

Organization Information

Organization name: The Upper Peninsula Children's Museum, Inc.
 City: Marquette Year organization founded: 1990
 State: MI Organization type: 501(c)3 nonprofit organization
 County: Marquette DUNS #: 802452763
 Federal ID #: 382971950 Full-time staff: 4
 NISP Discipline: 14 - Multidisciplinary Board Members: 11
 NISP Institution: 9 - Other Museum Fiscal year end date: 12-31
 NTEE: A52 - Children's Museums

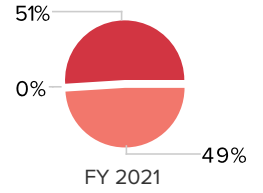
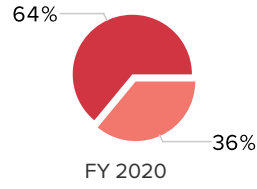
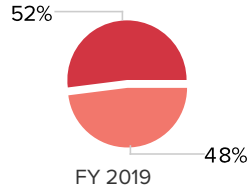
Applicant is not audited or reviewed by an independent accounting firm.

Financial Summary

Unrestricted Activity	FY 2019	FY 2020	% Change	FY 2021	% Change
Unrestricted operating revenue					
Earned program	\$158,943	\$39,280	-75%	\$80,342	105%
Earned non-program	\$91,273	\$88,062	-4%	\$92,147	5%
Total earned revenue	\$250,216	\$127,342	-49%	\$172,489	35%
Investment revenue			n/a	\$0	n/a
Contributed revenue	\$232,352	\$72,000	-69%	\$164,660	129%
Total unrestricted operating revenue	\$482,568	\$199,342	-59%	\$337,149	69%
Less in-kind			n/a		n/a
Unrestricted operating revenue less in-kind	\$482,568	\$199,342	-59%	\$337,149	69%
Operating expenses					
Program	\$300,447	\$180,877	-40%	\$192,797	7%
Management & general	\$116,997	\$155,499	33%	\$151,865	-2%
Fundraising	\$22,880	\$22,936	0%	\$21,461	-6%
Total operating expenses	\$440,324	\$359,312	-18%	\$366,123	2%
Less in-kind			n/a		n/a
Unrestricted operating expenses less in-kind	\$440,324	\$359,312	-18%	\$366,123	2%
Unrestricted change in net assets - operating	\$42,244	-\$159,970	-479%	-\$28,974	82%
Unrestricted change in net assets	\$42,244	-\$159,970	-479%	-\$28,974	82%
Restricted change in net assets			n/a	\$0	n/a
Total change in net assets	\$42,244	-\$159,970	-479%	-\$28,974	82%

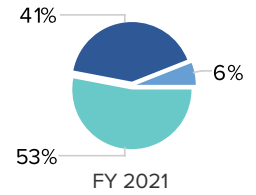
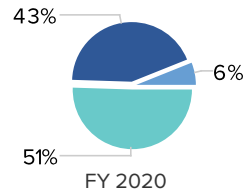
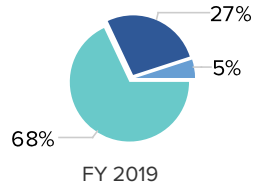
Unrestricted Operating Revenue by Source

- 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		\$7,723	\$5,535	\$5,535	\$0
Membership fees - organizations		\$280	\$0	\$0	
Ticket sales & admissions	\$158,943	\$31,277	\$74,807	\$74,807	
Education revenue					
Publication sales					
Gallery sales					
Contracted services & touring fees					
Royalty & reproduction revenue					
Earned - program not listed above					
Total earned - program	\$158,943	\$39,280	\$80,342	\$80,342	
Earned - Non-program					
Rental revenue		\$10,034	\$11,535	\$11,535	
Sponsorship revenue					
Attendee-generated revenue not listed above	\$15,524	\$2,739	\$613	\$613	
Earned non-program not listed above	\$75,749	\$75,289	\$79,999	\$79,999	
Total earned - non-program	\$91,273	\$88,062	\$92,147	\$92,147	
Total earned revenue	\$250,216	\$127,342	\$172,489	\$172,489	

