

ITEM 1

DUE DILIGENCE REPORT

In accordance with Milwaukee County Code of Ordinances, Chapter 32, Subchapter IV, Section 32.88, prior to recommending any venture for consideration, responsible county agencies shall ensure that any of the following applicable factors have been identified:

(a) Letter of full disclosure and cooperation.

MPM has delivered a letter dated February 1, 2022 (Attachment 1) outlining its intentions to comply with the provisions of Milwaukee County Code of Ordinances Section 32.88 and has provided the required documentation as presented herein.

(b) Cash flow projections for the venture.

MPM reviewed cash flow projections for the project with the Comptroller's office (December 14, 2021) and has committed to reviewing updated cash flow projections as the project progresses and the Comptroller's office requests.

The museum is anticipating pledges will be primarily made on a five-year payment schedule and cash flow projections take those payment schedules into account.

The cash flow projections indicate the project's need for two reasonable short-term bridge loans to finance the project, which are backed by pledge receivables and paid for by pledges as committed. The museum has already begun conversations with financial institutions about securing that bridge funding.

While taking into consideration funding from both the State and County, MPM relies heavily upon fundraising contributions to provide the majority of revenue during construction. This may be achievable but is viewed as aggressive. As such, DAS has suggested certain contingencies outlined in the accompanying Term Sheet.

(c) Operating budget impact

The County's current agreement with MPM is \$3,500,000 per year in support of the operation of the Museum from the commencement of the Agreement through at least 2022, unless a number of performance criteria were not met, whereby the funding amount would be decreased by \$250,000 annually thereafter. MPM has requested to extend the

term of the current Agreement, at the current contribution rate of \$3,500,000, until such time as the new facility is open.

With the County’s capital support of \$45M, MPM’s need for annual operational support in the future facility will decrease to \$1,000,000 thereafter. This annual support will ensure the care of the four million objects and specimens in the County’s collections. Capital expenses related to the future facility will be managed by the museum.

Tax levy in subsequent years will be impacted by any decision to exceed the County’s self-imposed bonding cap. Depending on whether the County opts for a taxable bond paired with either fifteen (15) or twenty (20) year amortization schedules, the result is between \$3,000,000 and \$3,800,000 annually. Translated into increased share of property tax impacts, this results in the following:

20 YR Bond Amortization

Est (ANNUAL) Impact to Assessed PROPERTY Values			
Value \$	Value \$	Value \$	Value \$
150,000	250,000	350,000	450,000

\$45M in 1 YR (all debt issued in one year)

<i>Est (average) Annual Rate to Property Owners:</i>	\$5.96	\$9.94	\$13.91	\$17.89
<i>Est TOTAL (average) Rate Increase to Property Owners:</i>	\$119.24	\$198.73	\$278.22	\$357.71

15 YR Bond Amortization

\$45M in 1 YR (all debt issued in one year)

<i>Est (average) Annual Rate to Property Owners:</i>	\$7.76	\$12.93	\$18.10	\$23.27
<i>Est TOTAL (average) Rate Increase to Property Owners:</i>	\$155.12	\$258.54	\$361.95	\$465.37

Assuming bonds are issued for the requested \$45M, the estimated principal and interest for a 20-year amortization is \$59.7M and \$55.1M if amortized over a 15-year schedule.

These estimates are high-level and provide a general estimate of tax levy impact on property value levy rates. Projections reflect nominal values and have not been reviewed by the Comptroller’s Office.

Policymakers should also be aware of the County’s self-imposed Annual Bonding Cap. The County has an adopted policy (County Board file number 03-263) limiting the

amount of bonds issued to finance capital improvement projects. Under this policy, bond issuance is limited to an increase of no more than 3% over the preceding year's adopted bond amount. Based on the 2022 adopted bonding amount of \$44,505,364, the projected 2023 bonding limit is \$45,840,525. Projected (bond-eligible) capital requests for 2023 is estimated between \$83M - \$131M.¹ As this policy is self-imposed, policymakers can choose to go over the cap to accommodate funding for the new museum facility.

(d) Debt management responsibilities, schedules and procedures.

Due to the timing difference when financial commitments start to come in and when construction costs are incurred, a short-term bridge loan is likely utilized to help with cash flows.

