The Northern Michigan Children’s Museum Business Plan

Excerpted for Web Site Viewing

Executive Director
James Berigan
P.O. Box 999
Gaylord, MI 49734
(989) 731-6565 (Office)
(989) 858-1271 (Mobile)
jberigan@nmcm.org
www.nmcm.org

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The Northern Michigan Children’s Museum (NMCM) is a newly-created 501 (c) (3) non-profit organization with the mission to bring both a cultural and an academic form of recreation to this geographic area.

It is a primary goal of the NMCM to expose the young people of our community to a hands-on exploration of international culture, language, geography, music, history, politics, and art. We will achieve this by operating a facility that boasts a wide variety of engaging, exciting, and educational exhibits. We will support these exhibits with a diverse staff of people who possess a passion for learning and the free-flowing exchange of ideas.

The NMCM is currently in the planning stages, with a goal to open for business in 2007.

As a non-profit venture, the NMCM will operate through the support of our visiting patrons, as well as through the generous contributions of local businesses, community organizations, and philanthropic foundations.
Section I: The Business

Basic Museum Information

The Northern Michigan Children’s Museum (NMCM) is a newly-created 501 (c) (3) organization with the mission to bring both a cultural and an academic form of recreation to this geographic area.

The goals of the museum are as follows:

1. To expose our young people to a hands-on exploration of international culture, language, mathematics, music, history, politics, geography, and art.
2. To encourage young people to find the value in all cultures, races, and gender.
3. To provide school districts in northern Michigan with a quality educational resource for field trips.
4. To provide parents of northern Michigan with a recreational outlet for their children that offers engaging activities, as well as educational edification.
5. To bring volunteer opportunities to local high school students and senior citizens in the form of exhibit guides and museum “explainer” positions.
6. To add another quality tourist attraction to Otsego County that will compliment the existing outdoor recreational opportunities found here.
7. To bring the world to Gaylord. Through traveling exhibitions, special lecture series, and unique collections, the museum will endeavor to educate young people on all our planet has to offer.

Strategies For Attaining These Goals

1. By operating a facility that has a wide range of both permanent and temporary exhibits, the NMCM will be able to expose young people to a hands-on exploration of international culture, language arts, music, history, politics, geography, and art. The NMCM will continually seek out new ideas for our collections from the museum industry itself, from our patrons, from educational journals, from currently certified educators, and the national news. The museum is committed to keeping the exhibits fresh and engaging.

2. Through this exposure, the museum aims to encourage young people to find value in all cultures, races, and gender. At every possible turn, the NMCM will both explicitly and implicitly celebrate the achievements of all great thinkers and doers. Special notice will be given to the scientific and cultural contributions of people who are generally overlooked in traditional educational venues. When the patrons find these...
attractive and interesting exhibits in every room of the museum, they will start to see how humanity is constantly evolving and changing. This overarching theme will have a positive impact on how the patrons view the world and all its diverse people.

3. One of the highest priorities of the NMCM will be to work with school districts in northern Michigan to offer hands-on exhibits and programs that will support what teachers are doing in their classrooms. Museum staffers will meet with teachers and curriculum directors to plot out a year’s worth of programming in numerous academic subjects and implement these ideas within this established framework.

4. The leaders of the NMCM know how challenging it can be to provide children with activities they will enjoy, but will also benefit them in the long run. Therefore, the museum is committed to creating a facility that is pleasing to the child’s eyes, ears, and hands, but also pleasing to a parent’s sense of positive formation. Curiosity, equality, creativity, ingenuity, discovery, and fun are qualities everyone can embrace.

5. A result of having a museum in the community is that it presents volunteer opportunities to local high school students, as well as to our retired population. This volunteer experience can take the form of working in the gift shop, serving as a museum “explainer” or taking an active part in planning our educational series or special exhibits. Volunteers at the NMCM will have a great chance to gain professional experience that can be applied to any field the student wishes to enter.

