



Association
of Children's
Museums

2008 Children's Museums Metrics Reports[©]

Volume 3: Finances & Government Relations

Data in the *2008 Children's Museum Metrics Reports* (Volumes 1-6) are based on the best available information provided by ACM Members in Fall 2007.

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Introduction

Association of Children's Museums (ACM) maintains a comprehensive database of statistical information on its member museums. This ACM data can be valuable for marketing, fundraising and general museum planning. All data is compiled through ACM membership surveys. Members can access the data using three resources.

- Museum Online Directory
- Query Report Service
- *2008 Children's Museums Metrics Reports*

ACM commissioned the *2008 Children's Museums Metrics Reports* to provide aggregated data suitable for institutional benchmarking, organizational planning and reporting and trend analysis. Based primarily on survey data reported in Fall 2007 by 232 ACM member museums, the complete 100+ report collection includes charts and graphs and comprehensive data in the following volumes.

- Volume 1: Museum Profile
- Volume 2: Building & Facilities
- Volume 3: Finances & Government Relations
- Volume 4: Attendance & Memberships
- Volume 5: Exhibits, Programs & Publications
- Volume 6: Staff

A note of caution: these reports reflect a diverse field. While one institution's strategic priorities might align to produce different measurable outcomes than a peer museum, it is not an indication that one museum is more "successful" than another. What is essential is to have strategic priorities in place and measure the outcomes.

All data were tabulated by AWP Research (Herndon, Virginia), an independent research firm. ACM relies on its members to complete the survey questions in full to attain the most complete and accurate data; although every effort is made to guarantee accuracy, ACM is not responsible for errors in data content.

The *2008 Children's Museums Metrics Reports* are available as online publications only. ACM members can download report sections as PDFs for free from the Members Only section of the ACM Web site. PDF reports are available to nonmembers for \$150 per report section.

About ACM

Founded in 1962, ACM is an international, nonprofit membership organization that builds the capacity of children's museums to serve as town squares for children and families where play inspires creativity and lifelong learning. On behalf of its members, ACM provides training and technical assistance; collects data; establishes professional standards; promotes children's museums; and manages three leadership initiatives Good to Grow!, Diversity in Action and Playing for Keeps.

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Overview

Project Background

One of the most important activities of the Association of Children's Museums (ACM) is to provide its members with information and statistics regarding all facets of children's museums. An important tool in this process is the annual *ACM Membership Directory Survey*. In the past, the survey results were provided to ACM members in directory format. The 2008 survey results have been expanded and are provided as the *2008 Children's Museums Metrics Reports*.

Survey Sample

The survey sample is based upon the 232 member institutions that responded to the *2008 ACM Membership Directory Survey*. The overall participation rate is excellent — virtually all of the ACM membership are represented in the survey sample. However, completion rates (e.g., the number of questions completed by each respondent) is not as robust. Many respondents only partially completed the survey, which placed some constraints on the type and depth of analysis possible.

Prior to implementing the analysis, the raw data were reviewed by ACM staff for anomalous responses. When found, the data were corrected after consulting with the institution in question. In cases where updated data were not available, the response was removed from the sample to avoid substantially skewing the survey results.

While this review/revision process solved the issue of strongly anomalous responses, there were many cases where the responses did not “add up.” This is most commonly seen in the financial portion of the survey, where the values provided for expense and income subcategories often do not sum to their associated line items. This is not an uncommon situation, especially in complex surveys such as this. Affected responses were adjusted or removed on a case-by-case basis during the analysis process to ensure the results were not significantly swayed by “outliers” (i.e., responses that are markedly larger or smaller than the values present in the overall sample). Additionally, the analytical techniques were selected so as to compensate for situations where the data were not in perfect agreement.

Analytical Techniques

Overall survey results are valuable illustrations of overarching trends and issues. Given the diversity of children's museums, examining the data based solely on overall results limits the scope and value of the research to these generalized trends. To fully explore the findings and metrics, it is necessary to segment the data to explore specific segments independently.

There are many potential ways to segment statistical data such as this — institution size, location, attendance, budget, programmatic activities and several others are all viable segmentation approaches, each with specific benefits. However, selecting a segmentation plan requires pragmatism as well, since there needs to be a sufficient quantity of data in every category upon which to base reliable statistics.

Following extensive discussion and review among the ACM staff and leadership, it was determined that the single most significant and valuable segmentation approach should be based upon the museum’s financial scope — their operating budget. This criterion is the most often requested segmentation point when members request information from ACM, and is an excellent “marker” that drives virtually every facet of a museum’s operation. The specific budget categories used in this report mirror ACM museum membership categories, and are as summarized below.

Museum budget — operating income		
	Percentage of sample	n=
Less than \$250,000	18.1%	42
\$250,000 to \$499,999	15.9%	37
\$500,000 to \$999,999	12.9%	30
\$1 to \$2.9 million	21.6%	50
\$3 to \$4.9 million	6.9%	16
\$5 million and greater	8.2%	19
No response	16.4%	38

As you can see, the number of responses in the \$3 to \$4.9 million and the \$5 million and greater categories is fairly small (16 and 19 respectively). However, given the significant operational differences between museums of these sizes, it was determined that it would be more valuable to analyze them separately rather than group them into a “\$3 million or greater” category. The 38 institutions that did not specify their operating income were excluded from all analyses based on this segmentation approach.

In addition to museum budget size, attendance is also a key criterion to help put the data in perspective, and make it possible to benchmark results against a specific “peer group” of institutions. Several segmentation approaches were explored, with the following method receiving the greatest level of support among ACM key stakeholders:

Museum on-site attendance

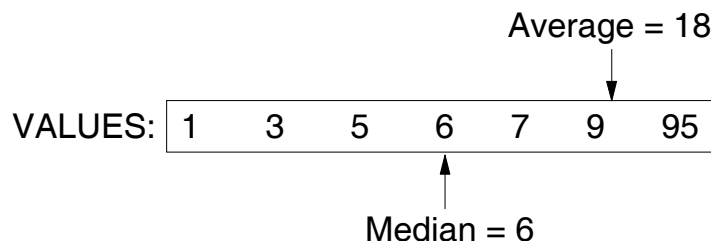
	Percentage of sample	n=
Less than 25,000	21.1%	49
25,000–49,999	17.7%	41
50,000–124,999	20.7%	48
125,000–249,999	15.9%	37
250,000 and greater	11.6%	27
No response	12.9%	30

The attendance-based segmentation is not used as extensively as the museum budget size segmentation, but is provided in many areas of the report when appropriate.

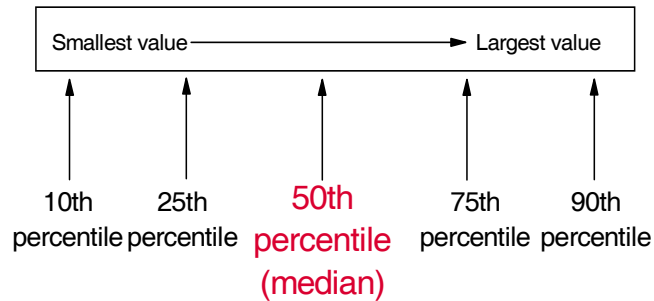
In addition to museum budget size and attendance, two other variables were used to segment the data — museum age (based upon a museum’s opening date), and museum location (using the categories of urban, suburban and rural). These two approaches are used in only a few tables in the report to illustrate specific issues/findings.

Statistical Definitions

The **average** (also called the mean) and the **median** are two summary statistics used throughout this report to describe the data collected. Though closely related, each describes a different facet of the data. The average is computed by taking the sum of all responses divided by the number of responses. The median is computed by ordering all responses, then taking the response which falls at the midpoint. As illustrated in the diagram below, the average is influenced by very large or very small numbers; the median is not. This typically makes the median a more representative indicator of the data when there are relatively small sample sizes or significant outliers.



Percentiles are a variation on the median, and are especially helpful interpretation aids. As illustrated previously, the median splits the data into two equal parts. Percentiles go one step further, splitting the data into additional parts. It is common to use either three segments (25th, 50th and 75th) or five (10th, 25th, 50th, 75th and 90th), but any number of divisions can be made.



To ensure individual data elements cannot be related to a specific respondent, a full suite of percentiles (10th, 25th, 50th, 75th and 90th) is provided only when there are at least 10 responses in the subsample. A smaller set of percentiles (25th, 50th and 75th) is provided when there are six to nine respondents in the subsample. The median is the only statistic provided when there are three to five respondents. No data are provided when there are fewer than three respondents.

Percentiles help in data interpretation by providing a snapshot overview of the full sample. For example, the following values are seen when exploring the adult admission price:

- ▶ 10th percentile = \$3.00
- ▶ 25th percentile = \$4.62
- ▶ 50th percentile (also known as the median) = \$6.00
- ▶ 75th percentile = \$7.50
- ▶ 90th percentile = \$9.00

This means that while the “typical” museum in the sample charges \$6 for an adult admission, there is a wide distribution of responses — one in ten museums charge \$3 or less, and one in ten charge \$9 or more.