Most of the funds for the project will be restricted for the construction and related costs and will be separately and properly accounted for in accordance with the intent of the donors, including contributions to the endowment.

(e) Legal liability for all priorities.

HHM, Inc. is the entity responsible for the property management, financing and development of the future facility. Upon completion of the facility, HHM will turn over the property and building to WMNC but will remain in existence until financial obligations (including New Market Tax Credit requirements) are met. WMNC, Inc. is responsible for operations of the future museum, ownership of the building and property (upon completion), and future care and maintenance of the collections. MPM, Inc. is responsible for the care, maintenance, packaging and move of the collections until the future museum is complete.

Milwaukee County owns the collection and carries insurance. MPM does and WMNC will also meet agreed-upon insurance coverages.

MPM has an obligation to maintain the collection under the existing Lease & Management Agreement. This responsibility is envisioned to continue through any future agreement. Throughout the move and future storage of collections, the museum will need to continue to work with Milwaukee County to comply with insurance requirements. The

¹ 2023 bond-eligible estimate is based on 5-YR Capital Plan and 3-YR Average of projects as submitted by the requesting departments.

County's insurance policy only covers \$45M for collections in transit, for instance, so the museum will need to ensure the collections are transported in waves (which aligns with the museum's plan).

Davis & Kuelthau, s.c., counsel for MPM, has provided a statement dated February 8, 2022 (Attachment 2) that they are not aware of any pending or threatened litigation against Milwaukee Public Museum, Inc. at this time.

(f) Financial reporting systems and controls.

HHM financial statements conform to generally accepted accounting principles (GAAP). The following provisions will be included in the FMA for the project:

1. If an Audit indicates that pledge receivables plus cash and investments will not be sufficient to meet the project cash flow schedule, HHM will be required to provide a reserve of available funds or line of credit that bridges the gap in receivables and cash flow before any additional funds are allocated.
2. It is MPM's responsibility to verify to County the validity of pledges and funds received by MPM for the project. MPM shall engage its external auditor to prepare an audit report of all pledge receivables, cash, and investments, net of any outstanding payables or other commitments for such funds, held by MPM for the project as of its fiscal year end ("Audit Report"). The Audit Report will be prepared based on the guidelines of the American Institute of CPAs for an "Auditors Report on a Specific Element" and to be delivered to County within six (6) months of the close of the fiscal year annually until the project is completed.

(g) Right-to-audit provisions.

MPM, its officers, directors, agents, partners and employees shall allow the County Audit Services Division and department contract administrators (collectively referred to as Designated Personnel) and any other party the Designated Personnel may name, with or without notice, to audit, examine and make copies of any and all records of MPM, or other party to the contract, related to the terms and performance of the FMA for a period of up to three years following the date of last payment, the end date of this FMA, or activity under the FMA, whichever is later. Any subcontractors or other parties performing work on the FMA will be bound by the same terms and responsibilities as MPM. All subcontracts or other agreements for work performed on the FMA will include written notice that the subcontractors or other parties understand and will comply

with the terms and responsibilities. MPM, or other party to the contract, and any subcontractors understand and will abide by the requirements of Section 34.09 (Audit) and Section 34.095 (Investigations concerning fraud, waste, and abuse) of the Milwaukee County Code of Ordinances.

It is MPM's responsibility to verify to County the validity of pledges and funds received by MPM for the project. MPM shall engage its external auditor to prepare an audit report of all pledge receivables, cash, and investments, net of any outstanding payables or other commitments for such funds, held by MPM for the project as of its fiscal year end ("Audit Report"). The Audit Report will be prepared based on the guidelines of the American Institute of CPAs for an "Auditors Report on a Specific Element" and to be delivered to County no later than six (6) months after the close of each fiscal year until the project is completed.

(h) Project feasibility studies and market analysis.

The museum has commissioned several studies for potential long-term options. These assessments include the feasibility of rehabilitation of the current building, the feasibility of a new facility, and subsequently, two separate fundraising studies to examine the feasibility of a capital campaign to support a new facility.²

Rehabilitation of Current Building. In 2015, MPM commissioned Gallagher and Associates, a leading museums consultant, to determine the costs associated with remaining in the current building (Attachment 3 – Building Program Comparison).