6. When people think of vacationing in northern Michigan, the perception is greatly colored by the extensive array of outdoor pursuits that are available all year. From mushrooming in the spring and golf in the summer to hunting in the fall and skiing in the winter, there is something for every outdoor enthusiast in this area. What northern Michigan does not have an abundance of, however, is indoor cultural destinations that could augment the outdoor activities. The NMCM desires to round out this perception of this region to include a home for intellectual and cultural stimulation. Otsego County and its neighbors have so much to offer residents and tourists alike. The Northern Michigan Children’s Museum will enhance this excellent reputation.

7. NMCM will bring the world to Gaylord. Through traveling exhibitions, special lecture series, and unique collections, the museum will endeavor to educate young people and adults about all the planet has to offer. This is an ambitious goal, but it is definitely possible with a staff and board of directors committed to seeking out novel topics of exploration.

Business Location

The Northern Michigan Children’s Museum will operate within the city limits of Gaylord. The NMCM is currently negotiating with Otsego County for a long-term land lease on a three-acre parcel on South Otsego Avenue. This site is located at the southeast corner of 4th Ave, and Illinois St. right behind the Eagles Hall.
Current Status of the Business

At this time, the directors of the Northern Michigan Children’s Museum are in the developmental stages. As of this printing, the museum has:

- Received an Employer Identification Number (EIN)
- Filed Michigan Articles of Incorporation as a not-for-profit
- Received 501(c)(3) federal tax-exempt status from the IRS
- Begun initial fundraising activities. To date, we have raised approximately $23,000.
- Formed a Temporary Agency Fund with the Otsego County Community Foundation

Geographic Market

The intended regional market for the NMCM will include the following northern Michigan counties:

1. Otsego
2. Antrim
3. Crawford
4. Oscoda
5. Montmorency
6. Kalkaska
7. Charlevoix
8. Cheboygan
9. Emmet
10. Alpena

All of these counties, except for Alpena and Charlevoix, border on Otsego County. The museum believes that it will be able to draw visitors from Alpena and Charlevoix counties despite the distance. Through an online survey, the museum has determined that families and schools in this region are willing to regularly drive 60 to 90 miles for quality recreation. The NMCM believes this is due to a lack of existing competition for indoor family activities in these counties.

Target Audiences for the Museum

Here is a list of the various segments of our population that the NMCM believes will support the museum through membership fees, admission, and donations:

- Families with children under the age of 15
- Retirees with grandchildren who come to visit them
- School groups on field trips
- Day care centers
- Home school groups
- Scout groups
- Visitors/tourists to Otsego County or those passing through to other destinations
National Trends for Children’s Museums

The following two newspaper articles describe recent trends for children’s museum in the United States.

The Washington Post
April 30, 2001
Jackie Trescott

Children's museums in America are delivering a report card to be envied.

Since 1990, an estimated 100 youth museums have opened, with at least 80 more in the planning phase. There are now 215 such institutions in the United States focusing on a variety of themes and subjects, although many are heavily oriented toward science. In 1975 there were only 38 children's museums, a field that has existed since the opening of the Brooklyn Children's Museum in 1899.

With the availability of these new facilities, attendance has skyrocketed. In 1991, a total of 8 million people visited children's museums in this country—fewer than the number who visited the National Air and Space Museum; last year, 33 million people went through their doors.

The growth can be traced to the rising number of children in the country (almost 80 million Americans are under 20), the push to foster learning from a variety of approaches, the increasing popularity of museums in general and the encouragement of public and private planners who view these repositories as energetic and safe attractions in downtown development.

"Children's museums are the fastest-growing cultural institution in the world," says Janet Rice Elman, the association's executive director. "That trend will continue as we see more communities wanting to start up a children's museum to enrich civic and family life."

Developers are attracted by the popularity of children's museums, especially as dormant downtown areas are redone. The association says that 73 percent of children's museums are in urban areas.

These museums also bring in revenue because the children are usually accompanied by adults. The average expenditure per visitor, according to the association, is $9.26, an increase of $1 since 1999.