This approach is used extensively throughout the report, and provides a quantitative quick overview of the data scope. More importantly, it allows you to quickly benchmark your institution against the overall sample and, in many cases, against your peer group based on operating income and/or admission.

III. Finances & Government Relations

Much of the ACM 2008 survey explored financial issues, making this section of the report the largest and most complex. While the data are highly valuable for benchmarking and exploring income and expense patterns, it can be somewhat difficult to go through given the volume of the information collected.

Since the survey requested information from respondents as of their most current fiscal year, Volume 3 begins by illustrating the types of fiscal year structures. Exhibit 3.1 shows that a calendar year system is most common, but is followed closely by an October to September structure. Most respondents (55.2%) provided information current as of December 2007.

The actual financial data begins with an overview of income sources. Exhibit 3.3 explores income sources across the full sample; Exhibit 3.4 to 3.9 take the same data and segments it by museum budget size. These tables show the specific dollar amounts realized as income across a wide range of categories. It is important to note that these figures are based upon only those institutions that reported each specific income source. For example, 28 museums reported earned income from exhibit rentals, with a median of \$73,889. This means that, of those who realized income from exhibit rentals, the typical amount was \$73,889.

To aid in determining the significance of each income source, it is necessary to explore the data as percentages. This gives a far more concise answer to the question of “where does the money come from?” Exhibits 3.10 to 3.12 take the broadest view, by segmenting all income into three categories: earned income, interest/endowment income, and contributed income. Doing so shows that on average, 51.2% of all income is earned income; 46.4% is contributed income; and 2.5% is interest and endowment income (the specific components of each of these three broad categories are defined in the previous exhibits). These ratios remain fairly constant when the responses are segmented by museum budget size in Exhibit 3.11, but show some interesting variations when segmented by attendance in Exhibit 3.12. The latter table shows how institutions with on-site attendance figures of less than 25,000 visitors rely far more heavily on contributed income than institutions with significantly larger attendance.

This process of examining income sources as percentages is repeated in Exhibits 3.13 to 3.24 for each of the major income categories. For example, Exhibit 3.13 explores earned income, showing that the largest component (average of 41.4%) of earned income is from admissions. All data are provided as overall figures, and then segmented by museum budget size and attendance.

Exhibits 3.25 to 3.29 round out the income data by exploring issues such as capital campaigns, endowments, and sources of grant support.

The focus then turns to expenses, with the data presented in the same manner as was done for income — a broad overview of the dollar amounts in Exhibit 3.20, a segmented approach in Exhibits 3.21 to 3.26, and a percentage approach in Exhibits 3.37 to 3.42.

Volume 3 concludes with a brief overview of government relations activities, outlining issues such as the prevalence of direct contact with elected officials and the presence of government relations staff. The data, segmented by museum budget size and age, are provided in Exhibit 3.43.

As stated previously, this volume of the report is perhaps the most data dense — it's not a quick read! But, it provides a wealth of information and statistics for helping benchmark an institution's basic financial metrics with the children's museum community as a whole, and against other institutions that are similar in budget size and attendance.

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Exhibit 3.1: Fiscal Year

	January– December	October– September	July–June	Other
Overall	47.4%	38.8%	6.9%	6.9%
Budget (operating income)				
< \$250,000	57.1%	28.6%	4.8%	9.5%
\$250,000–\$499,999	48.6%	32.4%	13.5%	5.4%
\$500,000–\$999,999	40.0%	46.7%	6.7%	6.7%
\$1–\$2.9 million	48.0%	38.0%	6.0%	8.0%
\$3–\$4.9 million	18.8%	75.0%	0.0%	6.3%
\$5 million+	31.6%	47.4%	15.8%	5.3%

Exhibit 3.2: Most Recently Closed Fiscal Year

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
	0.0%	0.0%	2.6%	0.4%	1.3%	38.8%	0.0%	2.2%	6.9%	0.9%	0.0%	47.0%
Year	2005	2006	2007									
	0.4%	44.4%	55.2%									

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Exhibit 3.3: Income Overview

	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile	n=	
Earned income	Admissions	\$13,945	\$47,445	\$149,885	\$435,475	\$1,038,600	177
	Memberships	\$9,090	\$19,702	\$60,866	\$166,346	\$451,131	169
	Gift shop sales	\$2,674	\$8,129	\$35,872	\$101,867	\$284,798	150
	Education program fees	\$3,445	\$10,610	\$37,850	\$127,400	\$287,077	163
	Facility rentals/ food service	\$1,814	\$6,289	\$20,772	\$63,948	\$188,703	138
	Exhibit rentals	\$2,119	\$26,425	\$73,889	\$168,547	\$369,839	28
	Preschool/ childcare services	\$1,301	\$15,528	\$81,982	\$369,418	\$736,525	10
	Other fees and earned income	\$2,392	\$8,000	\$28,000	\$110,563	\$286,239	135
	Total earned income	\$39,097	\$122,902	\$350,658	\$948,007	\$2,281,734	184
	Total interest and endowment income	\$195	\$1,690	\$9,562	\$57,543	\$267,635	128
Contribu- tions/ private funds	Project/program grants - private	\$11,624	\$38,315	\$133,824	\$384,467	\$713,172	155
	Annual giving	\$12,683	\$45,238	\$115,566	\$322,914	\$863,268	151
	Total contributions/ private funds	\$27,000	\$92,450	\$225,650	\$690,932	\$1,452,832	169
Public funds/ govt. sources	Federal (unrestricted)	\$14,840	\$24,531	\$58,155	\$231,595	\$1,333,460	14
	State (unrestricted)	\$5,400	\$16,783	\$50,000	\$99,000	\$304,760	53
	Local (unrestricted)	\$6,900	\$14,436	\$60,084	\$307,750	\$723,000	76
	Project/program grants - public (restricted)	\$6,623	\$24,795	\$69,303	\$201,999	\$525,358	72
	Total public funds/governmental sources	\$9,788	\$26,611	\$99,323	\$379,400	\$1,003,123	127
Total Contributed Income	\$48,032	\$131,000	\$386,076	\$997,779	\$2,094,738	175	
Total Operating Income	\$146,145	\$277,962	\$749,724	\$2,052,608	\$4,878,653	194	

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Exhibit 3.4: Income Overview for Museums < \$250,000

	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile	n=	
Earned income	Admissions	\$5,822	\$10,279	\$21,866	\$38,373	\$71,961	37
	Memberships	\$2,174	\$6,376	\$11,792	\$17,558	\$33,973	33
	Gift shop sales	\$248	\$1,812	\$3,492	\$7,841	\$15,301	28
	Education program fees	\$1,086	\$2,342	\$7,166	\$17,798	\$50,840	32
	Facility rentals/ food service	\$1,002	\$2,095	\$5,482	\$13,000	\$24,214	27
	Exhibit rentals	**	**	**	**	**	0
	Preschool/ childcare services	**	**	\$2,145	**	**	2
	Other fees and earned income	\$329	\$3,524	\$8,764	\$18,724	\$40,568	24
	Total earned income	\$22,880	\$33,870	\$66,859	\$117,698	\$190,000	39
	Total interest and endowment income	\$28	\$59	\$542	\$1,460	\$2,568	19
Contribu- tions/ private funds	Project/program grants - private	\$5,906	\$9,131	\$20,666	\$43,221	\$58,391	29
	Annual giving	\$3,339	\$10,962	\$33,280	\$59,214	\$81,417	27
	Total contributions/ private funds	\$6,725	\$22,424	\$51,331	\$102,390	\$121,500	34
Public funds/ govt. sources	Federal (unrestricted)	**	**	**	**	**	0
	State (unrestricted)	**	**	\$10,375	**	**	3
	Local (unrestricted)	\$2,550	\$7,071	\$12,699	\$51,094	\$141,724	13
	Project/program grants - public (restricted)	**	\$2,388	\$10,567	\$22,156	**	6
	Total public funds/governmental sources	\$1,080	\$2,500	\$14,333	\$66,688	\$128,586	15
Total Contributed Income	\$14,853	\$31,660	\$83,841	\$113,190	\$130,989	34	
Total Operating Income	\$39,922	\$83,106	\$150,808	\$195,351	\$235,406	42	

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Exhibit 3.5: Income Overview for Museums \$250,000–\$499,999