The study projected the cost of renovating the current building and updating only two of the exhibits would be \$131,857,000.00. MPM administration notes that this study fails to include several considerations. First, the study underestimated the deferred maintenance of the building (estimating \$30,000,000 at the time). Current estimates of deferred capital costs (provided by MPM) associated with the current building are in excess of \$50,000,000. County staff was unable to review and verify the consultant's building renovation estimates as well as the deferred maintenance costs.

Second, the study did not account for the full cost of storage equipment. The deferred capital expenses total does not include upgraded storage furniture. MPM staff has stated the majority of the current storage furniture is subpar—wooden oak cabinetry that off

² The County participated in a study for a possible joint facility with the Mitchell Park Domes and new MPM facility.

gases fumes that have a long-term negative effect on the County's collections. MPM has analyzed the costs of updated storage furniture and estimates the appropriate equipment will cost \$7-8M, with staffing to move the collections into upgraded storage equipment estimated at another \$9-10M (Attachment 4 – Estimated Costs to Move MPM Collections).

Third, the Gallagher study only estimated the updating of two of the many outdated exhibits. Several of the exhibits have not been updated since the building opened in the 1960s. MPM staff has sited many exhibits are scientifically and culturally outdated. MPM believes renovating only two exhibits, the concept of remaining in the building fails to achieve Milwaukee County's racial equity outcomes.

Fourth, the study did not assess the museum's capacity to financially sustain the current building. The building, constructed in the 1960s, was not engineered or constructed to contemporary standards. The building lacks moisture barriers and insulation, resulting in very significant utilities expenses (exceeding \$1,000,000 annually), in addition to environmental consequences. The museum's operating proforma cannot sustain this expense in the current building. The museum has estimated the cost of upgrading the exhibits to be \$80,000,000 to \$90,000,000 (based on the average cost per square foot).

Given these additional considerations, the cost of renovating the current building today would well exceed \$250,000,000.

Finally, this study did not consider the feasibility of revenue associated with this option. Based on the results of the capital campaign feasibility study and continued conversations with donors, MPM has concluded there is not adequate philanthropic support for renovation of the current building, leaving the County as the primary revenue source for a renovation plan.

New Facility. The 2015 Gallagher study also assessed the feasibility of a new facility. The study assessed the size and scale of a new facility and recommended a nearly 200,000 square foot facility with 40,000 square feet of offsite storage. This study was used as the basis for the museum's search for a new site and early plans for the building. The museum is currently engaged in the conceptual design, which is assessing square footage needs in greater detail.

Fundraising Capacity. In 2018, knowing that a capital campaign was likely on the horizon, MPM hired Campbell & Company, a nationally renowned campaign consultant, to conduct an assessment of its fundraising capabilities. This study (see Attachment 5) recommended a series of steps the museum should take to build its capacity to conduct a campaign of this magnitude. Since MPM implemented those recommendations, the annual fund is up 32% over 2018.

Campaign Feasibility. In 2020, the museum brought Campbell & Company back in to conduct a feasibility study to test a \$150,000,000 campaign. The report (see Attachment 6) concluded that the campaign could succeed if the project is a public-private partnership and donors were assured public funding would be committed to the project. Other highlights of the report included that co-location with Betty Brinn strengthens the museum's campaign case, and that the museum is in a position to take advantage of its statewide reach and expand the geography of the campaign to beyond SE Wisconsin. One of the campaign co-chairs resides in Fox Valley.

The feasibility study also noted some challenges that the museum will need to overcome to be successful in raising \$150,000,000, including the readiness of major gift donors and that top-tier donors have not considered MPM a top philanthropic priority given its history as a government department. MPM continues to provide reports on the campaign's progress (gifts/pledges received and pending) to the Department of Administrative Services and will provide public totals when the campaign is no longer operating in its "quiet phase."