The association reports that 54 children's museums are flagships for revitalization projects in cities that range from Wichita, Kan., to Green Bay, Wis. Some have the "town square" viewpoint built into their architecture. Port Discovery near the Inner Harbor in Baltimore, for example, has a Main Street arcade right inside the front door.

In Washington, the Capital Children's Museum, located on Capitol Hill, attracted 200,000 visitors last year, up from 180,000 in 1999. That bests the average annual attendance nationally, which the Association of Youth Museums estimates was 171,732 last year.
The increased popularity (of children’s museums) stems from the growing number of children in the U.S. and the need for safe and welcoming environments for families, said Association of Youth Museums President Lou Casagrande, who is CEO of the Children's Museum in Boston.

"These `town squares' illustrate the unique role of children's museums in providing an appealing learning place where communities can come together to nurture, celebrate and respect children," he said.

The number of children's museums has surged to almost 300, the association reports, with about 100 new facilities having opened since 1990. In 1975, 38 children's museums existed.

The upswing in attendance has produced calls for larger facilities. Attendance at the DuPage Children's museum in Naperville, Ill., for example, reached 143,000 in 2000, compared to 115,000 in 1994. The museum will open a new facility May 19 at a cost of $13.3 million.

"We've experienced a tremendous growth," said Susan Broad, executive director of the DuPage museum. "I think it shows the importance of having an effective community center for parents and children."

The popularity of children's museums is also linked to their educational and cultural services. Children's museums offer programs and exhibits ranging from science and health to the arts and humanities.

Such opportunities give the museums a unique teaching advantage, said Sandra Kay-Weaver, vice president of human resources for the Chicago Children's Museum, which has 500,000 annual visitors.

"The museums have a niche that other institutions don't have," Kay-Weaver said. "They offer a more informal learning environment."
Description of the Initial NMCM Program Offerings

GENERAL MUSEUM FLOOR EXHIBITS

Purpose of Activity
These will be interactive displays that touch on each one of our target areas: science, language, mathematics, art, geography, politics, music, and history. These exhibits will be displayed with written explanations attached to them. Some of the displays will be permanent, while others will be replaced on a regular cycle to be determined by the administration.

Percentage of Time Allocated to This Activity
General floor exhibits will be available 100% of the time the museum is open. The only time a general floor exhibit would be closed is for cleaning and/or repair.

How Activity Relates to Exempt Purpose
By offering this wide range of academic exhibits for children, the NMCM is advancing education and increasing the joy that can be associated with learning.

When Will This Activity Be Initiated
General floor exhibits will be open to the public immediately upon commencement of business.

Where This Activity Will Take Place
These displays will be set up in a central and visible location in the museum space.

Who Will Conduct This Activity
Trained volunteer “explainers” will help visitors to understand and appreciate the general floor exhibits.

SPECIAL EXHIBITION DISPLAYS

Purpose of Activity
To supplement our general floor exhibits, the NMCM will look both locally and nationally for traveling installations that would be of particular interest to our patrons.

Percentage of Time Allocated to This Activity
The NMCM will have special exhibits available 100% of the time.

How Activity Relates to Exempt Purpose
By offering special exhibition displays for children, the NMCM is advancing education by demonstrating that there is a never-ending pursuit of knowledge. The museum hopes to inspire children to be curious as to what comes next.

When Will This Activity Be Initiated
The first special exhibit will commence when the museum opens for business. The special exhibits will change once every three months thereafter.

Where This Activity Will Take Place
There will be a special exhibit space in the museum that will be dedicated toward these special exhibits.

Who Will Conduct This Activity
Trained volunteer “explainers” will help visitors to understand and appreciate the special
ON-SITE SCHOOL WORKSHOPS

Purpose of Activity
On-site educational workshops will augment school curriculums in subject areas such as, language arts, science, history, geography, and math. Several units will be offered each semester.

Percentage of Time Allocated to This Activity
The NMCM will offer on-site educational workshops during the entire school year, which lasts approximately nine months, or 75% of the year. On-site educational workshops will not take place during holiday or school vacations.