	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile	n=	
Earned income	Admissions	\$13,865	\$48,400	\$79,108	\$112,000	\$141,170	35
	Memberships	\$4,074	\$15,875	\$27,848	\$37,091	\$60,660	33
	Gift shop sales	\$3,000	\$4,967	\$16,976	\$35,500	\$46,398	29
	Education program fees	\$3,013	\$8,500	\$19,310	\$37,850	\$53,278	27
	Facility rentals/ food service	\$439	\$1,052	\$8,202	\$27,834	\$39,392	21
	Exhibit rentals	**	**	\$24,901	**	**	3
	Preschool/ childcare services	**	**	**	**	**	1
	Other fees and earned income	\$386	\$7,084	\$23,187	\$49,952	\$74,921	26
	Total earned income	\$51,062	\$125,104	\$174,000	\$229,428	\$291,257	35
	Total interest and endowment income	\$82	\$341	\$2,354	\$10,216	\$23,810	25
Contribu- tions/ private funds	Project/program grants - private	\$12,082	\$25,163	\$42,882	\$102,033	\$194,434	30
	Annual giving	\$12,489	\$21,263	\$61,977	\$86,079	\$150,880	29
	Total contributions/ private funds	\$51,980	\$90,000	\$121,500	\$173,380	\$245,193	31
Public funds/ govt. sources	Federal (unrestricted)	**	**	\$80,000	**	**	2
	State (unrestricted)	\$5,000	\$8,266	\$18,855	\$45,326	\$96,130	10
	Local (unrestricted)	\$4,715	\$10,000	\$20,900	\$50,000	\$146,331	17
	Project/program grants - public (restricted)	\$6,374	\$9,373	\$26,180	\$33,217	\$47,463	10
	Total public funds/governmental sources	\$8,750	\$21,763	\$40,763	\$85,948	\$114,402	24
Total Contributed Income	\$65,101	\$129,031	\$159,047	\$225,133	\$284,031	34	
Total Operating Income	\$262,102	\$292,392	\$355,650	\$426,904	\$475,720	37	

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Exhibit 3.6: Income Overview for Museums \$500,000–\$999,999

	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile	n=	
Earned income	Admissions	\$39,190	\$100,505	\$157,514	\$225,827	\$259,805	27
	Memberships	\$22,442	\$38,296	\$71,839	\$113,860	\$143,447	27
	Gift shop sales	\$3,790	\$12,648	\$32,044	\$41,628	\$68,342	25
	Education program fees	\$6,062	\$12,163	\$37,409	\$100,119	\$111,383	25
	Facility rentals/ food service	\$2,075	\$7,612	\$19,343	\$30,775	\$61,280	22
	Exhibit rentals	**	**	\$2,200	**	**	3
	Preschool/ childcare services	**	**	**	**	**	0
	Other fees and earned income	\$1,361	\$4,869	\$21,028	\$57,688	\$92,071	21
	Total earned income	\$136,194	\$289,535	\$364,680	\$481,386	\$584,633	28
	Total interest and endowment income	\$401	\$2,648	\$7,959	\$22,775	\$44,185	20
Contribu- tions/ private funds	Project/program grants - private	\$17,592	\$39,493	\$107,198	\$229,945	\$329,670	23
	Annual giving	\$9,580	\$57,939	\$97,576	\$207,501	\$269,683	25
	Total contributions/ private funds	\$39,311	\$96,032	\$227,797	\$321,575	\$445,967	26
Public funds/ govt. sources	Federal (unrestricted)	**	**	**	**	**	1
	State (unrestricted)	**	\$5,544	\$50,000	\$78,479	**	9
	Local (unrestricted)	\$2,872	\$18,963	\$31,450	\$116,250	\$316,369	10
	Project/program grants - public (restricted)	\$1,506	\$12,339	\$54,584	\$135,215	\$179,563	13
	Total public funds/governmental sources	\$5,239	\$25,713	\$67,831	\$173,435	\$282,972	20
Total Contributed Income	\$128,256	\$205,264	\$341,559	\$445,069	\$537,692	28	
Total Operating Income	\$545,073	\$604,435	\$743,570	\$839,310	\$926,321	30	

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Exhibit 3.7: Income Overview for Museums \$1–\$2.9 Million

	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile	n=	
Earned income	Admissions	\$142,814	\$201,500	\$309,397	\$500,257	\$844,407	45
	Memberships	\$47,126	\$64,757	\$113,102	\$209,329	\$411,343	44
	Gift shop sales	\$24,784	\$43,525	\$70,756	\$148,671	\$269,145	40
	Education program fees	\$8,593	\$24,124	\$94,921	\$131,188	\$231,199	47
	Facility rentals/ food service	\$5,794	\$14,625	\$37,464	\$90,866	\$139,849	38
	Exhibit rentals	**	\$13,000	\$40,000	\$63,137	**	7
	Preschool/ childcare services	**	**	**	**	**	1
	Other fees and earned income	\$2,628	\$8,992	\$34,913	\$143,857	\$255,465	37
	Total earned income	\$296,793	\$538,547	\$700,944	\$1,205,874	\$1,602,000	49
	Total interest and endowment income	\$2,387	\$7,553	\$19,793	\$57,543	\$170,566	36
Contribu- tions/ private funds	Project/program grants - private	\$60,629	\$167,233	\$333,047	\$477,357	\$647,612	41
	Annual giving	\$25,000	\$75,287	\$252,247	\$385,501	\$778,388	39
	Total contributions/ private funds	\$153,469	\$286,508	\$594,807	\$823,154	\$1,624,820	44
Public funds/ govt. sources	Federal (unrestricted)	**	\$18,922	\$219,485	\$1,109,230	**	6
	State (unrestricted)	\$13,754	\$37,250	\$53,961	\$141,313	\$733,374	12
	Local (unrestricted)	\$15,355	\$47,036	\$125,045	\$535,188	\$661,000	18
	Project/program grants - public (restricted)	\$10,012	\$30,448	\$100,000	\$186,817	\$562,113	21
	Total public funds/governmental sources	\$15,432	\$49,922	\$186,510	\$573,603	\$1,012,001	38
Total Contributed Income	\$386,717	\$517,486	\$757,856	\$1,135,350	\$1,743,433	46	
Total Operating Income	\$1,084,241	\$1,206,452	\$1,644,307	\$2,121,595	\$2,701,796	50	

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Exhibit 3.8: Income Overview for Museums \$3–\$4.9 Million

	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile	n=	
Earned income	Admissions	\$176,015	\$396,156	\$769,212	\$1,184,389	\$1,570,933	16
	Memberships	\$63,353	\$150,669	\$239,784	\$403,446	\$639,778	16
	Gift shop sales	\$33,336	\$97,735	\$174,542	\$246,702	\$374,818	14
	Education program fees	\$67,018	\$142,130	\$190,539	\$318,011	\$560,059	16
	Facility rentals/ food service	\$15,462	\$19,110	\$51,481	\$222,379	\$505,206	14
	Exhibit rentals	**	**	\$99,250	**	**	4
	Preschool/ childcare services	**	**	\$194,415	**	**	2
	Other fees and earned income	\$8,286	\$43,759	\$163,630	\$416,127	\$525,315	13
	Total earned income	\$578,553	\$1,551,111	\$1,967,659	\$2,122,893	\$2,732,103	16
	Total interest and endowment income	\$6,625	\$27,407	\$145,447	\$278,072	\$920,140	14
Contribu- tions/ private funds	Project/program grants - private	\$161,908	\$209,163	\$431,190	\$717,552	\$1,015,414	15
	Annual giving	\$151,750	\$244,118	\$439,095	\$627,406	\$1,315,202	16
	Total contributions/ private funds	\$410,851	\$617,684	\$943,548	\$1,389,027	\$1,711,756	16
Public funds/ govt. sources	Federal (unrestricted)	**	**	\$33,105	**	**	4
	State (unrestricted)	**	\$24,412	\$81,995	\$159,424	**	6
	Local (unrestricted)	\$16,194	\$95,000	\$376,000	\$1,500,000	\$2,068,093	11
	Project/program grants - public (restricted)	\$27,801	\$63,106	\$199,226	\$442,712	\$2,747,855	10
	Total public funds/governmental sources	\$43,255	\$96,989	\$688,578	\$1,585,394	\$2,851,188	14
Total Contributed Income	\$946,584	\$1,202,153	\$1,631,890	\$2,072,247	\$3,633,119	16	
Total Operating Income	\$3,134,538	\$3,495,628	\$3,717,220	\$4,450,903	\$4,654,160	16	

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Exhibit 3.9: Income Overview for Museums \$5 Million+

	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile	n=	
Earned income	Admissions	\$778,152	\$915,681	\$1,272,425	\$2,692,718	\$5,707,279	16
	Memberships	\$161,300	\$306,829	\$532,111	\$766,265	\$1,785,031	15
	Gift shop sales	\$146,109	\$283,073	\$374,746	\$547,002	\$1,472,228	14
	Education program fees	\$38,418	\$180,984	\$234,921	\$637,534	\$802,746	15
	Facility rentals/ food service	\$62,612	\$94,342	\$251,319	\$471,000	\$1,163,728	15
	Exhibit rentals	\$58,257	\$125,000	\$153,000	\$351,311	\$578,417	11
	Preschool/ childcare services	**	**	\$328,845	**	**	4
	Other fees and earned income	\$17,652	\$44,683	\$228,894	\$907,292	\$1,423,234	14
	Total earned income	\$2,088,328	\$2,840,342	\$3,668,142	\$5,225,581	\$9,555,457	16
	Total interest and endowment income	\$31,258	\$72,432	\$322,618	\$708,236	\$7,624,164	14
Contribu- tions/ private funds	Project/program grants - private	\$79,508	\$351,160	\$692,732	\$1,963,761	\$3,440,075	16
	Annual giving	\$234,603	\$582,873	\$997,581	\$2,399,780	\$3,559,909	15
	Total contributions/ private funds	\$457,600	\$990,434	\$2,172,963	\$3,561,655	\$5,422,218	17
Public funds/ govt. sources	Federal (unrestricted)	**	**	**	**	**	1
	State (unrestricted)	\$22,585	\$32,082	\$95,277	\$349,869	\$3,913,643	12
	Local (unrestricted)	**	\$203,500	\$404,000	\$1,277,672	**	7
	Project/program grants - public (restricted)	\$64,718	\$184,756	\$456,225	\$577,878	\$1,358,020	12
	Total public funds/governmental sources	\$72,679	\$331,606	\$519,000	\$1,363,543	\$4,849,519	15
Total Contributed Income	\$1,396,716	\$1,911,858	\$2,791,435	\$4,813,433	\$8,661,898	16	
Total Operating Income	\$5,171,903	\$5,563,252	\$8,337,321	\$13,199,900	\$33,927,660	19	

