

### Organization Information

Organization name: Bach Festival Society of Kalamazoo, Inc.  
 City: Kalamazoo Year organization founded: 1946  
 State: MI Organization type: 501(c)3 nonprofit organization  
 County: Kalamazoo  
 Federal ID #: 382221541 DUNS #:  
 NISP Discipline: 2 - Music Full-time staff: 1  
 NISP Institution: 5 - Performing Group - Community Board Members: 12  
 NTEE: A68 - Music Fiscal year end date: 06-30

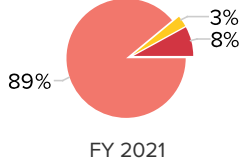
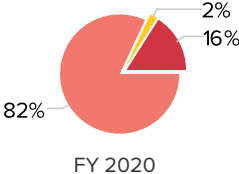
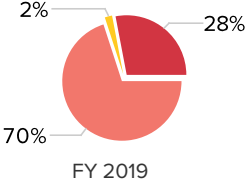
*Applicant is not audited or reviewed by an independent accounting firm.*

### Financial Summary

Unrestricted Activity	FY 2019	FY 2020	% Change	FY 2021	% Change
Unrestricted operating revenue					
Earned program	\$60,970	\$37,179	-39%	\$15,209	-59%
Earned non-program	\$20,034	\$5,890	-71%	\$6,390	8%
Total earned revenue	\$81,004	\$43,069	-47%	\$21,599	-50%
Investment revenue	\$4,751	\$5,994	26%	\$9,786	63%
Contributed revenue	\$199,106	\$225,564	13%	\$256,185	14%
Total unrestricted operating revenue	\$284,861	\$274,627	-4%	\$287,570	5%
Less in-kind	\$112,855	\$113,902	1%	\$104,765	-8%
Unrestricted operating revenue less in-kind	\$172,006	\$160,725	-7%	\$182,805	14%
Operating expenses					
Program	\$90,979	\$66,400	-27%	\$62,860	-5%
Management & general	\$65,156	\$56,213	-14%	\$61,730	10%
Fundraising	\$21,214	\$27,690	31%	\$11,250	-59%
Total operating expenses	\$177,349	\$150,303	-15%	\$135,840	-10%
Less in-kind	\$112,855	\$113,902	1%	\$104,765	-8%
Unrestricted operating expenses less in-kind	\$64,494	\$36,401	-44%	\$31,075	-15%
Unrestricted change in net assets - operating	\$107,512	\$124,324	16%	\$151,730	22%
Unrestricted change in net assets	\$107,512	\$124,324	16%	\$151,730	22%
Restricted change in net assets			n/a	\$450	n/a
Total change in net assets	\$107,512	\$124,324	16%	\$152,180	22%

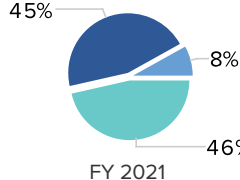
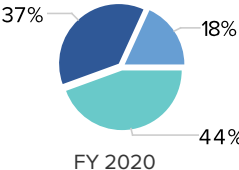
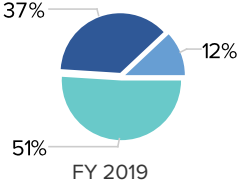
### Unrestricted Operating Revenue by Source

- 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		\$0			
Membership fees - individuals		\$0		\$0	\$0
Membership fees - organizations		\$0			
Ticket sales & admissions	\$45,420	\$21,047	\$13,572	\$13,572	
Education revenue		\$0	\$310	\$310	
Publication sales		\$0			
Gallery sales		\$0			
Contracted services & touring fees		\$3,300			
Royalty & reproduction revenue		\$0			
Earned - program not listed above	\$15,550	\$12,832	\$1,327	\$1,327	
<b>Total earned - program</b>	<b>\$60,970</b>	<b>\$37,179</b>	<b>\$15,209</b>	<b>\$15,209</b>	
<b>Earned - Non-program</b>					
Rental revenue		\$0			
Sponsorship revenue	\$16,937	\$4,500	\$5,000	\$5,000	
Attendee-generated revenue not listed above	\$3,097	\$1,390	\$1,390	\$1,390	
Earned non-program not listed above		\$0			
<b>Total earned - non-program</b>	<b>\$20,034</b>	<b>\$5,890</b>	<b>\$6,390</b>	<b>\$6,390</b>	
<b>Total earned revenue</b>	<b>\$81,004</b>	<b>\$43,069</b>	<b>\$21,599</b>	<b>\$21,599</b>	