How Activity Relates to Exempt Purpose
By offering on-site educational workshops, the NMCM is advancing education by offering formal academic instruction that is directly related to the curriculum set by local school districts.

When Will This Activity Be Initiated
The first on-site educational workshops will commence as soon as the facility opens for business. If the museum opens during summer vacation, the workshops will start when school resumes.

Where This Activity Will Take Place
The museum will have classrooms available for the on-site educational workshops. Special and general floor exhibits will also be utilized for educational purposes.

Who Will Conduct This Activity
The museum’s director of education will hire and supervise a small number of college interns, who have the training and the educational background to create and lead these on-site educational workshops. These workshops will be created in conjunction with curriculum directors from local school districts for both elementary and secondary grade levels.

TODDLER PLAY AREA

Purpose of Activity
Many learning opportunities will be present in toddler play area. This section of the museum will contain activities that stimulate critical thinking, problem-solving, gross and fine motor skills, and imagination, all in a very colorful, fun, and exciting manner.

Percentage of Time Allocated to This Activity
The toddler play area will be available 100% of the time the museum is open. The only time the toddler play area would be closed is for cleaning and/or repair.

How Activity Relates to Exempt Purpose
By offering a toddler play area, the NMCM is advancing education by proving a space just for children ages birth to five years that will facilitate critical learning skills very early in life. The museum will also provide parents with free resources to aid in their parenting skills.

When Will This Activity Be Initiated
The toddler play area will be open to the public immediately upon commencement of business.

Where This Activity Will Take Place
There will be a section of the museum dedicated to the toddler play area. This area will be restricted to children ages 5 and younger.
Who Will Conduct This Activity
Trained volunteer “explainers” will help visitors to understand and appreciate the toddler play area.

ARTS & CRAFTS CENTER

Purpose of Activity
The NMCM will request that local business and industries donate scrap material that is generally thrown away, but would be suitable for arts & crafts projects. The businesses and factories will save dumpster costs and enable the NMCM to provide a creative activity. Examples of such donations include factory seconds, production mistakes, samples, overruns, packaging materials, outdated merchandise, punch-outs from die-cutting, and other scraps.

Percentage of Time Allocated to This Activity
The arts & crafts center will be available 100% of the time the museum is open. The only time the arts & crafts center would be closed is for cleaning and/or repair.

How Activity Relates to Exempt Purpose
By offering an arts & crafts center, the NMCM is advancing education by providing a creative outlet for children’s imaginations.

When Will This Activity Be Initiated
The arts & crafts center will be open to the public immediately upon commencement of business.

Where This Activity Will Take Place
There will be a section of the museum dedicated to the arts & crafts center.

Who Will Conduct This Activity
Trained volunteer “explainers” will help visitors to understand and appreciate the arts & crafts center.

SCOUT TROOP MERIT BADGES WORKSHOPS

Purpose of Activity
The NMCM will offer badge-earning programs for boy and girl scouts at all age levels. Each scout will complete their badge in one session and badge certificates will be provided by the museum. Troops will be able to select which badge to earn from the a list that will be provided to them.

Percentage of Time Allocated to This Activity
The NMCM will offer scout troop merit badge workshops during the entire school year, which lasts approximately nine months, or 75% of the year. Scout troop merit badge workshops will not take place during holiday or school vacations.

How Activity Relates to Exempt Purpose
By offering scout troop merit badges, the NMCM is advancing education by providing scouts formal learning opportunities based on the scouting tradition and curriculum.

When Will This Activity Be Initiated
The first scout troop merit badge workshops will commence as soon as the facility opens for business.

Where This Activity Will Take Place
The museum will have classrooms available for scout troop merit badge workshops. Special and general floor exhibits will also be utilized for educational purposes.
Who Will Conduct This Activity
The museum’s director of education will hire and supervise a small number of college interns, who have the training and the educational background to create and lead these scout troop merit badge workshops. These workshops will be created in conjunction with scout leaders from local communities.