Income Source Profile As a Percentage of Total Operating Income

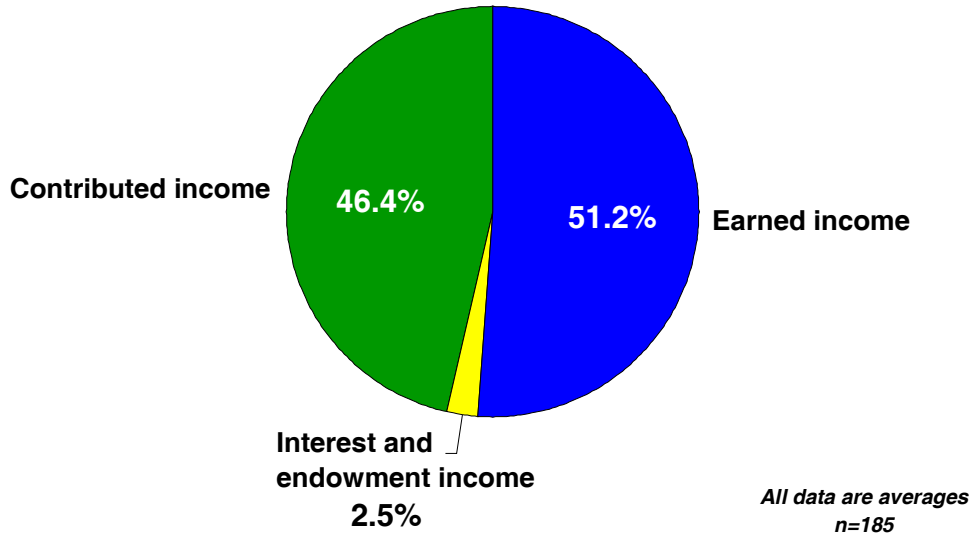


Exhibit 3.10

Exhibit 3.11: Income Source Profile by Museum Budget

Data are the average amount each source contributes to earned income.

	< \$250,000	\$250,000– \$499,999	\$500,000– \$999,999	\$1–\$2.9 million	\$3–\$4.9 million	\$5 million+
Earned income	52.2%	51.3%	52.4%	49.9%	48.5%	51.5%
Interest and endowment income	0.4%	1.5%	1.8%	2.9%	5.4%	6.9%
Contributed income	47.4%	47.2%	45.8%	47.2%	46.1%	41.6%
n=	40	35	28	49	16	16

Exhibit 3.12: Income Source Profile by Museum Attendance

Data are the average amount each source contributes to earned income.

	< 25,000	25,000– 49,999	50,000– 124,999	125,000– 249,999	250,000+
Earned income	44.4%	55.6%	52.5%	57.2%	55.8%
Interest and endowment income	1.1%	1.3%	2.0%	3.3%	4.5%
Contributed income	54.5%	43.1%	45.5%	39.4%	39.7%
n=	39	34	42	34	22

Earned Income Source Profile As a Percentage of Total Earned Income

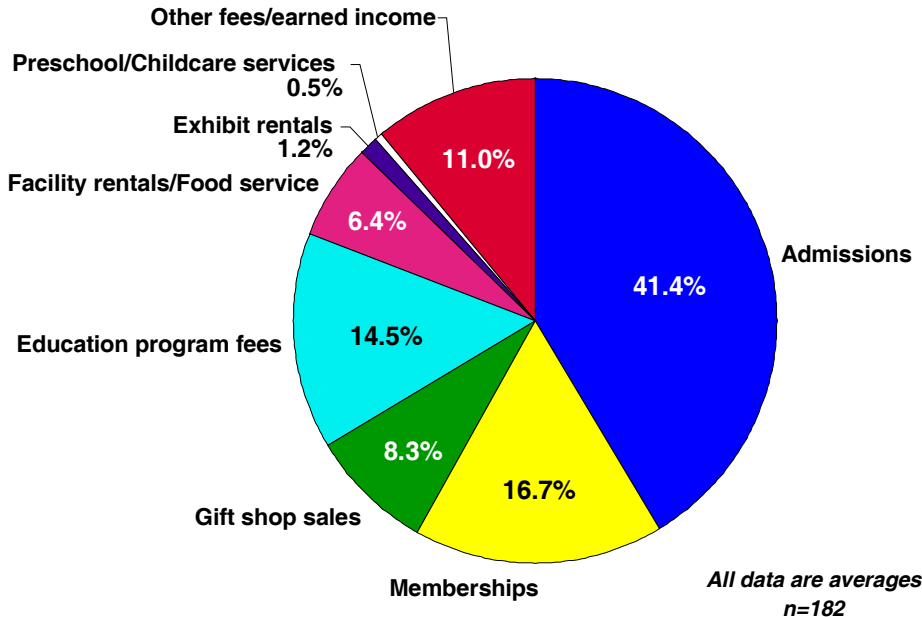


Exhibit 3.13

Exhibit 3.14: Earned Income Source Profile by Museum Budget

Data are the average amount each source contributes to earned income.

	< \$250,000	\$250,000– \$499,999	\$500,000– \$999,999	\$1–\$2.9 million	\$3–\$4.9 million	\$5 million+
Admissions	37.6%	46.3%	41.3%	41.0%	40.7%	41.5%
Memberships	17.9%	15.2%	20.2%	15.6%	15.9%	15.1%
Gift shop sales	6.1%	8.7%	8.4%	9.3%	8.9%	8.9%
Education program fees	17.9%	10.4%	13.9%	16.4%	16.7%	9.6%
Facility rentals/food service	8.1%	4.9%	5.7%	5.7%	6.0%	7.5%
Exhibit rentals	0.0%	1.9%	0.3%	1.0%	2.0%	4.1%
Preschool/ childcare services	0.4%	0.5%	0.0%	0.3%	1.2%	2.0%
Other fees and earned income	12.0%	12.1%	10.2%	10.7%	8.6%	11.3%
n=	38	36	27	48	16	16

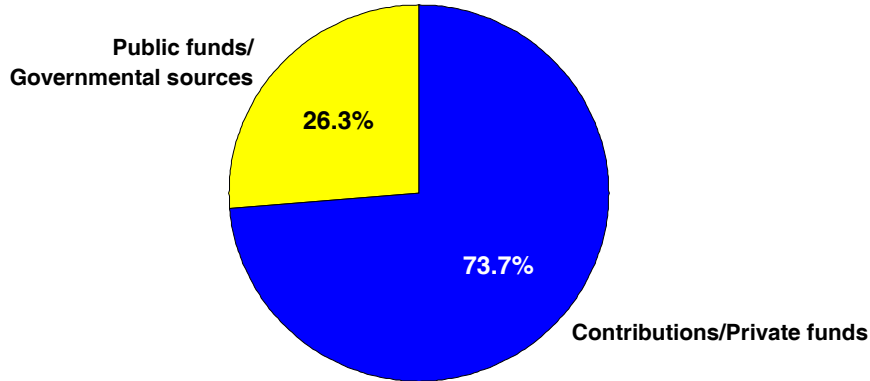
Exhibit 3.15: Earned Income Source Profile by Museum Attendance

Data are the average amount each source contributes to earned income.

	< 25,000	25,000– 49,999	50,000– 124,999	125,000- 249,999	250,000+
Admissions	35.5%	47.5%	41.9%	42.1%	45.9%
Memberships	16.4%	14.0%	18.2%	17.6%	17.7%
Gift shop sales	7.0%	7.9%	9.5%	9.7%	9.4%
Education program fees	16.5%	14.5%	12.1%	13.8%	9.7%
Facility rentals/food service	8.5%	5.3%	6.7%	4.8%	7.0%
Exhibit rentals	1.6%	0.2%	0.8%	1.4%	3.1%
Preschool/ childcare services	0.3%	0.0%	0.8%	0.6%	1.5%
Other fees and earned income	14.3%	10.6%	10.1%	10.1%	5.8%
n=	38	35	42	33	22

Contributed Income Source Profile

As a Percentage of Total Contributed Income



All data are averages
n=163

Exhibit 3.16

Exhibit 3.17: Contributed Income Source Profile by Museum Budget

Data are the average amount each source contributes to earned income.