Contributed	FY 2019 Total	FY 2020 Total	FY 2021 Total	FY 2021 Unrestricted	FY 2021 Restricted
Trustee & board	\$20,000	\$9,750	\$1,100	\$1,100	
Individual	\$72,967	\$0	\$29,000	\$29,000	
Corporate	\$10,570	\$1,900	\$10,000	\$10,000	
Foundation	\$47,357	\$26,350	\$17,500	\$17,500	
State government	\$37,316	\$32,000	\$15,000	\$15,000	
Federal government	\$0	\$0	\$54,726	\$54,726	
In-kind operating contributions	\$0	\$0	\$0		
Tribal contributions	\$6,230	\$2,000	\$0	\$0	
Special fundraising events			\$17,136	\$17,136	
Contributions not listed above	\$37,912	\$0	\$20,198	\$20,198	
Net assets released from restriction	\$0	\$0	\$0		
Total contributed revenue	\$232,352	\$72,000	\$164,660	\$164,660	
Operating investment revenue	\$0	\$0	\$0	\$0	\$0
Total operating revenue	\$482,568	\$199,342	\$337,149	\$337,149	\$0
Total operating revenue less operating in-kind	\$482,568	\$199,342	\$337,149	\$337,149	\$0
Total revenue	\$482,568	\$199,342	\$337,149	\$337,149	\$0
Total revenue less in-kind	\$482,568	\$199,342	\$337,149	\$337,149	\$0

Revenue Narrative

FY 2019	n/a
FY 2020	The Museum closed its doors on March 13, 2020. It reopened to limited occupancy on June 15 but continued the year adjusting due to restrictions associated with the virus. In November we moved from mixed but limited visitation to BUBBLE BOOKINGS only which continued into 2021. Bubble bookings allowed our guests safety within their own bubbles but dramatically reduced attendance. All youth programming shifted dramatically and where possible went virtual.
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)	\$249,421	\$217,558	-13%	\$224,123	3%	\$148,514	\$54,148	\$21,461
Independent contractors	\$8,969	\$230	-97%	\$1,944	745%	\$1,944		
Professional fees	\$10,709	\$14,474	35%	\$14,656	1%	\$3,406	\$11,250	
Total personnel expenses - Operating	\$269,099	\$232,262	-14%	\$240,723	4%	\$153,864	\$65,398	\$21,461
Non-personnel expenses - Operating								
Occupancy costs	\$52,288	\$49,434	-5%	\$49,543	0%		\$49,543	
Depreciation	\$33,910	\$34,831	3%	\$31,416	-10%		\$31,416	
Interest expense	\$5,586	\$5,987	7%	\$5,508	-8%		\$5,508	
Non-personnel expenses not listed above	\$79,441	\$36,798	-54%	\$38,933	6%	\$38,933		
Total non-personnel expenses - Operating	\$171,225	\$127,050	-26%	\$125,400	-1%	\$38,933	\$86,467	
Total operating expenses	\$440,324	\$359,312	-18%	\$366,123	2%	\$192,797	\$151,865	\$21,461
Total expenses	\$440,324	\$359,312	-18%	\$366,123	2%			
Total expenses less in-kind	\$440,324	\$359,312	-18%	\$366,123	2%			
Total expenses less depreciation	\$406,414	\$324,481	-20%	\$334,707	3%			
Total expenses less in-kind and depreciation	\$406,414	\$324,481	-20%	\$334,707	3%			

Expense Narrative

FY 2019	n/a
FY 2020	Utilities and insurance remained constant with fluctuation in operational and programming needs due to the reduced schedule because of the pandemic and state restrictions.
FY 2021	n/a