HOME SCHOOL WORKSHOPS

Purpose of Activity
Home school workshops will augment curriculums in subject areas such as, language arts, science, history, geography, and math. Several units will be offered each semester.

Percentage of Time Allocated to This Activity
The NMCM will offer on-site home school workshops during the entire school year, which lasts approximately nine months, or 75% of the year. On-site home school workshops will not take place during holiday or school vacations.

How Activity Relates to Exempt Purpose
By offering home school workshops, the NMCM is advancing education through formal educational instruction based on accepted home school curriculums.

When Will This Activity Be Initiated
The first on-site home school workshops will commence as soon as the facility opens for business. If the museum opens during summer vacation, the workshops will start when school resumes.

Where This Activity Will Take Place
The museum will have classrooms available for the on-site educational workshops. Special and general floor exhibits will also be utilized for educational purposes.

Who Will Conduct This Activity
The museum’s director of education will hire and supervise a small number of college interns, who have the training and the educational background to create and lead these on-site educational workshops. These workshops will be created in conjunction with local home school associations for both elementary and secondary grade levels.

OVERNIGHT LOCK-IN PROGRAM

Purpose of Activity
The NMCM will be available to youth groups to host an over-night party. Each weekend will have a different theme, such as forensic crime lab/murder mystery.

Percentage of Time Allocated to This Activity
The over-night lock-in program will be offered on Friday and Saturday evenings during the school year which lasts approximately nine months, or 75% of the year. Over-night lock-in workshops will not take place during holiday or school vacations.

How Activity Relates to Exempt Purpose
By offering an over-night lock-in program, the NMCM is providing local youth with an opportunity to participate in wholesome recreation in an educational atmosphere, thus reducing the opportunity for youth to engage in other, more destructive behavior.

When Will This Activity Be Initiated
The over-night lock-in program will be open to youth groups immediately upon commencement of business.

**Where This Activity Will Take Place**
Over-night lock-in programs will have the use of the entire museum. Participants will be asked to bring sleeping bags and pillows and will be able to sleep in designated areas.

**Who Will Conduct This Activity**
Trained volunteer “explainers” will help visitors to understand and appreciate the over-night lock-in program.

**DAY CARE AND PRESCHOOL PROGRAMS**

**Purpose of Activity**
Local day care centers and preschool programs will have use of the toddler play area of the museum. Many learning opportunities will be present in toddler play area. This section of the museum will contain activities that stimulate critical thinking, problem-solving, gross and fine motor skills, and imagination, all in a very colorful, fun, and exciting manner.

**Percentage of Time Allocated to This Activity**
The day care and preschool program will be available 100% of the time the museum is open. Since day care centers operate during the entire year, the museum will offer this program, even during the summer months, when schools are out of session.

**How Activity Relates to Exempt Purpose**
By offering a toddler play area, the NMCM is advancing education by proving a space just for children ages birth to five years that will facilitate critical learning skills very early in life. The museum will also provide day care centers and preschools with free resources to aid in their educational programs.

**When Will This Activity Be Initiated**
The day care and preschool program will be open to the public immediately upon commencement of business.

**Where This Activity Will Take Place**
There will be a section of the museum dedicated to the toddler play area. This area will be restricted to children ages 5 and younger.

**Who Will Conduct This Activity**
Trained volunteer “explainers” will help visitors to understand and appreciate the day care and preschool program.

**TEACHER TRAINING WORKSHOPS**

**Purpose of Activity**
Teachers in Michigan are required to take a certain number of hours of professional development each year. The NMCM can be a central location for these trainings.

**Percentage of Time Allocated to This Activity**
The NMCM will offer special teacher training workshops during the entire school year, which lasts approximately nine months, or 75% of the year. Teacher training workshops will not take place during holiday or school vacations.
How Activity Relates to Exempt Purpose
By offering teacher training workshops, the NMCM is advancing education through formal and required professional development of local teachers.

When Will This Activity Be Initiated
The first teacher training workshops will commence as soon as the facility opens for business.