	< \$250,000	\$250,000– \$499,999	\$500,000– \$999,999	\$1–\$2.9 million	\$3–\$4.9 million	\$5 million+
Contributions/Private Funds	81.2%	77.2%	74.1%	72.4%	59.8%	70.9%
Public Funds/ Government Sources	18.8%	22.8%	25.9%	27.6%	40.2%	29.1%
n=	33	30	24	44	15	16

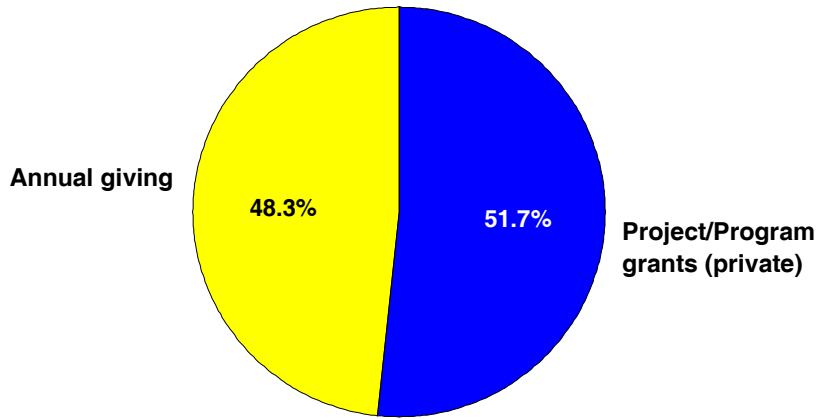
Exhibit 3.18: Contributed Income Source Profile by Museum Attendance

Data are the average amount each source contributes to earned income.

	< 25,000	25,000– 49,999	50,000– 124,999	125,000– 249,999	250,000+
Contributions/Private Funds	72.1%	72.6%	75.8%	73.0%	70.7%
Public Funds/ Government Sources	27.9%	27.4%	24.2%	27.0%	29.3%
n=	34	26	40	30	22

Private Funds Income Source Profile

As a Percentage of Total Contributions/Private Funds



*All data are averages
n=169*

Exhibit 3.19

Exhibit 3.20: Private Funds Income Source Profile by Museum Budget

Data are the average amount each source contributes to earned income.

	< \$250,000	\$250,000– \$499,999	\$500,000– \$999,999	\$1–\$2.9 million	\$3–\$4.9 million	\$5 million+
Project/Program Grants – Private	49.6%	50.2%	47.0%	59.1%	48.2%	46.8%
Annual Giving (other than memberships)	50.4%	49.8%	53.0%	40.9%	51.8%	53.2%
n=	33	31	27	44	16	17

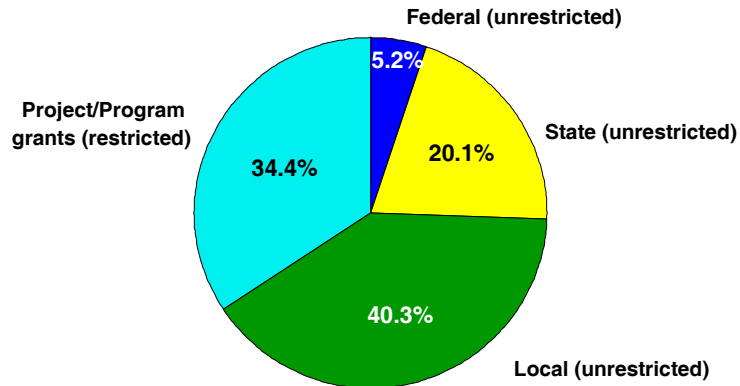
Exhibit 3.21: Private Funds Income Source Profile by Museum Attendance

Data are the average amount each source contributes to earned income.

	< 25,000	25,000– 49,999	50,000– 124,999	125,000– 249,999	250,000+
Project/Program Grants – Private	55.1%	49.7%	52.3%	52.4%	43.0%
Annual Giving (other than memberships)	44.9%	50.3%	47.7%	47.6%	57.0%
n=	35	28	40	31	22

Public Funds Income Source Profile

As a Percentage of Total Public Funds/Governmental Sources



All data are averages
n=130

Exhibit 3.22

Exhibit 3.23: Public Funds Income Source Profile by Museum Budget

Data are the average amount each source contributes to earned income.

	< \$250,000	\$250,000– \$499,999	\$500,000– \$999,999	\$1–\$2.9 million	\$3–\$4.9 million	\$5 million+
Federal (unrestricted)	0.0%	6.6%	4.4%	8.7%	5.3%	1.5%
State (unrestricted)	12.7%	17.5%	22.2%	20.9%	10.2%	32.1%
Local (unrestricted)	56.9%	49.5%	37.9%	32.8%	49.6%	21.4%
Project/Program Grants – Public (restricted)	30.4%	26.7%	35.6%	37.5%	34.9%	44.9%
n=	17	25	20	37	15	15

Exhibit 3.24: Public Funds Income Source Profile by Museum Attendance

Data are the average amount each source contributes to earned income.

	< 25,000	25,000– 49,999	50,000– 124,999	125,000– 249,999	250,000+
Federal (unrestricted)	10.4%	0.0%	7.2%	2.0%	2.7%
State (unrestricted)	17.8%	20.2%	15.0%	34.5%	19.4%
Local (unrestricted)	49.0%	44.8%	44.2%	38.4%	29.1%
Project/Program Grants – Public (restricted)	22.7%	35.0%	33.6%	25.0%	48.8%
n=	25	20	29	27	20

Capital Campaign

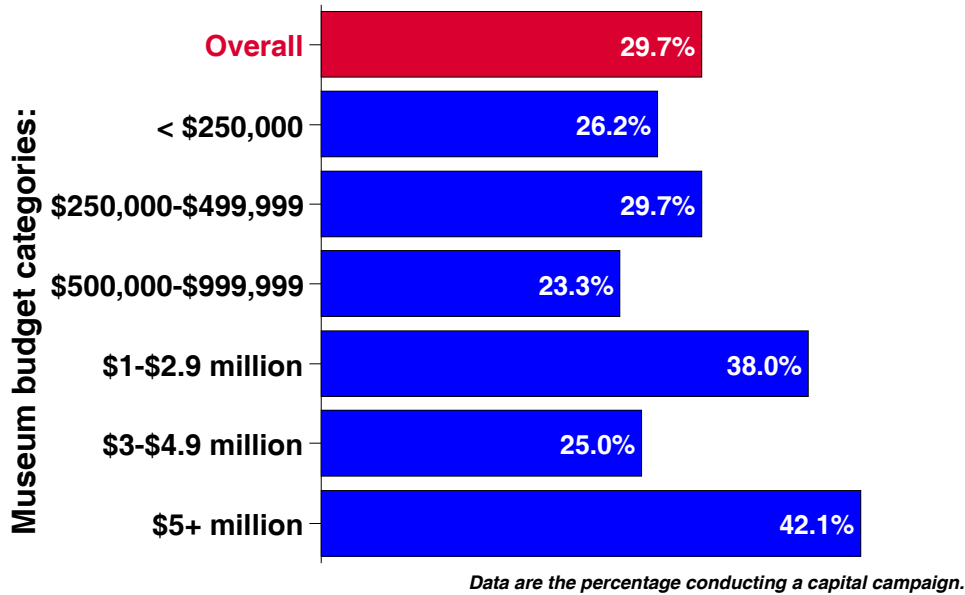


Exhibit 3.25

Exhibit 3.26: Capital Campaign Goal by Museum Budget

	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile	n=	
Overall	\$300,000	\$1,500,000	\$4,000,000	\$12,075,000	\$32,000,000	62	
Budget (operating income)	< \$250,000	\$136,908	\$300,000	\$1,310,000	\$3,000,000	\$8,800,000	11
	\$250,000-\$499,999	\$172,500	\$1,500,000	\$2,350,000	\$6,250,000	\$14,680,000	10
	\$500,000-\$999,999	**	\$884,347	\$3,400,000	\$10,000,000	**	7
	\$1-\$2.9 million	\$440,000	\$3,500,000	\$8,000,000	\$13,400,000	\$42,800,000	17
	\$3-\$4.9 million	**	**	\$9,500,000	**	**	4
	\$5 million+	**	\$50,000,000	\$74,000,000	\$94,000,000	**	5

Exhibit 3.27: Endowment Value

	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile	n=	
Overall	\$10,605	\$53,966	\$265,205	\$1,102,922	\$5,558,933	86	
Budget (operating income)	< \$250,000	**	\$10,125	\$501,774	**	8	
	\$250,000–\$499,999	\$3,090	\$11,204	\$120,000	\$1,122,384	16	
	\$500,000–\$999,999	\$13,338	\$86,000	\$172,929	\$374,583	\$2,679,268	11
	\$1–\$2.9 million	\$16,257	\$72,957	\$441,290	\$921,379	\$1,693,392	26
	\$3–\$4.9 million	\$84,226	\$144,991	\$1,158,000	\$5,257,438	\$18,955,207	13
	\$5 million+	\$174,985	\$707,092	\$5,260,983	\$13,912,837	\$206,950,345	12

