%		7%	
Leverage -- Total			n/a	0%	n/a
Total debt			n/a	\$0	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.

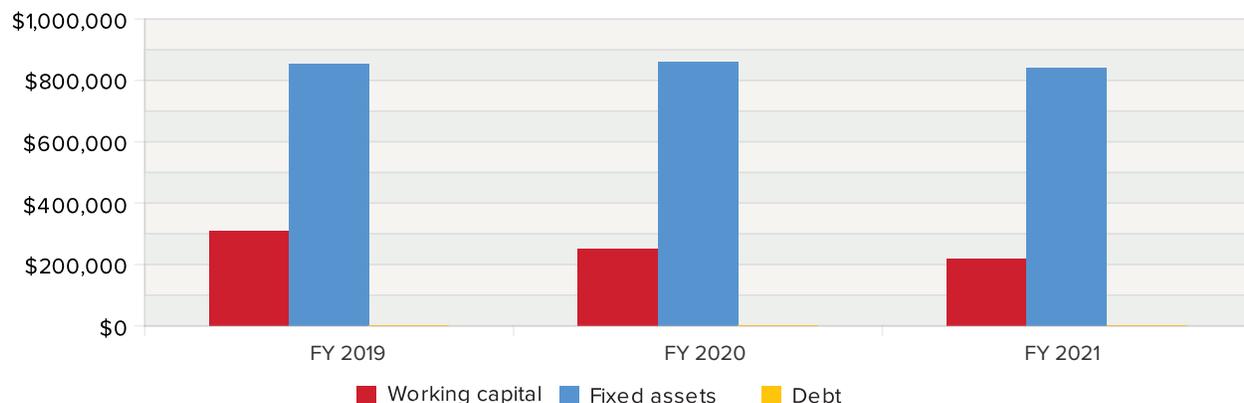
Leverage ratio (Total Debt divided by Total Assets) measures what proportion of your assets are supported by debt. A number in excess of 50% may indicate liquidity problems, or reduced capacity for future borrowing.

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.

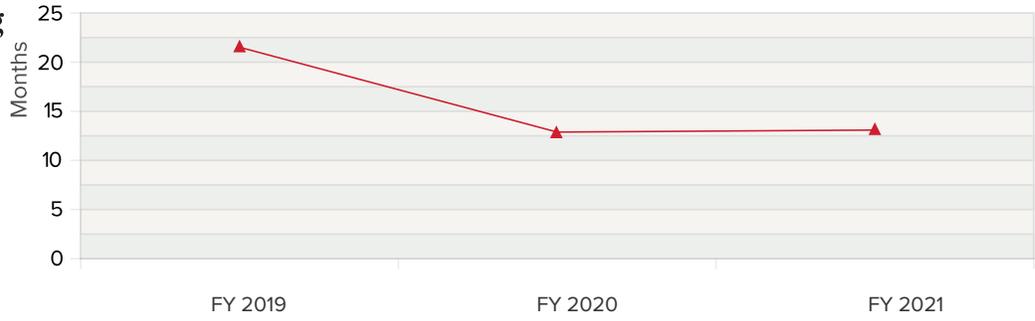
Total debt consists of all short and long-term contractual obligations of the organization, including lines of credit, loans, notes, bonds, and capital leases.

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 2019	FY 2020	% Change	FY 2021	% Change
Total attendance					
Paid		4,094	n/a	4,168	2%
Free		323	n/a	123	-62%
Total		4,417	n/a	4,291	-3%
In-person attendance					
Paid		4,094	n/a	4,073	-1%
Free		323	n/a	116	-64%
Total	0	4,417	n/a	4,189	-5%
Digital attendance					
Paid			n/a	95	n/a
Free			n/a	7	n/a
Total			n/a	102	n/a
In-person attendees 18 and under		1,188	n/a	1,980	67%
Programs in schools	FY 2019	FY 2020	% Change	FY 2021	% Change
Children served in schools			n/a		n/a
Hours of instruction			n/a		n/a

**Workforce**

Number of People	FY 2019	FY 2020	% Change	FY 2021	% Change
Volunteers	360	208	-42%	100	-52%
Independent contractors	18	21	17%	12	-43%
Interns and apprentices			n/a		n/a
Total positions	378	229	-39%	112	-51%

**Visual & Performing Artists**

	FY 2019	FY 2020	% Change	FY 2021	% Change
Number of visual & performing artists	18	16	-11%	11	-31%
Payments to artists & performers	\$67,187	\$62,491	-7%	\$70,975	14%

**Covid-19 Impact**

	FY 2019	FY 2020	FY 2021
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

**Mission and Constituency**

**Mission statement**

The West Michigan Youth Ballet is a non-profit organization that was founded in 2007 by local ballet professionals and dedicated parents. Since 2007, we have provided unique and potentially life-changing experiences for hundreds of young dancers.

**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                      Suburban

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

**Program Activity**

In-person activity	FY 2019		FY 2020		FY 2021	
	Distinct offerings	# of times offered	Distinct offerings	# of times offered	Distinct offerings	# of times offered
Productions (self-produced)						
Productions (presented)			2	7	2	7
Classes/assemblies/other programs in schools						
Classes/workshops (outside of schools)	0	0	0	0	2	16
Field trips/school visits						
Guided tours						
Lectures						
Permanent exhibitions						
Temporary exhibitions						
Traveling exhibitions (hosted)						
Films screened						
Festivals/conferences	0		0		0	
Readings/workshops (developing works)						
Community programs (not included above)			2	2		
Additional programs not listed above	0	0	0	0	0	0

*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 2019			FY 2020			FY 2021		
	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)							2	2	2
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 2019		FY 2020		FY 2021	
	Total	Associated with digital program delivery	Total	Associated with digital program delivery	Total	Associated with digital program delivery
Earned revenue	\$159,340		\$143,281		\$92,585	\$1,500
Contributed revenue	\$1,048,502		\$34,009	\$0	\$44,930	
Operating expense	\$173,279		\$233,920	\$0	\$201,881	\$0

## Program Activity

	FY 2019	FY 2020	% Change	FY 2021	% 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		6	n/a	12	100%
Amount awarded in scholarships		\$4,200	n/a	\$2,590	-38%
Other grants awarded			n/a		n/a
Amount awarded in grants			n/a		n/a
Public art installations			n/a		n/a
Works commissioned			n/a		n/a
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		n/a
Published works (digital)			n/a		n/a
Private lessons (in-person)			n/a		n/a
Private lessons (digital)			n/a		n/a
Competitions			n/a		n/a
Open rehearsals		2	n/a	1	-50%

*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 2019	n/a
FY 2020	All attendance numbers were down due to only having one production. Covid canceled our Spring Production in 2020. Individual Membership price is our Dancer tuition per production.
FY 2021	All attendance numbers were down due to only having one production. Covid canceled our Winter Production of the Nutcracker in 2020. Individual Membership price is our Dancer tuition per Production.