



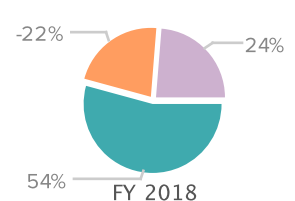
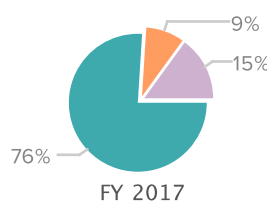
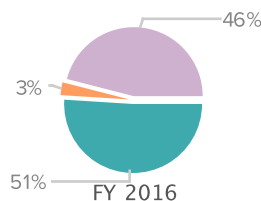
Organization Information

Organization name: Blandford Nature Center
 City: Grand Rapids Federal ID #: 200739420
 State: MI Year organization founded: 1968
 County: Kent Organization type: 501(c)3 nonprofit organization
 NISP Discipline: 14 - Multidisciplinary Fiscal year end date: 12-31
 NISP Institution: 9 - Other Museum DUNS #: 168817211
 NTEE: B90 - Educational Services Full-time staff: 15
 Applicant is audited or reviewed by an independent accounting firm. Paid FTEs: 19.15
 A display value of -0% signifies a value of less than +/- 0.5%

Unrestricted Activity	FY 2016	FY 2017	% Change	FY 2018	% Change
Unrestricted Operating Revenue					
Earned Program	\$272,529	\$324,464	19%	\$377,914	16%
Earned Non-program	\$175,158	\$183,063	5%	\$181,340	-1%
Total Earned Revenue	\$447,687	\$507,527	13%	\$559,254	10%
Investment Revenue	\$31,011	\$299,912	867%	-\$513,031	-271%
Contributed Revenue	\$493,615	\$2,615,471	430%	\$1,271,617	-51%
Total Unrestricted Operating Revenue	\$972,313	\$3,422,910	252%	\$1,317,840	-61%
Less in-kind	(\$121,000)	(\$120,000)	-1%	(\$125,000)	4%
Total Unrestricted Operating Revenue Less In-kind	\$851,313	\$3,302,910	288%	\$1,192,840	-64%
Expenses by Functional Total					
Program	\$833,807	\$1,102,444	32%	\$1,252,905	14%
Fundraising	\$99,346	\$215,051	116%	\$227,788	6%
General & Administrative	\$153,502	\$161,322	5%	\$197,482	22%
Total Operating Expenses	\$1,086,655	\$1,478,817	36%	\$1,678,175	13%
Less in-kind	(\$121,000)	(\$120,000)	-1%	(\$125,000)	4%
Total Operating Expenses Less In-kind	\$965,655	\$1,358,817	41%	\$1,553,175	14%
Net Unrestricted Activity - Operating	-\$114,342	\$1,944,093	1,800%	-\$360,335	-119%
Net Unrestricted Activity - Non-operating	-\$2,769,554	-\$1,903,197	31%	-\$204,474	89%
Total Net Unrestricted Activity	-\$2,883,896	\$40,896	101%	-\$564,809	-1,481%
Net Temporarily Restricted Activity	\$3,878,463	\$1,908,113	-51%	\$739,794	-61%
Net Permanently Restricted Activity	\$147,441	\$1,725,499	1,070%	-\$299,994	-117%
Net Total Activity	\$1,142,008	\$3,674,508	222%	-\$125,009	-103%

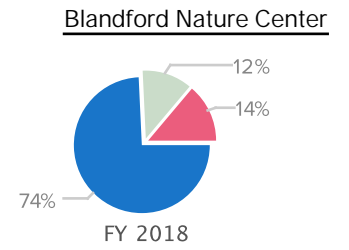
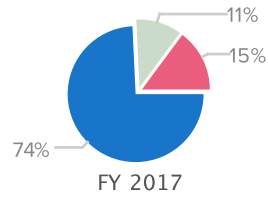
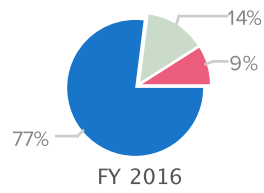
Revenue by Source