Where This Activity Will Take Place
The museum will have classrooms available for teacher training workshops. Special and general floor exhibits will also be utilized for educational purposes.

Who Will Conduct This Activity
The museum’s director of education will contract with experts in the field of education to offer these teacher training workshops at the NMCM. These workshops will be created in conjunction with superintendents and curriculum directors from local school districts.

SUMMER DAY CAMP

Purpose of Activity
The summer day camp program will offer sessions on a wide range of academic subjects that aren’t always covered in school curriculums, such as “How Things Work”, “American Sign-Language”, or “Irish Dancing”. These classes may run one or two weeks long, Monday to Friday. There will be morning and afternoon sessions. Parents can register their children for any number of sessions that fit into their schedules.

Percentage of Time Allocated to This Activity
The NMCM will offer a summer day camp program during the entire school summer vacation period, which lasts approximately three months, or 25% of the year.

How Activity Relates to Exempt Purpose
By offering summer day camp programs, the NMCM is both advancing education through formal instruction, and providing local youth meaningful and positive activities during a time that is less structured than the school year.

When Will This Activity Be Initiated
The summer day camp program will commence during the first summer vacation that the museum is open for business.

Where This Activity Will Take Place
The museum will have classrooms available for the summer day camp program. Special and general floor exhibits will also be utilized for educational purposes.

Who Will Conduct This Activity
The museum’s director of education will hire and supervise a small number of college interns, who have the training and the educational background to create and lead these summer day camp programs. We will also look to volunteer “experts” to lead these sessions. These programs will be designed for both elementary and secondary grade levels.

EDUCATIONAL OUTREACH PROGRAMS

Purpose of Activity
Off-site educational workshops will augment school curriculums in subject areas such as, language arts, science, history, geography, and math. Several units will be offered each semester.

**Percentage of Time Allocated to This Activity**
The NMCM will offer off-site educational workshops during the entire school year, which lasts approximately nine months, or 75% of the year. Off-site educational workshops will not take place during holiday or school vacations.

**How Activity Relates to Exempt Purpose**
By offering off-site educational workshops, the NMCM is advancing education by offering formal academic instruction that is directly related to the curriculum set by local school districts.

**When Will This Activity Be Initiated**
The first off-site educational workshops will commence during the second year the museum is open.

**Where This Activity Will Take Place**
These off-site educational workshops would be offered in schools throughout our geographic area.

**Who Will Conduct This Activity**
The museum’s director of education will hire and supervise a small number of college interns, who have the training and the educational background to create and lead these off-site educational workshops. These workshops will be created in conjunction with curriculum directors from local school districts for both elementary and secondary grade levels.

**LEADERSHIP TRAINING WORKSHOPS**

**Purpose of Activity**
Leadership training workshops will augment school curriculums by offering programs that develop critical thinking skills, problem-solving ability, cooperation, listening, negotiation, patience, and leadership. The content of these programs will be based on the Project Adventure model, which is a nationally recognized authority in experiential education training.

**Percentage of Time Allocated to This Activity**
The NMCM will offer leadership training workshops during the entire school year, which lasts approximately nine months, or 75% of the year. Leadership training workshops will not take place during holiday or school vacations.

**How Activity Relates to Exempt Purpose**
By offering leadership training workshops, the NMCM is advancing education through formal instruction of critical life skills that are not always addressed in traditional educational outlets.

**When Will This Activity Be Initiated**
The leadership training workshops will commence as soon as the facility opens for business. If the museum opens during summer vacation, the workshops will start when school resumes.

**Where This Activity Will Take Place**
The museum will have classrooms available for the leadership training workshops. Open floor space within the museum or grassy spaces outside the facility will also be used if available.

**Who Will Conduct This Activity**
The museum’s director of education will hire and supervise a small number of college interns, who have the training and the educational background to create and lead these on-site educational workshops. These workshops will be created in conjunction with curriculum directors from local school districts for both elementary and secondary grade levels.