MPM has identified, as an alternative pathway, that if a shortfall in Capital Campaign contributions becomes evident after project construction begins, MPM will engage with consultants to assist in completing its Joint Capital Campaign goals, or to assess additional financing options, such as loans or program-related investments. MPM will work with the project design team to monitor and reduce costs throughout the project, but no major element of the building or exhibits shall be scaled back further. In light of the ongoing spikes within the construction market, continuing supply chain issues, and inflationary pressures, MPM will need to carefully monitor the project's construction schedule and costs. To assist with this, MPM brought on a construction management partner at the onset of conceptual design. Additionally, the aggressive donor campaign will need to be followed closely in order to ensure adequate project funding, and also make project adjustments should donor funding fall short of stated goals.

Project Feasibility. The museum has provided an option towards (possible) long-term sustainability. By assessing multiple facility and funding considerations, MPM has presented a potentially viable solution is to build a new, efficient facility, leveraging state, federal and private funding in addition to Milwaukee County.

(i) Key factors for success/failure of the venture.

Accreditation. One of the several drivers to this relocation project is to secure the museum's accreditation. As an academic institution, MPM is accredited by the American Alliance of Museums (AAM).

Museums are required to go through a re-accreditation process approximately every ten years. MPM began its re-accreditation process in early 2020, with a site visit in October 2020. After noting the deterioration of the building in the previous accreditation review (2007), the committee determined that MPM's accreditation status should be tabled for one year. In its letter, the accreditation committee noted, "The materials the Commission reviewed are clear and convincing that the building, suffering from years of structural neglect and deferred maintenance, is utterly inadequate to meet even the most minimal standards of care for the collections."

The committee gave MPM one year to make "significant progress" against the plan for a new facility. AAM has articulated that "significant progress" indicators include 1) providing an acceptable interim plan for some of the collections most in jeopardy in current storage conditions 2) securing funding from the state, 3) securing funding from the County, and 4) launching a private capital campaign. As of January 2022, with the support of Milwaukee County, MPM was successful in submitting and beginning to execute an approved interim plan that protects the most endangered collections, the State of Wisconsin has committed \$40M to the project, the museum has secured the minimum amount in private donations to launch a capital campaign and will do so after a decision is made by Milwaukee County.

A one-year report is due to AAM in April 2022, by then all these conditions must be met or MPM's accreditation will be denied, as MPM staff has indicated that an extension is not an option AAM is willing to provide. Without accreditation, MPM risks losing federal grants, traveling exhibits, research opportunities, adjuncts, and the ability to teach museum studies for Wisconsin universities.

Federal Funding Impact. In the last five years, MPM has been directly awarded \$700,000 in funding from federal agencies and currently has a \$1M grant for collections care pending. Through collaborations with other museums and universities, MPM has secured more than \$3M in sub-awards in the past several years, and most of the grant funding received supports the care, management and study of Milwaukee County's collections.

Fundraising Impact. Loss of accreditation would significantly impact MPM's ability to fundraise for the museum. Donors have noted disappointment in the re-accreditation results and concern that MPM will deteriorate further without accreditation. They have also expressed concerns over the current state of the building and for the safety of the collections. They also frequently note the need for new/refreshed exhibits to maintain relevance, interest and attendance.

Earned Revenue Impact. MPM staff has indicated a loss of accreditation would also result in museum's inability to host travelling exhibits, which would result in a significant fiscal impact. The exhibits provide revenue for the museum through increased attendance in ticket sales and ancillary retail and restaurant sales. Travelling exhibits are also an important driver of membership sales. The last four travelling exhibits brought in \$1.2M in net revenue and generated nearly \$1.4M in memberships.

If MPM became non-accredited, operations could likely continue until such time as cash reserves are depleted. However, a much more robust and thorough analysis of MPM financial records, operations, and donor activity would be required in order to substantiate how long MPM could "float" operations.

Funding. AAM's definition of "significant progress" aligns with the major measures required for this venture to ultimately succeed. After accreditation, funding is the main driver of the project's success.

Conceptual design began in August 2021. The design team, which includes architecture, exhibit design and landscape, was hired at the same time as the construction management firm, Mortenson, with partner Allcon (DBE/WBE/MBE). The design team is actively engaged in value engineering and cost modeling to ensure the project is designed to the budget. Construction will not begin until a conservative percentage of pledges and contributions have been made to support the project. Additionally, the project budget includes contingency (approximately 14%) for unforeseen expenses and escalations.

Finally, the team is assessing potential phasing options for the building project should a shortfall delay the project.