- Earned
- Investment
- Contributed



Expenses by Functional Grouping

- Program
- General & Administrative
- Fundraising



Revenue Details

	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2018
	Total	Total	Total	Unrestricted	Temporarily Restricted	Permanently Restricted
Operating Revenue						
Earned - Program						
Membership revenue	\$43,699	\$63,137	\$67,399	\$67,399		n/a
Admissions	\$19,401	\$26,971	\$21,873	\$21,873		n/a
Contracted services	\$4,498	\$2,145				n/a
Tuitions and registration fees	\$204,931	\$232,211	\$288,642	\$288,642		n/a
Other program revenue						n/a
Total earned - program	\$272,529	\$324,464	\$377,914	\$377,914	\$0	n/a
Earned - Non-program						
Gift shop and merchandise fees	\$47,672	\$67,790	\$59,962	\$59,962		n/a
Space rentals	\$20,401	\$871	-\$14,184	-\$14,184		n/a
Other earned revenue	\$107,085	\$114,402	\$135,562	\$135,562		n/a
Total earned - non-program	\$175,158	\$183,063	\$181,340	\$181,340	\$0	n/a
Total earned revenue	\$447,687	\$507,527	\$559,254	\$559,254		n/a

	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2018
Contributed	Total	Total	Total	Unrestricted	Temporarily Restricted	Permanently Restricted
Trustee & board	\$42,715	\$317,255	\$130,707	\$130,707		
Individual	\$280,194	\$2,123,170	\$874,733	\$874,733		
Foundation	\$49,706	\$55,046	\$35,000	\$35,000		
In-kind operating contributions	\$121,000	\$120,000	\$125,000	\$125,000		
Other contributions	\$0	\$0	\$106,177	\$106,177		
Net assets released from restriction	\$0	\$0	\$0			
Total contributed revenue	\$493,615	\$2,615,471	\$1,271,617	\$1,271,617		
Operating investment revenue	\$31,011	\$299,912	-\$513,031	-\$513,031		
Total operating revenue	\$972,313	\$3,422,910	\$1,317,840	\$1,317,840		
Total operating revenue less in-kind	\$851,313	\$3,302,910	\$1,192,840	\$1,192,840		
Non-operating revenue						
Non-operating investment revenue	\$1,256,350	\$1,729,915	\$219,900		\$519,894	-\$299,994
Transfers and re-classifications	\$2,769,554	\$1,903,697	\$762,541	\$542,641	\$219,900	
Other non-operating		\$500				
Total non-operating revenue	\$4,025,904	\$3,634,112	\$982,441	\$542,641	\$739,794	-\$299,994
Total revenue	\$4,998,217	\$7,057,022	\$2,300,281	\$1,860,481	\$739,794	-\$299,994
Total revenue less in-kind	\$4,877,217	\$6,937,022	\$2,175,281	\$1,735,481	\$739,794	-\$299,994