Exhibit 3.28: Grant Support

<i>Data are percentage receiving grant support from each agency/program.</i>	Institute of Museum and Library Science						
	National Science Foundation	General Operating Support/Learning Opportunities Grant	Leadership Grant	Museum Assessment Program	Other program	Other agency	
Overall	4.7%	9.9%	0.4%	5.6%	4.7%	4.3%	
Budget (operating income)	< \$250,000	0.0%	2.4%	2.4%	7.1%	2.4%	4.8%
	\$250,000–\$499,999	0.0%	8.1%	0.0%	5.4%	10.8%	2.7%
	\$500,000–\$999,999	0.0%	10.0%	0.0%	10.0%	6.7%	0.0%
	\$1–\$2.9 million	4.0%	22.0%	0.0%	6.0%	2.0%	4.0%
	\$3–\$4.9 million	18.8%	12.5%	0.0%	0.0%	6.3%	12.5%
	\$5 million+	31.6%	10.5%	0.0%	5.3%	5.3%	5.3%

Exhibit 3.29: Economic Impact Data Collection

<i>Data are the percentage indicating "yes."</i>		Collect economic impact data?
Overall		8.2%
Budget (operating income)	< \$250,000	7.1%
	\$250,000–\$499,999	8.1%
	\$500,000–\$999,999	13.3%
	\$1–\$2.9 million	10.0%
	\$3–\$4.9 million	0.0%
	\$5 million+	21.1%

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Exhibit 3.30: Expenses Overview

	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile	n=	
Exhibits/gallery/ theater maintenance	\$1,440	\$4,255	\$15,153	\$56,396	\$183,178	143	
Exhibit rental	\$2,280	\$11,225	\$37,060	\$102,559	\$192,696	69	
Other visitor services and exhibit/gallery costs	\$1,026	\$5,000	\$17,000	\$62,789	\$137,957	89	
Gift shop	\$1,217	\$5,873	\$19,643	\$68,214	\$180,569	121	
Personnel costs	\$68,300	\$131,050	\$377,791	\$1,039,791	\$2,363,433	168	
Development/ fundraising	\$2,434	\$8,455	\$20,877	\$55,550	\$134,568	138	
Public relations/ advertising/ marketing	\$2,064	\$5,938	\$29,100	\$80,576	\$223,929	158	
Membership program	\$523	\$1,866	\$7,776	\$19,784	\$45,615	96	
Operating Expenses	Grant-funded program costs	\$3,380	\$6,853	\$22,710	\$103,180	\$192,527	65
Other program costs	\$801	\$4,300	\$17,904	\$53,198	\$144,579	81	
Administrative costs	\$5,475	\$18,608	\$51,277	\$162,944	\$343,529	151	
Ancillary expenditures	\$490	\$3,943	\$14,474	\$80,988	\$246,932	68	
Facility operations/ maintenance	\$8,699	\$20,153	\$52,416	\$150,609	\$386,898	147	
Education programs	\$3,140	\$6,043	\$16,866	\$79,093	\$179,639	132	
Rent or mortgage	\$1,245	\$6,116	\$35,500	\$87,060	\$185,914	82	
Other operating expenses	\$2,036	\$5,827	\$19,609	\$63,578	\$223,385	87	
Total operating expenses	\$137,461	\$267,400	\$708,832	\$1,893,627	\$4,977,089	191	
Depreciation	\$7,962	\$37,003	\$152,075	\$376,477	\$1,039,867	120	
Capital invest- ments	Capital expended on exhibits	\$4,273	\$16,842	\$66,412	\$246,376	\$1,355,311	84
Capital expended on building renovations and expansions	\$4,400	\$30,452	\$90,873	\$680,162	\$2,673,975	53	
Total capital expenditures	\$6,940	\$22,941	\$117,821	\$530,697	\$2,529,378	94	

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Exhibit 3.31: Expenses Overview for Museums < \$250,000

	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile	n=	
Operating Expenses	Exhibits/gallery/ theater maintenance	\$235	\$1,065	\$2,400	\$6,164	\$13,418	27
	Exhibit rental	**	**	\$3,790	**	**	4
	Other visitor services and exhibit/gallery costs	\$334	\$467	\$1,081	\$4,864	\$26,877	13
	Gift shop	\$645	\$1,412	\$2,168	\$3,804	\$7,383	18
	Personnel costs	\$5,658	\$29,995	\$78,302	\$101,683	\$131,408	35
	Development/ fundraising	\$882	\$1,457	\$3,625	\$13,466	\$18,618	22
	Public relations/ advertising/ marketing	\$465	\$1,501	\$2,639	\$5,567	\$9,677	32
	Membership program	\$217	\$587	\$875	\$2,192	\$4,069	10
	Grant-funded program costs	**	\$1,312	\$3,200	\$5,675	**	5
	Other program costs	\$430	\$1,048	\$4,100	\$14,128	\$57,945	14
	Administrative costs	\$1,820	\$3,894	\$6,000	\$10,989	\$26,754	25
	Ancillary expenditures	**	\$97	\$500	\$3,839	**	9
	Facility operations/ maintenance	\$1,778	\$5,996	\$13,592	\$24,388	\$45,098	28
	Education programs	\$738	\$1,858	\$3,270	\$6,672	\$10,935	17
	Rent or mortgage	\$7	\$2,850	\$9,971	\$28,897	\$42,603	22
	Other operating expenses	\$427	\$1,810	\$5,163	\$9,754	\$52,135	16
Total operating expenses	\$33,542	\$86,112	\$147,170	\$189,964	\$235,366	40	
Depreciation	\$535	\$5,527	\$28,200	\$51,962	\$239,638	13	
Capital invest- ments	Capital expended on exhibits	\$293	\$1,250	\$7,521	\$50,000	\$127,007	12
	Capital expended on building renovations and expansions	**	**	\$24,239	**	**	4
	Total capital expenditures	\$293	\$2,470	\$13,235	\$61,223	\$276,043	12

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Exhibit 3.32: Expenses Overview for Museums \$250,000–\$499,999

	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile	n=	
Exhibits/gallery/ theater maintenance	\$968	\$2,000	\$4,255	\$12,000	\$26,258	25	
Exhibit rental	**	**	\$12,891	**	**	4	
Other visitor services and exhibit/gallery costs	\$137	\$2,250	\$3,487	\$7,800	\$42,108	13	
Gift shop	\$452	\$1,123	\$8,768	\$17,218	\$33,740	24	
Personnel costs	\$98,369	\$118,428	\$154,000	\$196,655	\$244,292	31	
Development/ fundraising	\$3,850	\$8,042	\$17,124	\$28,500	\$57,269	28	
Public relations/ advertising/ marketing	\$1,528	\$3,375	\$10,707	\$15,271	\$35,189	30	
Membership program	\$102	\$462	\$1,020	\$3,450	\$7,334	16	
Operating Expenses	Grant-funded program costs	\$1,880	\$5,293	\$10,000	\$24,000	\$34,000	15
Other program costs	\$366	\$1,900	\$6,621	\$21,704	\$56,586	13	
Administrative costs	\$2,651	\$13,756	\$19,741	\$34,514	\$42,900	26	
Ancillary expenditures	**	\$862	\$3,400	\$7,937	**	8	
Facility operations/ maintenance	\$4,892	\$12,082	\$27,200	\$39,997	\$51,109	29	
Education programs	\$2,264	\$3,674	\$5,414	\$10,000	\$26,910	26	
Rent or mortgage	\$1	\$3,000	\$24,231	\$58,095	\$90,047	18	
Other operating expenses	\$2,604	\$8,466	\$19,096	\$34,789	\$62,275	20	
Total operating expenses	\$236,133	\$267,400	\$310,730	\$375,000	\$460,120	35	
Depreciation	\$6,373	\$16,588	\$27,341	\$68,742	\$182,948	22	
Capital invest- ments	Capital expended on exhibits	\$3,914	\$7,434	\$19,386	\$40,000	\$421,170	11
Capital expended on building renovations and expansions	**	\$4,000	\$414,080	\$500,000	**	7	
Total capital expenditures	\$3,838	\$7,193	\$23,693	\$500,494	\$1,103,402	14	

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Exhibit 3.33: Expenses Overview for Museums \$500,000–\$999,999