Contributed	FY 2019 Total	FY 2020 Total	FY 2021 Total	FY 2021 Unrestricted	FY 2021 Restricted
Trustee & board	\$9,446	\$8,702	\$9,000	\$9,000	
Individual	\$24,070	\$37,621	\$42,658	\$42,658	
Corporate	\$3,335	\$563	\$492	\$492	
Foundation	\$46,800	\$52,026	\$42,859	\$42,859	
State government	\$2,600	\$12,750	\$56,861	\$56,411	\$450
In-kind operating contributions	\$112,855	\$113,902	\$104,765	\$104,765	
Special fundraising events					
Net assets released from restriction	\$0	\$0	\$0		
<b>Total contributed revenue</b>	<b>\$199,106</b>	<b>\$225,564</b>	<b>\$256,635</b>	<b>\$256,185</b>	<b>\$450</b>
Operating investment revenue	\$4,751	\$5,994	\$9,786	\$9,786	
<b>Total operating revenue</b>	<b>\$284,861</b>	<b>\$274,627</b>	<b>\$288,020</b>	<b>\$287,570</b>	<b>\$450</b>
Total operating revenue less operating in-kind	\$172,006	\$160,725	\$183,255	\$182,805	\$450
<b>Total revenue</b>	<b>\$284,861</b>	<b>\$274,627</b>	<b>\$288,020</b>	<b>\$287,570</b>	<b>\$450</b>
<b>Total revenue less in-kind</b>	<b>\$172,006</b>	<b>\$160,725</b>	<b>\$183,255</b>	<b>\$182,805</b>	<b>\$450</b>

## Revenue Narrative

FY 2019	n/a
FY 2020	Received a covid relief bridge grant in the Spring of 2020 for 10K from our Arts Council
FY 2021	n/a

## 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								
W2 employees (salaries, payroll taxes and fringe benefits)	\$71,238	\$81,010	14%	\$84,230	4%	\$11,250	\$61,730	\$11,250
Independent contractors	\$52,215	\$34,437	-34%	\$9,320	-73%	\$9,320		
Professional fees	\$0	\$0	n/a	\$17,508	n/a	\$17,508		
Total personnel expenses - Operating	\$123,453	\$115,447	-6%	\$111,058	-4%	\$38,078	\$61,730	\$11,250
Non-personnel expenses - Operating								
Depreciation	\$500	\$0	-100%	\$0	n/a			
Non-personnel expenses not listed above	\$53,396	\$34,856	-35%	\$24,782	-29%	\$24,782		
Total non-personnel expenses - Operating	\$53,896	\$34,856	-35%	\$24,782	-29%	\$24,782		
Total operating expenses	\$177,349	\$150,303	-15%	\$135,840	-10%	\$62,860	\$61,730	\$11,250
Total expenses	\$177,349	\$150,303	-15%	\$135,840	-10%			
Total expenses less in-kind	\$64,494	\$36,401	-44%	\$31,075	-15%			
Total expenses less depreciation	\$176,849	\$150,303	-15%	\$135,840	-10%			
Total expenses less in-kind and depreciation	\$63,994	\$36,401	-43%	\$31,075	-15%			