Expense Details

	FY 2016 Total	FY 2017 Total	% Change	FY 2018 Total	% Change	FY 2018 Program	FY 2018 Fundraising	FY 2018 General & Administrative
Personnel expenses - Operating								
W2 employees (salaries, payroll taxes and fringe benefits)	\$568,218	\$764,527	35%	\$905,201	18%	\$633,641	\$181,039	\$90,521
Independent contractors	\$152,507	\$113,204	-26%	\$94,248	-17%	\$40,507	\$43,325	\$10,416
Professional fees	\$22,748	\$0	-100%	\$0	n/a			
Total personnel expenses - Operating	\$743,473	\$877,731	18%	\$999,449	14%	\$674,148	\$224,364	\$100,937
Non-personnel expenses - Operating								
Advertising and promotion	\$7,490	\$22,337	198%	\$13,818	-38%	\$11,054	\$2,764	
Conferences and meetings	\$4,264	\$9,356	119%	\$5,119	-45%	\$2,419	\$254	\$2,446
Dues and subscriptions	\$13,870	\$9,808	-29%	\$9,607	-2%	\$9,607		
Insurance	\$29,811	\$40,012	34%	\$36,464	-9%	\$36,464		
Occupancy costs	\$142,678	\$162,821	14%	\$166,357	2%	\$161,154	\$406	\$4,797
Office and administration	\$28,233	\$77,348	174%	\$133,778	73%	\$107,329		\$26,449
Printing, postage and shipping	\$5,170	\$5,057	-2%	\$5,028	-1%	\$5,028		
Travel	\$5,684	\$6,652	17%	\$8,402	26%	\$6,535		\$1,867
Royalties, rights and reproductions	\$985	\$1,461	48%	\$0	-100%			
Productions and events costs	\$74,658	\$114,872	54%	\$102,199	-11%	\$96,235		\$5,964
Interest expense	\$0	\$52,790	n/a	\$87,911	67%	\$87,911		
Depreciation	\$30,339	\$98,572	225%	\$110,043	12%	\$55,021		\$55,022
Total non-personnel expenses - Operating	\$343,182	\$601,086	75%	\$678,726	13%	\$578,757	\$3,424	\$96,545
Total operating expenses	\$1,086,655	\$1,478,817	36%	\$1,678,175	13%	\$1,252,905	\$227,788	\$197,482
Non-operating personnel expenses	\$0	\$0	n/a	\$0	n/a			
Non-operating non-personnel expenses	\$2,769,554	\$1,903,697	-31%	\$747,115	-61%			\$747,115
Total expenses	\$3,856,209	\$3,382,514	-12%	\$2,425,290	-28%	\$1,252,905	\$227,788	\$944,597
Total expenses less in-kind	\$3,735,209	\$3,262,514	-13%	\$2,300,290	-29%			
Total expenses less depreciation	\$3,825,870	\$3,283,942	-14%	\$2,315,247	-29%			
Total expenses less in-kind and depreciation	\$3,704,870	\$3,163,942	-15%	\$2,190,247	-31%			

Balance Sheet

Assets	FY 2016	FY 2017	% Change	FY 2018	% Change
Current assets					
Cash	\$2,603,996	\$1,634,409	-37%	\$1,233,630	-25%
Receivables	\$1,034,746	\$1,111,812	7%	\$165,742	-85%
Investments	\$866,183	\$3,247,421	275%	\$3,999,475	23%
Prepaid expenses & other	\$25,967	\$35,677	37%	\$56,925	60%
Total current assets	\$4,530,892	\$6,029,319	33%	\$5,455,772	-10%
Non-current investments					
Fixed assets (net)	\$2,772,912	\$6,756,566	144%	\$6,634,116	-2%
Other non-current assets	\$637,375	\$116,997	-82%	\$15,180	-87%
Total non-current assets	\$3,410,287	\$6,873,563	102%	\$6,649,296	-3%
Total assets	\$7,941,179	\$12,902,882	62%	\$12,105,068	-6%
Liabilities & Net Assets					
Liabilities	FY 2016	FY 2017	% Change	FY 2018	% Change
Liabilities					
Accounts payable & other	\$453,422	\$82,739	-82%	\$117,202	42%
Loans & other debt		\$1,629,366	n/a	\$942,072	-42%
Deferred revenue	\$12,500	\$41,012	228%	\$21,038	-49%
Total current liabilities	\$465,922	\$1,753,117	276%	\$1,080,312	-38%
Non-current liabilities	\$0	\$0	n/a	\$0	n/a
Total liabilities	\$465,922	\$1,753,117	276%	\$1,080,312	-38%
Net assets					
Unrestricted	\$3,462,316	\$6,414,784	85%	\$6,589,769	3%
Temporarily restricted	\$3,079,539	\$2,076,080	-33%	\$1,107,135	-47%
Permanently restricted	\$933,402	\$2,658,901	185%	\$3,327,852	25%
Total net assets	\$7,475,257	\$11,149,765	49%	\$11,024,756	-1%
Total liabilities & net assets	\$7,941,179	\$12,902,882	62%	\$12,105,068	-6%