Funding remains the project's most important factor, but the cost to Milwaukee County if this venture isn't pursued is projected to be much higher. Should MPM lose accreditation or fail to secure enough funding for this project, MPM, Inc. will, over time, cease operations and turn the care and management of the collections back to the county. The estimated expense for the County to own and operate the museum would annually exceed \$10 million, and the County would not avoid having to move the collections and construct a new museum.

(j) Governance structure and procedures.

MPM is the current non-profit entity to which the County has entered into agreement to lease the building and manage the County's assets. This is projected to change with the development and relocation of the new museum. These changes are already being implemented in order to build a structure to accommodate New Market Tax Credits to support the project.

The new land acquired for the museum was done through a limited liability company known as Historic Haymarket Milwaukee, LLC, which has since been merged into a 501(c)3, Historic Haymarket Milwaukee, Inc. ("HHM"). HHM is the single-purpose entity to be the developer and financier of the project, and a capital contribution to the project will be to HHM. (Attachment 7: HHM IRS Tax Determination Letter)

In addition, a separate 501(c)3, the Wisconsin Museum of Nature and Culture ("WMNC") has been incorporated to operate the museum once the new facility is open. The \$1M annual contribution to support collections care will need to be detailed in a funding and management agreement ("FMA") with WMNC in the future. (Attachment 8: WMNC IRS Tax Determination Letter)

Following are charts depicting the current and future structure between the museum and County:

Diagram J-1

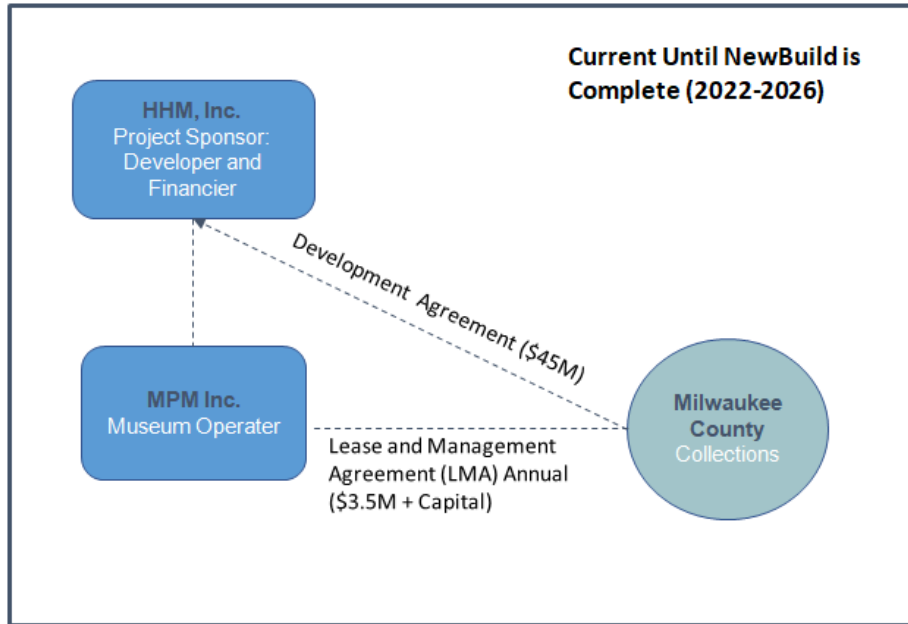
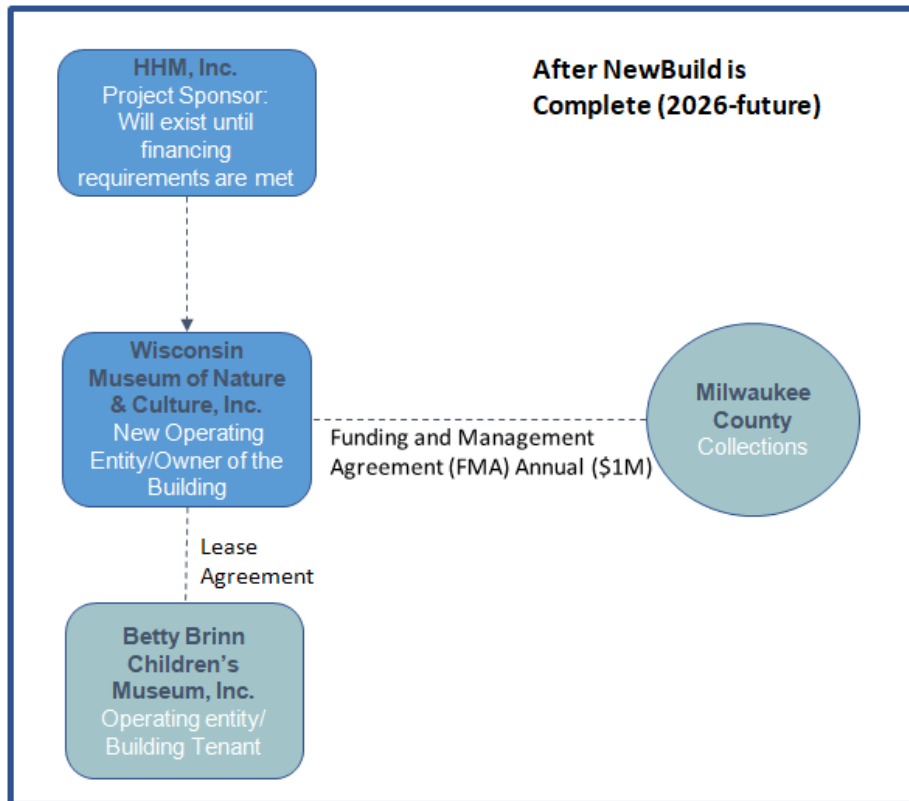