## Expense Narrative

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

**Balance Sheet**

Assets	FY 2019	FY 2020	% Change	FY 2021	% Change
<b>Current assets</b>					
Cash and cash equivalents	\$95,528	\$91,313	-4%	\$127,993	40%
Receivables		\$0	n/a		n/a
Investments - current		\$0	n/a		n/a
Prepaid expenses & other		\$0	n/a		n/a
<b>Total current assets</b>	<b>\$95,528</b>	<b>\$91,313</b>	<b>-4%</b>	<b>\$127,993</b>	<b>40%</b>
<b>Long-term/non-current assets</b>					
Investments - non current		\$0	n/a		n/a
Fixed assets (net of accumulated depreciation)	\$16,300	\$16,300	0%	\$16,300	0%
Non-current assets not listed above		\$0	n/a		n/a
<b>Total long-term/non-current assets</b>	<b>\$16,300</b>	<b>\$16,300</b>	<b>0%</b>	<b>\$16,300</b>	<b>0%</b>
<b>Total assets</b>	<b>\$111,828</b>	<b>\$107,613</b>	<b>-4%</b>	<b>\$144,293</b>	<b>34%</b>
<b>Liabilities &amp; Net Assets</b>					
<b>Current liabilities</b>					
Accounts payable and accrued expenses		\$0	n/a		n/a
Deferred revenue		\$0	n/a		n/a
Loans - current		\$0	n/a		n/a
Additional current liabilities not listed above	\$33,500	\$40,881	22%	\$37,749	-8%
<b>Total current liabilities</b>	<b>\$33,500</b>	<b>\$40,881</b>	<b>22%</b>	<b>\$37,749</b>	<b>-8%</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>\$33,500</b>	<b>\$40,881</b>	<b>22%</b>	<b>\$37,749</b>	<b>-8%</b>
<b>Total net assets</b>	<b>\$78,328</b>	<b>\$66,732</b>	<b>-15%</b>	<b>\$106,544</b>	<b>60%</b>
<b>Total liabilities &amp; net assets</b>	<b>\$111,828</b>	<b>\$107,613</b>	<b>-4%</b>	<b>\$144,293</b>	<b>34%</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	6.46	7.29	13%	11.31	55%
Working capital -- Total	\$62,028	\$50,432	-19%	\$90,244	79%
Current ratio -- Total	2.85	2.23	-22%	3.39	52%
Net assets as a % of total expenses	44%	44%	1%	78%	77%
Fixed assets (net)	\$16,300	\$16,300	0%	\$16,300	0%
Condition of fixed assets		0%		159%	
Leverage -- Total		0%	n/a		n/a
Total debt		\$0	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.

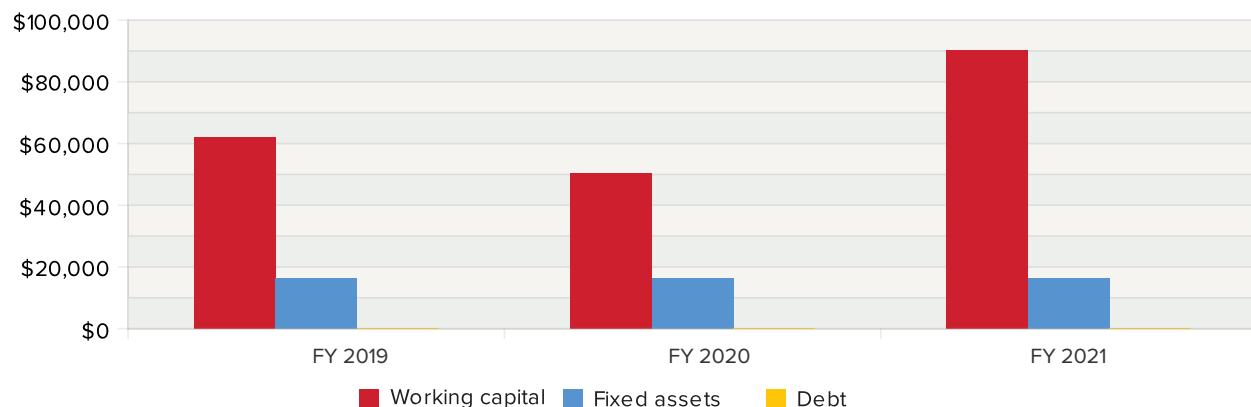
Leverage ratio (Total Debt divided by Total Assets) measures what proportion of your assets are supported by debt. A number in excess of 50% may indicate liquidity problems, or reduced capacity for future borrowing.

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.

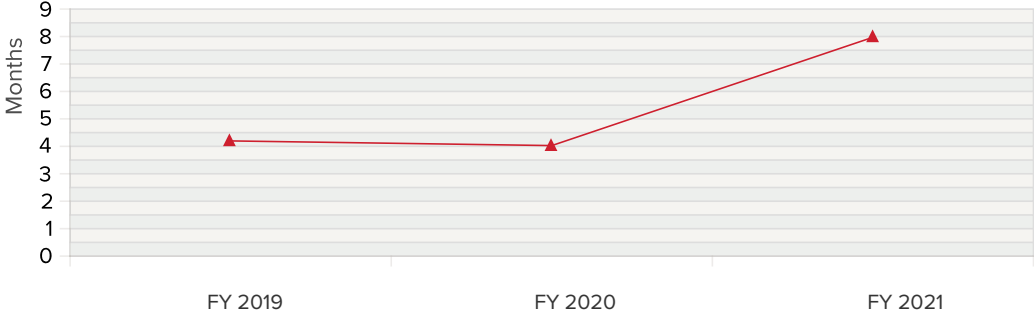
Total debt consists of all short and long-term contractual obligations of the organization, including lines of credit, loans, notes, bonds, and capital leases.