Balance Sheet

Assets	FY 2019	FY 2020	% Change	FY 2021	% Change
Current assets					
Cash and cash equivalents	\$69,140	\$78,639	14%	\$121,595	55%
Receivables			n/a		n/a
Investments - current			n/a		n/a
Prepaid expenses & other	\$2,871		-100%		n/a
Total current assets	\$72,011	\$78,639	9%	\$121,595	55%
Long-term/non-current assets					
Investments - non current			n/a		n/a
Fixed assets (net of accumulated depreciation)	\$427,745	\$402,237	-6%	\$392,183	-2%
Non-current assets not listed above			n/a		n/a
Total long-term/non-current assets	\$427,745	\$402,237	-6%	\$392,183	-2%
Total assets	\$499,756	\$480,876	-4%	\$513,778	7%
Liabilities & Net Assets					
Current liabilities					
Accounts payable and accrued expenses	\$18,294	\$189	-99%	\$514	172%
Deferred revenue			n/a		n/a
Loans - current	\$5,100	\$3,800	-25%	\$4,200	11%
Additional current liabilities not listed above			n/a		n/a
Total current liabilities	\$23,394	\$3,989	-83%	\$4,714	18%
Long-term/non-current liabilities					
Long-term/non-current loans	\$104,737	\$105,125	0%	\$94,456	-10%
Additional long-term/non-current liabilities not listed above			n/a		n/a
Total long-term/non-current liabilities	\$104,737	\$105,125	0%	\$94,456	-10%
Total liabilities	\$128,131	\$109,114	-15%	\$99,170	-9%
Total net assets	\$371,625	\$371,762	0%	\$414,608	12%
Total liabilities & net assets	\$499,756	\$480,876	-4%	\$513,778	7%

Balance Sheet Narrative

FY 2019	n/a
FY 2020	Due to the pandemic the museum was allowed to pay interest only on our loan for a number of months.
FY 2021	n/a

Balance Sheet Metrics

	FY 2019	FY 2020	% Change	FY 2021	% Change
Months of operating cash -- Total	1.88	2.63	39%	3.98	52%
Working capital -- Total	\$48,617	\$74,650	54%	\$116,881	57%
Current ratio -- Total	3.08	19.71	540%	25.79	31%
Net assets as a % of total expenses	84%	103%	23%	113%	9%
Fixed assets (net)	\$427,745	\$402,237	-6%	\$392,183	-2%
Condition of fixed assets		278%		293%	
Leverage -- Total	22%	23%	3%	19%	-15%
Total debt	\$109,837	\$108,925	-1%	\$98,656	-9%
Debt service impact	2%	3%	12%	3%	-3%

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.

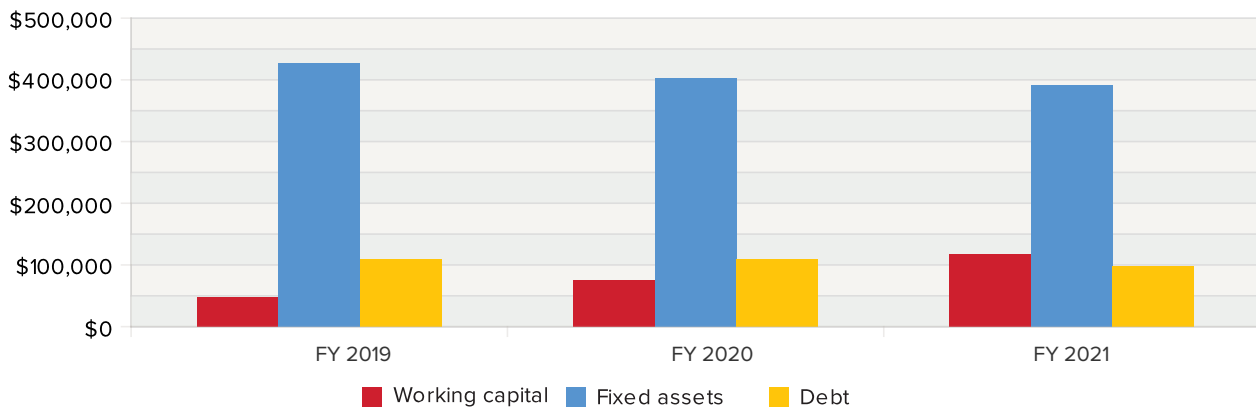
Leverage ratio (Total Debt divided by Total Assets) measures what proportion of your assets are supported by debt. A number in excess of 50% may indicate liquidity problems, or reduced capacity for future borrowing.

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.