Diagram J-2



(k) Public policy impacts (e.g. Affirmative Action. Disadvantaged Business).

MPM staff has provided the following response in regard to Public Policy Impacts:

For 140 years, MPM has been an important and central cultural asset in this community. Having a world-renowned natural history museum in this community impacts tourism, education, business, research and quality of life. This venture ensures this public asset is available to future generations and lessens Milwaukee County's obligation to supporting it.

The museum's move to a new facility provides a rare and significant opportunity to advance racial equity, diversity, inclusion and accessibility. MPM has long been a leader among museums in accessibility. The only museum in the state to have a full-time accessibility coordinator, MPM has led advancements in accessibility for years. Programs like Spark!, which serves persons with dementia and their caregivers, a sensory room which provides a space for persons with autism or other sensory sensitivities, to Braille and audio guides for visitors with sight impairments.

This work is informing MPM's efforts to become a more diverse and inclusive institution. In 2020, MPM consulted with the Office of African American Affairs to select a consultant to do a baseline assessment of MPM's racial equity work. That report's recommendations are being implemented and will support the work of a new position, Inclusion, Diversity, Equity and Accessibility (IDEA) Director, who joined the staff in January 2022. The IDEA Director will advance MPM's commitment to diversifying the staff and board, implement and promote inclusive programming and support incorporation of community voice in MPM's programming and future exhibits, similar to the Community Council of 50+ leaders that informed programming and engagement related to the recent Nelson Mandela exhibit MPM hosted, in partnership with America's Black Holocaust Museum, in Spring 2021.

Related to the future museum project, MPM has set aggressive IDEA goals. The design team is required to meet a minimum of 20% of expenditures with DBE/WBE/MBE. For the exhibit design team, because of the specialized nature of the industry, the requirement was altered to mandate at least 20% of the team working on this project meets the criteria of a "disadvantaged person." At this time, 100% (7 of 7) people on the design team meet that criteria.

Additionally, the architect of record (Kahler Slater) has incorporated an internship for a student of color to participate at every stage of the project. Several students will gain experience as team members throughout the life of this project. Mortenson is partnered with Allcon Construction, a certified DBE in a mentorship throughout the construction management process to enhance Allcon's portfolio of work beyond general contracting.

Workforce requirements exceed Milwaukee County's standard requirements. 40% of workers will qualify through Milwaukee's Residential Preference Program (RPP) and 50% of workers are required to reside in Milwaukee County. This local workforce ensures that the investment in this project will ripple through our own community and support local jobs and families.