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 2019	FY 2020	% Change	FY 2021	% Change
<b>Total attendance</b>					
Paid	8,150	2,242	-72%	3,302	47%
Free	2,460	8,633	251%	520	-94%
<b>Total</b>	<b>10,610</b>	<b>10,875</b>	<b>2%</b>	<b>3,822</b>	<b>-65%</b>
<b>In-person attendance</b>					
Paid	8,150	2,242	-72%	0	-100%
Free	2,460	524	-79%	300	-43%
<b>Total</b>	<b>10,610</b>	<b>2,766</b>	<b>-74%</b>	<b>300</b>	<b>-89%</b>
<b>Digital attendance</b>					
Paid		0	n/a	3,302	n/a
Free		8,109	n/a	220	-97%
<b>Total</b>		<b>8,109</b>	<b>n/a</b>	<b>3,522</b>	<b>-57%</b>
In-person attendees 18 and under	1,300	325	-75%	0	-100%
<b>Programs in schools</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>% Change</b>	<b>FY 2021</b>	<b>% Change</b>
Children served in schools			n/a	0	n/a
Hours of instruction			n/a	0	n/a

**Workforce**

Number of People	FY 2019	FY 2020	% Change	FY 2021	% Change
Employees: Full-time permanent	1	1	0%	1	0%
Employees: Part-time permanent	2	2	0%	2	0%
Volunteers	95	60	-37%		-100%
Independent contractors	12	30	150%	15	-50%
Interns and apprentices			n/a		n/a
<b>Total positions</b>	<b>110</b>	<b>93</b>	<b>-15%</b>	<b>18</b>	<b>-81%</b>

**Visual & Performing Artists**

	FY 2019	FY 2020	% Change	FY 2021	% Change
Number of visual & performing artists	9	27	200%	12	-56%
Payments to artists & performers	\$43,768	\$32,083	-27%	\$9,320	-71%

**Covid-19 Impact**

	FY 2019	FY 2020	FY 2021
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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?			

**Mission and Constituency**

**Mission statement**

To bring excellent vocal, choral and instrumental music to the widest possible audience in southwest Michigan through performances of major works by the Bach Festival Chorus and orchestra, the sponsorship of renowned vocal artists and choral groups and educational outreach activities. The Kalamazoo Bach Festival focuses on the music of J.S. Bach and composers from the Renaissance to the contemporary era.

**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 2019		FY 2020		FY 2021	
	Distinct offerings	# of times offered	Distinct offerings	# of times offered	Distinct offerings	# of times offered
Productions (self-produced)	21	21	5	5		
Productions (presented)			1	1		
Classes/assemblies/other programs in schools						
Classes/workshops (outside of schools)	3	1	0	0	0	0
Field trips/school visits						
Guided tours						
Lectures	1	1				
Permanent exhibitions						
Temporary exhibitions						
Traveling exhibitions (hosted)						
Films screened						
Festivals/conferences	1		2	4	0	
Readings/workshops (developing works)						
Community programs (not included above)			1	1		
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)				1	1	1	16	16	16
Productions (presented)							1	1	1
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				3	1	1			
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	\$81,004		\$43,069	\$0	\$21,599	\$14,000
Contributed revenue	\$199,106		\$225,564		\$256,635	\$2,500
Operating expense	\$177,349		\$150,303		\$135,840	\$15,000

## 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		0	n/a		n/a
Scholarships awarded			n/a		n/a
Amount awarded in scholarships			n/a		n/a
Other grants awarded			n/a		n/a
Amount awarded in grants			n/a		n/a
Public art installations		0	n/a		n/a
Works commissioned		0	n/a		n/a
Films produced		0	n/a		n/a
World premieres	1	0	-100%		n/a
National premieres		0	n/a		n/a
Local/regional premieres		0	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		1	n/a	1	0%
Open rehearsals	1	0	-100%		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 2019	n/a
FY 2020	n/a
FY 2021	n/a