Balance Sheet Metrics

	FY 2016	FY 2017	FY 2018
Months of Operating Cash -- Unrestricted	22	13	9
Total working capital -- Unrestricted	\$3,462,316	\$4,276,202	\$4,375,460
Current Ratio	9.72	3.44	5.05
Debt Service Impact		50%	42%
Unrestricted Net Assets Net of Property, Plant and Equipment		\$4,393,199	\$4,390,640
Operating Margin	117%	107%	-9%
Depreciation as a % of Fixed Assets	5%	7%	10%
Leverage Ratio		19%	12%

Months of Operating Cash -- Unrestricted represents the number of months an organization can operate at current average monthly expense levels with existing unrestricted cash and cash equivalents. $Cash + Cash\ Equivalents / (Total\ Expense / 12)$. The ratio is calculated using unrestricted numbers only.

Total working capital -- Unrestricted consists of the resources available for operations, and in this report is calculated as unrestricted current assets minus unrestricted current liabilities. This is a conservative calculation of working capital and 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. The higher the ratio, the more capable the organization is of paying its obligations. The ratio is calculated using unrestricted numbers only.

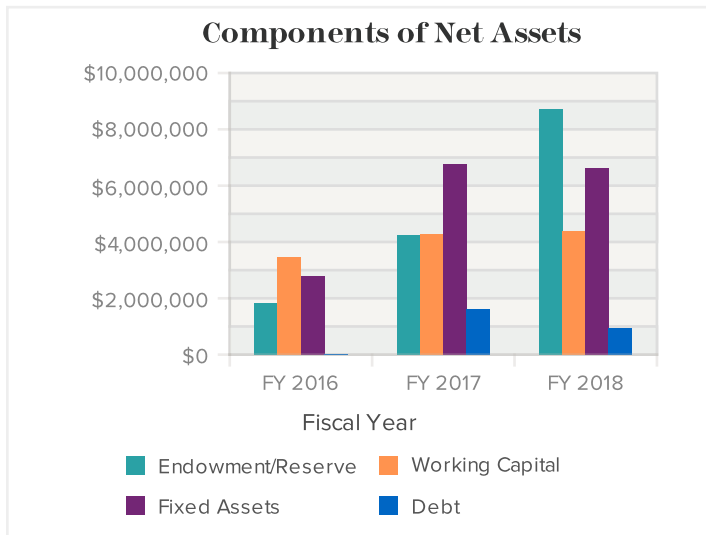
Debt Service Impact (Total Debt Service including principal and interest divided by Total Expense) calculates the % of an organization's total expenses applied to the total debt-service burden, e.g. a mortgage).

Unrestricted Net Assets Net of Property, Plant and Equipment (Unrestricted Net Assets - (Net Fixed Assets - Mortgage Debt)) shows what the organization's unrestricted net assets would be if they did not own any property, or have any debts associated with that property. Because this calculation is based on unrestricted values for net assets and fixed assets, if an organization fills out a single column balance sheet and does not separate fixed assets into restricted and unrestricted categories, this value will be blank.

Operating Margin (Change in Net Assets divided by Total Unrestricted Operating Revenue) is a measurement of the organizations efficiency in operating, highlighting the amount of an organization's surplus or deficit.

Depreciation as a % of Fixed Assets indicates the potential need for replacement or repair of fixed assets (such as buildings, furniture, office equipment, sets and props); especially significant for organizations that own a building or carry a long-term lease.

Leverage Ratio (Total Debt divided by Total Unrestricted and Temporarily Restricted Assets) determines how heavily the organization has borrowed. A number in excess of 50% may indicate a potential crunch.