	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile	n=	
Operating Expenses	Exhibits/gallery/ theater maintenance	\$2,200	\$4,758	\$10,300	\$17,920	\$45,396	22
	Exhibit rental	\$1,339	\$4,005	\$11,225	\$16,725	\$35,969	12
	Other visitor services and exhibit/gallery costs	\$2,540	\$6,763	\$19,835	\$40,261	\$177,649	11
	Gift shop	\$8,837	\$9,875	\$16,153	\$24,286	\$35,931	22
	Personnel costs	\$180,554	\$227,444	\$366,599	\$432,711	\$611,371	25
	Development/ fundraising	\$3,257	\$8,923	\$21,160	\$30,028	\$44,436	21
	Public relations/ advertising/ marketing	\$6,023	\$17,397	\$25,341	\$34,222	\$51,249	24
	Membership program	\$361	\$1,525	\$5,731	\$11,221	\$25,068	14
	Grant-funded program costs	\$2,801	\$5,723	\$10,000	\$44,400	\$115,025	11
	Other program costs	\$2,341	\$6,431	\$10,000	\$21,855	\$152,696	13
	Administrative costs	\$18,928	\$29,052	\$49,336	\$74,791	\$90,331	26
	Ancillary expenditures	**	\$4,568	\$7,591	\$38,632	**	8
	Facility operations/ maintenance	\$15,184	\$30,466	\$52,305	\$80,478	\$96,174	24
	Education programs	\$1,863	\$5,321	\$14,007	\$22,025	\$36,108	20
	Rent or mortgage	\$41	\$20,796	\$60,504	\$152,500	\$234,232	13
	Other operating expenses	\$2,170	\$5,418	\$23,488	\$75,007	\$291,320	14
Total operating expenses	\$458,466	\$565,320	\$690,033	\$765,958	\$1,037,694	29	
Depreciation	\$8,019	\$35,438	\$100,264	\$226,316	\$324,558	20	
Capital invest- ments	Capital expended on exhibits	\$2,252	\$15,000	\$23,422	\$101,000	\$438,502	11
	Capital expended on building renovations and expansions	**	**	\$15,500	**	**	2
	Total capital expenditures	\$2,252	\$21,500	\$25,000	\$101,000	\$438,502	11

2008 Children's Museums Metrics Reports[®]

Exhibit 3.34: Expenses Overview for Museums \$1–\$2.9 Million

	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile	n=
Exhibits/gallery/ theater maintenance	\$9,854	\$14,656	\$38,143	\$59,604	\$113,233	37
Exhibit rental	\$5,535	\$19,349	\$36,593	\$51,920	\$121,111	25
Other visitor services and exhibit/gallery costs	\$6,490	\$9,228	\$21,293	\$62,249	\$103,542	28
Gift shop	\$5,211	\$19,604	\$38,669	\$86,929	\$155,981	32
Personnel costs	\$381,953	\$567,117	\$807,348	\$1,074,957	\$1,567,512	45
Development/ fundraising	\$3,000	\$15,841	\$36,171	\$71,475	\$162,035	39
Public relations/ advertising/ marketing	\$17,440	\$36,382	\$62,873	\$86,950	\$174,254	41
Membership program	\$1,868	\$4,124	\$10,991	\$18,132	\$30,878	31
Grant-funded program costs	\$10,082	\$22,094	\$43,659	\$128,719	\$324,760	18
Other program costs	\$2,493	\$8,333	\$19,544	\$77,527	\$184,371	21
Administrative costs	\$28,185	\$40,482	\$100,637	\$169,435	\$238,789	43
Ancillary expenditures	\$3,377	\$6,868	\$39,129	\$81,160	\$313,519	20
Facility operations/ maintenance	\$27,257	\$71,185	\$122,377	\$190,012	\$308,656	36
Education programs	\$11,739	\$16,463	\$43,144	\$80,086	\$170,000	39
Rent or mortgage	\$4,069	\$21,777	\$63,605	\$173,392	\$279,022	16
Other operating expenses	\$3,794	\$13,259	\$32,146	\$77,323	\$138,748	23
Total operating expenses	\$826,640	\$1,038,509	\$1,359,291	\$1,933,560	\$2,698,705	50
Depreciation	\$28,224	\$126,755	\$221,000	\$315,197	\$572,844	35
Capital expended on exhibits	\$6,410	\$40,266	\$89,069	\$257,390	\$1,427,005	26
Capital expended on building renovations and expansions	\$8,679	\$31,341	\$76,359	\$550,747	\$873,672	20
Total capital expenditures	\$23,598	\$77,570	\$135,000	\$365,380	\$1,366,891	31

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Exhibit 3.35: Expenses Overview for Museums \$3–\$4.9 Million

	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile	n=
Exhibits/gallery/ theater maintenance	\$13,773	\$22,574	\$46,941	\$101,429	\$206,558	16
Exhibit rental	\$12,580	\$65,747	\$107,801	\$165,185	\$396,531	13
Other visitor services and exhibit/gallery costs	\$7,857	\$36,569	\$50,958	\$90,015	\$584,798	11
Gift shop	\$14,673	\$56,348	\$91,345	\$136,987	\$220,355	14
Personnel costs	\$990,995	\$1,525,132	\$1,880,472	\$2,244,150	\$3,039,952	16
Development/ fundraising	\$10,041	\$21,972	\$34,346	\$106,159	\$145,613	14
Public relations/ advertising/ marketing	\$48,359	\$74,802	\$140,759	\$236,993	\$384,022	16
Membership program	\$3,088	\$10,110	\$16,554	\$31,408	\$57,389	12
Grant-funded program costs	**	\$13,591	\$48,266	\$135,151	**	6
Other program costs	\$3,731	\$9,788	\$32,916	\$71,721	\$203,108	12
Administrative costs	\$102,572	\$155,384	\$277,026	\$406,262	\$701,618	16
Ancillary expenditures	\$2,205	\$5,248	\$73,707	\$123,529	\$345,842	11
Facility operations/ maintenance	\$65,219	\$104,940	\$313,174	\$399,101	\$577,063	15
Education programs	\$11,319	\$49,405	\$107,391	\$190,306	\$225,179	16
Rent or mortgage	**	\$66,319	\$134,705	\$745,098	**	6
Other operating expenses	**	\$25,406	\$49,223	\$373,854	**	8
Total operating expenses	\$2,231,102	\$3,168,872	\$3,535,325	\$4,089,779	\$6,102,154	16
Depreciation	\$46,946	\$223,870	\$483,000	\$1,016,444	\$1,548,171	15
Capital expended on exhibits	\$15,576	\$47,341	\$175,000	\$213,023	\$526,188	11
Capital expended on building renovations and expansions	**	\$18,542	\$60,676	\$155,088	**	8
Total capital expenditures	\$9,223	\$102,023	\$158,253	\$386,343	\$8,379,768	12

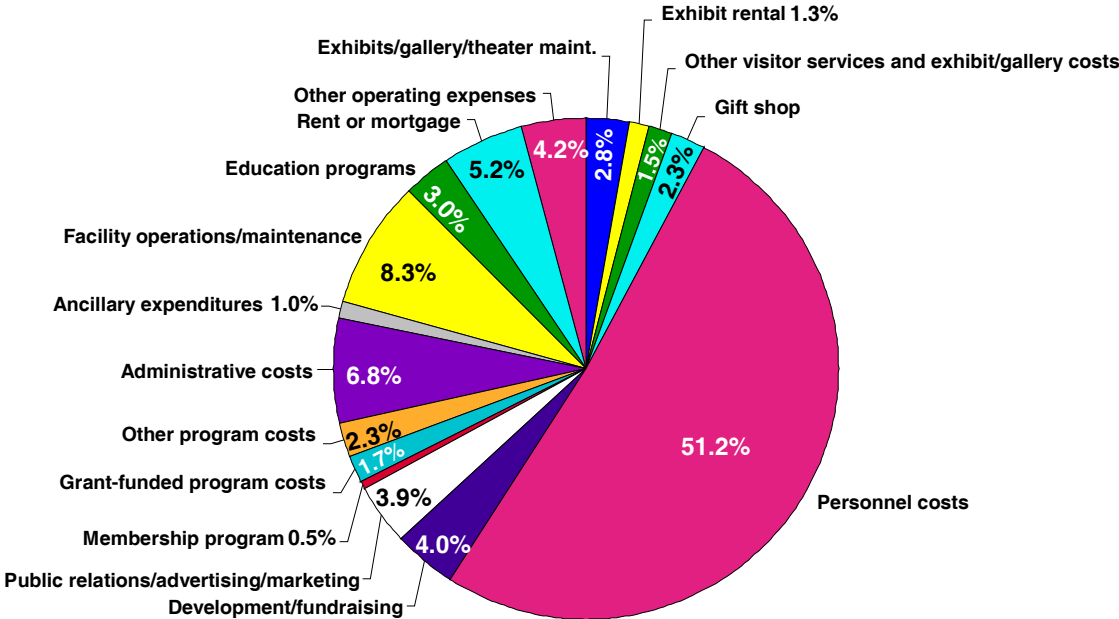
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Exhibit 3.36: Expenses Overview for Museums \$5 Million+