**ADULT EDUCATIONAL SERIES**

**Purpose of Activity**
The NMCM will offer both one-night only classes and once per week classes that last up to eight weeks. The topics of these classes will be wide ranging and focused on interesting academic issues that will be presented in an interactive fashion.

**Percentage of Time Allocated to This Activity**
The NMCM will offer special adult educational series during the entire year. They will be schedule din the evenings, after normal museum hours.

**How Activity Relates to Exempt Purpose**
By offering adult educational series, the NMCM is advancing education by proving adults with life-long learning opportunities in timeframes that are conducive to their life-style.

**When Will This Activity Be Initiated**
The first adult educational series will commence as soon as the facility opens for business.

**Where This Activity Will Take Place**
The museum will have classrooms available for adult educational series.

**Who Will Conduct This Activity**
The museum’s director of education will contract with experts in various fields to offer these adult educational series at the NMCM.
Executive Director Biography

Name: James Berigan
Age: 35
Status: Married, father of two boys and two girl- 6, 3, 2, and 11 months, respectively
Education: Bachelor of Arts, English and German Language & Literature from Eastern Michigan University (EMU)
Current Employment: Owner/Editor of Up North Parent Magazine, a regional monthly publication on parenting issues.
Former Position: Associate Director and Retreat Facilitator
Professional memberships: Associate member, American Camping Association (ACA). Served as Public Relations Chairman for the Michigan chapter of the ACA from January 1998 to December 1999. Also served as an ACA accreditation inspector.
Relevant experience: Worked in an administrative role at Camp Sancta Maria for 13 years. This included extensive work in:

- Budgeting
- Fundraising/Grant writing
- Strategic planning
- 501 (c)(3) management
- Personnel matters
- Completing industry accreditations
- Business writing
- Advertising/marketing
- Leading a staff of 50 people
- Hosting large group (100+ people) retreats
- Facilitating an extensive challenge curriculum in the form of a high and low ropes course
Museum Board of Directors

As stated, the NMCM is a non-profit 501 (c) (3) organization. Therefore, the state of Michigan mandates that it be governed by a board of directors. At this point, a formal nine person board of directors is being formed. The board’s early goal is to assist the executive director in bringing this project to life through both professional advice and fundraising leads. So far, the NMCM board of directors is composed of the following people:

Mr. Todd Seidell- Board President. Gaylord architect and business owner. Active in Gaylord Rotary.

Mrs. Delores Miller- Board Vice-President. Gaylord resident. President of the Youth Hockey Association.

Mrs. Denise Gilling- Board Treasurer. Gaylord resident. Actively involved in a variety of local non-profit organizations, including St. Mary’s elementary school.

Mr. David Delaney- Board Secretary. Gaylord attorney in private practice. Active in Gaylord Rotary.

Rev. Jim Mathis- Senior Pastor at Gaylord Evangelical Free Church. Named 2004 Business Person of the Year by the Otsego County Chamber of Commerce. Very active in community.

Dr. Harold Snyder- Founder of the AuSable Institute, which is a Christian Biological Field Station headquartered in Mancelona, Michigan, with offices all over the world.

This list will be updated as appropriate.

Section III: Finance

Regular Revenue Sources

The museum will depend on a number of revenue-producing sources:

- General museum admission
- Special exhibition admission
- Museum membership, both private and corporate
- On-site educational classes
- Off-site educational outreach classes
- Teacher trainings and workshops
- Scouting Troup merit badge program
- Home School augmentation programs
- Adult educational series
- Special events, such as celebrations and birthday parties.
• Overnight “Lock-in” programs for various groups
• Museum gift shop and educational book store
• Concession sales
• Day care center field trip admission
• Governmental grants
• Summer Day Camp
• Special fundraising events
• Philanthropic fund raising

Professional Fundraiser Biography

The NMCM has retained the services of a professional fundraiser, Thomas Byrne. Mr. Byrne has great experience in this pursuit, as is detailed in the following autobiography.