Attendance

In-person Participation	FY 2016	FY 2017	% Change	FY 2018	% Change
In-person participation - paid	39,287	40,794	4%	50,946	25%
In-person participation - free	25,702	25,851	1%	25,600	-1%
Total in-person participation	64,989	66,645	3%	76,546	15%

Types of In-person Attendance	FY 2016	FY 2017	% Change	FY 2018	% Change
Performance tickets	100	150	50%	150	0%
Admissions	46,467	47,500	2%	47,000	-1%
Registrants for classes/workshops	7,493	7,493	0%	13,206	76%
Students given private lessons	2		-100%		n/a
Guided tours participants	100	250	150%	250	0%
Field trip participants	8,200	8,500	4%	13,190	55%
Lecture attendees	2	2	0%		-100%
Festival attendees	2,625	2,750	5%	2,750	0%
Total in-person participation	64,989	66,645	3%	76,546	15%

Attendance Ages	FY 2016	FY 2017	% Change	FY 2018	% Change
Children (18 and under)	25,000	25,000	0%	25,000	0%
Children served in schools	10,276	10,320	0%	13,190	28%
Seniors	15,000	15,000	0%	15,000	0%
Adults	24,989	26,645	7%	36,546	37%

Other Participation	FY 2016	FY 2017	% Change	FY 2018	% Change
Consulting/fee-for-service clients	44	16	-64%		-100%

Staffing

Staff & Non-Staff Statistics	FY 2016	FY 2017	% Change	FY 2018	% Change
Full-time permanent employees	15	15	0%	15	0%
Full-time seasonal employees	11	12	9%	12	0%
Full-time seasonal employees - FTEs	3.22	3.25	1%	3.25	0%
Part-time permanent employees	13	15	15%	15	0%
Part-time permanent employees - FTEs	7.96	0.7	-91%	0.7	0%
Part-time seasonal employees	1	1	0%	1	0%
Part-time seasonal employees - FTEs	0.2	0.2	0%	0.2	0%
Number of part-time or one-time volunteers	855	850	-1%	875	3%
Part-time or one-time volunteers - FTEs	8.17	8.5	4%	0.88	-90%
Independent contractors	3	18	500%	20	11%
Number of interns and apprentices	3	3	0%	3	0%

Artistic Staff & Non-Staff Statistics	FY 2016	FY 2017	% Change	FY 2018	% Change
Part-time employees that are artists	4	4	0%	4	0%
Independent contractors that are artists	3	15	400%	16	7%

Program Activity

	FY 2016	FY 2017	% Change	FY 2018	% Change
Distinct productions	4	4	0%	4	0%
Total performances	4	4	0%	4	0%
Permanent exhibits	5	5	0%	1	-80%
Traveling exhibits	1	1	0%	1	0%
Objects/works in collection	2,000	2,000	0%	2,000	0%
Objects/works on exhibit	2,000	2,000	0%	2,000	0%
Animals in collection	32	35	9%	30	-14%
Animals on exhibit	32	35	9%	30	-14%
Plants in collection	75,000	75,000	0%	75,000	0%
Plants on exhibit	75,000	75,000	0%	75,000	0%
Distinct classes/workshops	46	91	98%	135	48%
Distinct class series/courses	38	44	16%	44	0%
Total classes/class sessions	806	971	20%	1,015	5%
Private lessons offered	1	0	-100%		n/a
Distinct guided tours	12	12	0%	12	0%
Total guided tour occurrences	20	20	0%	20	0%
Distinct field trips	17	23	35%	28	22%
Field trip occurrences	262	271	3%	363	34%
Distinct lectures	1	1	0%		-100%
Lecture occurrences	1	1	0%		-100%
Programs offered in schools	70	101	44%	120	19%
Hours of programming in schools	80	131	64%	160	22%
Number of schools served	242	306	26%	385	26%
Fairs/festivals/parades	5	5	0%	5	0%
Space - hours rented	320	211	-34%	209	-1%

Types of objects restored/preserved

FY 2016	Animals, live;Furniture/wooden objects;Historic building;Historic sites;Geological, mineral, paleontological;Plants, live;Landscape features, constructed;Animals, preserved
FY 2017	Animals, live;Animals, preserved;Furniture/wooden objects;Ceramics, glass, metals, plastics;Historic building;Historic sites;Landscape features, constructed;Machinery;Plants, live;Plant, preserved;Tools
FY 2018	Animals, live;Animals, preserved;Ceramics, glass, metals, plastics;Furniture/wooden objects;Historic building;Historic sites;Geological, mineral, paleontological;Landscape features, constructed;;Machinery;Plants, live;Plant, preserved;Tools