	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile	n=
Exhibits/gallery/ theater maintenance	\$73,515	\$182,175	\$252,134	\$593,200	\$1,230,226	15
Exhibit rental	\$8,060	\$37,060	\$140,886	\$406,183	\$872,448	11
Other visitor services and exhibit/gallery costs	\$2,615	\$38,369	\$116,060	\$270,206	\$580,113	13
Gift shop	\$142,323	\$145,782	\$245,616	\$444,159	\$1,163,534	11
Personnel costs	\$2,226,428	\$2,799,895	\$3,324,243	\$5,545,512	\$9,650,587	15
Development/ fundraising	\$14,626	\$47,734	\$187,065	\$298,028	\$472,398	13
Public relations/ advertising/ marketing	\$97,532	\$166,674	\$287,815	\$718,886	\$1,357,800	15
Membership program	\$18,484	\$27,272	\$60,958	\$98,610	\$136,874	13
Grant-funded program costs	\$19,556	\$139,869	\$180,249	\$353,858	\$482,829	10
Other program costs	**	\$96,213	\$145,724	\$344,006	**	7
Administrative costs	\$195,200	\$255,428	\$350,489	\$697,244	\$1,332,132	14
Ancillary expenditures	\$7,455	\$29,905	\$86,195	\$229,051	\$302,615	12
Facility operations/ maintenance	\$240,300	\$373,120	\$576,574	\$997,511	\$1,761,311	14
Education programs	\$60,951	\$95,370	\$169,695	\$434,391	\$1,249,764	14
Rent or mortgage	**	\$37,990	\$91,218	\$465,961	**	6
Other operating expenses	**	\$3,991	\$285,140	\$1,487,967	**	5
Total operating expenses	\$4,586,892	\$5,016,719	\$8,123,937	\$11,663,036	\$25,901,409	19
Depreciation	\$228,420	\$800,907	\$1,042,470	\$1,479,693	\$6,239,300	15
Capital expended on exhibits	\$20,698	\$329,208	\$814,208	\$2,440,079	\$3,752,284	13
Capital expended on building renovations and expansions	\$73,653	\$219,370	\$1,355,037	\$6,079,966	\$20,719,496	12
Total capital expenditures	\$388,904	\$862,099	\$1,965,333	\$6,800,033	\$19,552,084	14

Expense Source Profile

As a Percentage of Total Operating Expenses



All data are averages
n=172

Exhibit 3.37

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Exhibit 3.38: Expense Source Profile by Museum Budget

Data are the average amount each source contributes to total operating expenses.

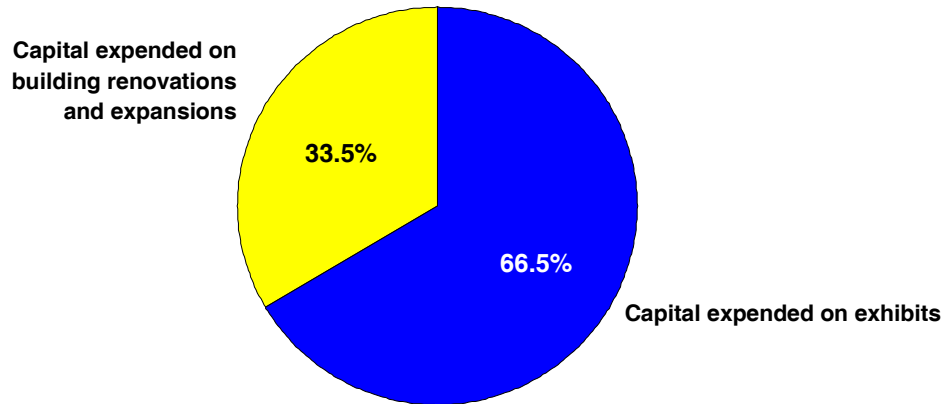
	< \$250,000	\$250,000– \$499,999	\$500,000– \$999,999	\$1–\$2.9 million	\$3–\$4.9 million	\$5 million+
Exhibits/gallery/ theater maintenance	2.8%	2.6%	1.7%	3.0%	1.9%	4.9%
Exhibit rental	0.7%	0.8%	0.8%	1.5%	3.4%	2.0%
Other visitor services and exhibit/gallery costs	1.2%	1.1%	1.9%	1.4%	2.1%	2.0%
Gift shop	1.2%	2.8%	2.5%	2.5%	2.4%	2.6%
Personnel costs	49.7%	48.9%	48.1%	54.5%	52.3%	54.3%
Development/ fundraising	4.8%	5.8%	2.6%	4.3%	1.7%	2.3%
Public relations/advertising/ marketing	3.5%	3.5%	3.4%	4.3%	5.0%	5.1%
Membership program	0.5%	0.4%	0.5%	0.6%	0.4%	0.7%
Grant-funded program costs	0.7%	2.2%	1.7%	2.4%	0.6%	2.3%
Other program costs	3.7%	1.9%	3.0%	1.8%	1.1%	1.1%
Administrative costs	5.6%	6.6%	8.3%	6.6%	8.9%	6.1%
Ancillary expenditures	0.7%	0.3%	0.9%	1.6%	1.7%	1.2%
Facility operations/ maintenance	9.3%	8.3%	7.9%	7.3%	8.4%	8.8%
Education programs	2.2%	2.4%	2.7%	4.0%	3.3%	3.8%
Rent or mortgage	8.4%	5.8%	9.1%	2.3%	2.1%	1.2%
Other operating expenses	5.0%	6.8%	4.9%	1.9%	4.7%	1.5%
n=	36	32	27	45	16	15

Exhibit 3.39: Expense Source Profile by Museum Attendance

Data are the average amount each source contributes to total operating expenses.

	< 25,000	25,000– 49,999	50,000– 124,999	125,000– 249,999	250,000+
Exhibits/gallery/ theater maintenance	2.1%	2.1%	3.2%	2.0%	4.2%
Exhibit rental	0.2%	1.8%	1.1%	1.8%	2.7%
Other visitor services and exhibit/gallery costs	1.2%	1.2%	1.5%	1.3%	2.5%
Gift shop	1.8%	1.8%	2.4%	3.1%	2.9%
Personnel costs	49.6%	52.0%	52.6%	55.2%	52.9%
Development/ fundraising	4.6%	4.6%	2.8%	2.4%	2.4%
Public relations/advertising/ marketing	3.1%	3.9%	3.6%	5.0%	4.6%
Membership program	0.3%	0.4%	0.5%	0.7%	0.7%
Grant-funded program costs	2.3%	1.4%	1.6%	1.9%	1.9%
Other program costs	1.8%	3.2%	1.7%	1.1%	1.2%
Administrative costs	6.7%	7.3%	6.5%	8.2%	6.0%
Ancillary expenditures	0.6%	0.5%	0.9%	2.2%	1.2%
Facility operations/ maintenance	10.9%	7.1%	8.4%	7.8%	7.8%
Education programs	3.8%	2.4%	2.6%	3.8%	3.2%
Rent or mortgage	7.0%	7.7%	5.8%	1.8%	2.6%
Other operating expenses	4.0%	2.5%	4.9%	1.5%	3.0%
n=	34	32	40	32	21

Capital Investment Source Profile As a Percentage of Total Capital Expenditures



All data are averages
n=95

Exhibit 3.40

Exhibit 3.41: Capital Investment Source Profile by Museum Budget

Data are the average amount each source contributes to capital investments.

	< \$250,000	\$250,000– \$499,999	\$500,000– \$999,999	\$1–\$2.9 million	\$3–\$4.9 million	\$5 million+
Capital expended on exhibits	84.2%	61.1%	89.6%	61.8%	64.1%	49.2%
Capital expended on building renovations and expansions	15.8%	38.9%	10.4%	38.1%	35.9%	50.8%
n=	12	14	12	31	12	14

Exhibit 3.42: Capital Investment Source Profile by Museum Attendance

Data are the average amount each source contributes to capital investments.

	< 25,000	25,000– 49,999	50,000– 124,999	125,000– 249,999	250,000+
Capital expended on exhibits	71.2%	38.8%	75.2%	70.7%	58.6%
Capital expended on building renovations and expansions	28.8%	61.2%	24.8%	29.3%	41.4%
n=	18	9	21	27	17

Exhibit 3.43: Government Relations Activities

<i>Data are the percentage indicating “yes.”</i>		Receive a visit from a federal Congressional Representative, Senator, or government official?	Communicate with a federal Congressional Representative, Senator, or staff?	Have a person on staff who is responsible for government relations?	Are a member of a local/state arts council or alliance?
	Overall	37.5%	47.0%	37.9%	54.7%
Budget (operating income)	< \$250,000	26.2%	28.6%	16.7%	35.7%
	\$250,000–\$499,999	35.1%	51.4%	29.7%	54.1%
	\$500,000–\$999,999	33.3%	43.3%	50.0%	70.0%
	\$1–\$2.9 million	52.0%	64.0%	54.0%	76.0%
	\$3–\$4.9 million	50.0%	56.3%	37.5%	56.3%
	\$5 million+	68.4%	68.4%	78.9%	52.6%
Museum age (date of opening)	Before 1990	44.2%	60.5%	47.7%	67.4%
	1990–1999	42.0%	46.9%	39.5%	54.3%
	2000–2008	24.1%	31.0%	24.1%	37.9%