“I have been in the fund raising profession for nearly 20 years. I am currently a self-employed and licensed fund raising consultant. I have been self-employed for the past 12 years. Most of my consulting work is with Catholic churches. I plan and direct capital, debit-retirement, offertory increase, stewardship, and Catholic Services Appeal campaigns for parishes throughout Metro-Detroit and Michigan.

I also provide other fund raising and consulting services (such as grant writing and special events coordination) for other select non-profit organizations. For example, I currently coordinate the Detroit Lions Golf Invitational for the Detroit Lions and Detroit Lions Charities (I have been coordinating their golf outing for the past 12 years.). This event typically bring in gross revenue of approximately $200,000 for Detroit Lions Charities. I also coordinate the National Football League Alumni Golf Classic in Detroit which raises funds for a pre-chosen charity.

Prior to becoming a self-employed consultant, I was the Director of Development/Fund Raising for the Easter Seal Society of Wayne County, and Associate Director of Development for William Beaumont Hospital. While serving in these positions, I helped create and/or direct many major fund raising projects and events such as:

• Red Wings On Ice Dinner/Auction (with Easter Seals and the Detroit Red Wings)
• Tubby’s Basketball Shootout (with Easter Seals and the Detroit Pistons)
• The Easter Seals Telethon (on WDIV-TV 4)
• Beaumont’s Children’s Miracle Network Telethon (on TV 50)
• The Beaumont Miracle Golf Classic

I have a BA Degree in Communications and a Masters of Arts Degree in English from Oakland University in Rochester, Michigan. I have received special grant writing training from the Grantsmanship Center of Los Angeles.”
Projected Income

LOCAL RESIDENTS

According to the 2000 Michigan census, there are 25,698 families with children under the age of 18 living in the ten targeted counties of northern Michigan. Membership goal is 7%. 7% of 25,698 equals 1,799 member families. At $100 each, this equals $179,900 in membership revenue.

VISITORS/TOURISTS

According to the Otsego County Convention and Visitors Bureau, Gaylord conservatively receives 400,000 overnight guests per year.

Figure 7% of the 400,000 visit the museum. That is potentially 28,000 museum visitors. At an average of $5 per person, this comes to $140,000.

FUNDRAISING

In our budget, it is conservatively projected that the museum could raise $110,000 per year. This includes both grant writing plus local fundraising events.

In comparison:

Fundraising Results from 2002 (based on 990 tax returns):

- Upper Peninsula Children's Museum $493,400
- Ann Arbor Hands On Museum $450,000
- Grand Rapids Children's Museum $406,400
- Great Lakes Children's Museum $242,000
- Flint Children's Museum $234,000
- Kids-n-Stuff $215,600
- Raven Hill Discovery Center $155,500

At only $110,000, the NMCM would be in dead last and still meet our projected expenses. There is much room for growth in this category of income.
ADDITIONAL REVENUE SOURCES:

<table>
<thead>
<tr>
<th>Service</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Museum Gift Shop</td>
<td>$75,000</td>
</tr>
<tr>
<td>Summer Camp</td>
<td>$17,600</td>
</tr>
<tr>
<td>Adult programming</td>
<td>$1,500</td>
</tr>
<tr>
<td>Overnight camp-ins</td>
<td>$12,000</td>
</tr>
<tr>
<td>Scout programs</td>
<td>$2,520</td>
</tr>
<tr>
<td>School Programs</td>
<td>$9,000</td>
</tr>
<tr>
<td>Birthday Parties</td>
<td>$2,500</td>
</tr>
<tr>
<td>Weekend Classes</td>
<td>$8,000</td>
</tr>
<tr>
<td>Day Care/Pre-school programs</td>
<td>$2,400</td>
</tr>
</tbody>
</table>

**TOTAL REVENUE**  $130,520

REVENUE SUMMARY

- **$179,900** Memberships
- **$140,000** General non-member admission
- **$110,000** Fundraising
- **$130,520** Other programmatic revenue sources

**$560,420 total revenue in first year of operation**