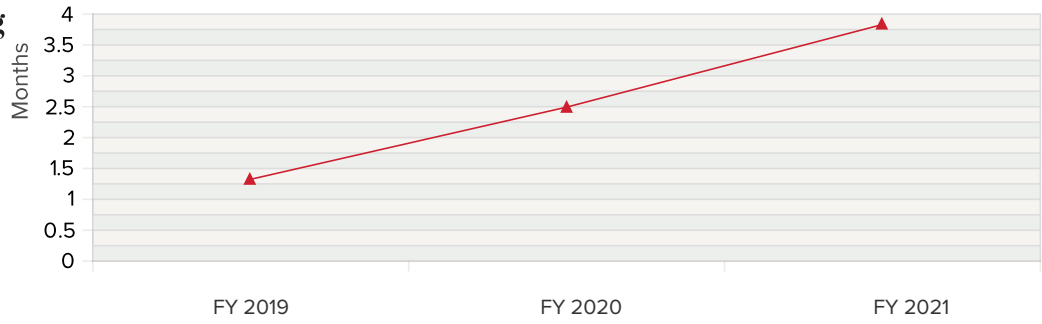
Total debt consists of all short and long-term contractual obligations of the organization, including lines of credit, loans, notes, bonds, and capital leases.

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	18,920	294	-98%	15,000	5,002%
Free	25,200	434	-98%	360	-17%
Total	44,120	728	-98%	15,360	2,010%
In-person attendance					
Paid	18,920	294	-98%	15,000	5,002%
Free	25,200	194	-99%		-100%
Total	44,120	488	-99%	15,000	2,974%
Digital attendance					
Paid			n/a		n/a
Free		240	n/a	360	50%
Total		240	n/a	360	50%
In-person attendees 18 and under	22,060	240	-99%	7,500	3,025%
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

	FY 2019	FY 2020	% Change	FY 2021	% Change
Number of People					
Employees: Full-time permanent	4	4	0%	4	0%
Employees: Part-time permanent	21	3	-86%		-100%
Employees: Part-time temporary		5	n/a		-100%
Volunteers	233	3	-99%		-100%
Independent contractors	1	5	400%	2	-60%
Interns and apprentices	2	2	0%		-100%
Total positions	261	22	-92%	6	-73%

Visual & Performing Artists

	FY 2019	FY 2020	% Change	FY 2021	% Change
Number of visual & performing artists	13	3	-77%	2	-33%
Payments to artists & performers	\$1,080	\$3,271	203%	\$2,387	-27%

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			1
Number of employees furloughed			15
Of those furloughed or laid off employees, how many (if any) have been brought back?			15

Mission and Constituency

Mission statement

Engaging Youth and families to discover through interactive exhibits and learning opportunities.

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

Rural

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)			4	4		
Productions (presented)						
Classes/assemblies/other programs in schools						
Classes/workshops (outside of schools)	0	0	0	0	0	0
Field trips/school visits	51	51				
Guided tours						
Lectures						
Permanent exhibitions	4		22			
Temporary exhibitions						
Traveling exhibitions (hosted)						
Films screened						
Festivals/conferences	0		4	4	0	
Readings/workshops (developing works)						
Community programs (not included above)						
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)				4	4	4			
Productions (presented)									
Classes/assemblies/other programs in schools									
Classes/workshops (outside of schools)							12	12	
Field trips/school visits									
Guided tours									
Lectures									
Permanent exhibitions									
Temporary exhibitions									
Traveling exhibitions (hosted)									
Films screened									
Broadcast productions									
Festivals/conferences				4	4	4			
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	\$250,216		\$127,342		\$172,489	
Contributed revenue	\$232,352		\$72,000	\$7,396	\$164,660	
Operating expense	\$440,324		\$359,312		\$366,123	

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		337	n/a		-100%
Amount awarded in scholarships		\$45,495	n/a		-100%
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			n/a		n/a

NOTE: Data entered prior to 2021 combines information about physical and digital programs. It has been included in the physical program lines.

Program Activity Narrative

FY 2019	n/a
FY 2020	The Museum's programming came to a halt in March of 2020. We resumed virtual programming in the fall but never ramped up to normal. We did produce some stories, through 8-18 Media our youth journalism program, that were published in the local paper with audio stories on two radio stations.
FY 2021	n/a