Community engagement is at the heart of the future museum project. Thousands of community members have participated in focus groups, workshops, surveys, and more to provide input and share their aspirations for the future museum. Future exhibits will be designed in collaboration with members of the community, as was A Tribute to Survival (the Pow-Wow exhibit), so that the cultures are represented as they want to be, not how they are perceived or studied by others, as is often the case with natural history museum

exhibits. The future museum exhibits will be inclusive and will provide an opportunity for every child who walks through to see themselves represented.

The museum cares for one of the most extensive collections of Native American history, both of the Wisconsin tribes and across the country. The museum has strong relationships with the various tribal communities in Wisconsin and is working with tribal members to inform and design the future museum exhibits and building. In recent months, the museum has met with several of the tribes across the state. The existing lease and management agreement includes a section on Cultural Awareness.

While the museum's goals address the social aspects of inclusion by describing the composition of the teams engaged in the project, they should continue to work with the County to further address the economic impacts as to opportunities to have more representation from business enterprises on the professional services side, not just construction.

(l) Employee/labor relations impacts (including benefits).

MPM currently recognizes Milwaukee AFSCME Council 32, American Federation of State, County and Municipal Employees, AFSCME, AFL-CIO, and Local526, as the exclusive collective bargaining agent on behalf of the Professionals of MPM, the Operations and Administrative Support of MPM and the Guards of MPM other than managers, supervisors, confidential employees, security employees, professional employees, and federal grant-funded limited term positions and will do so until such time as the employees choose differently.

MPM does not anticipate any major impact to employee/labor relations as a result of this relocation.

(m) Environmental concerns.

The current museum is highly inefficient and uses far more energy than is desirable. Lacking moisture barriers and insulation, the nearly 500,000 square foot building requires significant heating and cooling to maintain appropriate temperature and humidity (for visitors and to protect the collections). MPM currently spends more than \$1M in annual utilities, so the lack of environmental sustainability is also impacting financial sustainability in the current building.

The intention for the future facility is to build a sustainable building, with considerations for healthy systems, carbon impact, community wellbeing, green infrastructure and water and ecosystem implications. The design team has already begun conversations and research regarding the site and sustainable practices the venture can pursue.

As a natural history museum with the mission to inspire curiosity, excite minds, and increase desire to preserve and protect our world's natural and cultural diversity through exhibitions, educational programs, collections, and research, it is important that MPM live by example and the design of the future museum is intended to do so.

(n) Tax consequences.

MPM, HHM and WMNC are all recognized by the IRS as 501(c)3, tax-exempt organizations.

(o) Capital management (e.g. maintenance).

Milwaukee County currently owns the museum building. In addition to the County's annual support for museum operations, the County also provides capital support to fund critical capital needs. The future facility will be owned and operated by the museum, alleviating Milwaukee County of capital expenses beyond the initial investment in the building. The Comptroller's office has reviewed the future museum's operating proforma, which includes an annual, significant contribution by the museum to a capital reserve fund to fund the long-term maintenance of the facility.

(p) Conflicts of interest/ethics.

Providing funds for this project should not put the county or the museum in a situation where our goals are incompatible. The museum and the county both wish to insure the collections are cared for at the standards that are deemed appropriate by the accrediting agency.

See Diagram J-1 and Diagram J-2 for a depiction of the relationships between the various entities, currently and in the future, respectively. The boards of MPM, HHM, WMNC and the MPM Endowment are all separate and operate independently. Staff, board, and volunteer committee members of each entity are required to complete annual conflicts of interest forms and comply with each organization's conflict of interest policies and are held to the highest ethical standards.

(q) Performance measurements.

The following is a list of the museum's programs, including targets that will be expected in the future facility.

Exhibitions. MPM is the most visited museum in the state, serving more than 550,000 visitors from every Wisconsin county and beyond. MPM is regularly voted in public polls as the best museum in the state. In exhibits such as the *Puelicher Butterfly Wing*, *The Third Planet*, and *Crossroads of Civilization*, among others, visitors are able to see significant items from the collections. Examples include the Hebior Mammoth, the most complete mammoth found in North America, excavated in Kenosha; the trilobite fossils (state fossil) of the Silurian Reef, which covered Wisconsin 400 million years ago; and items from the various Wisconsin tribes as showcased in *A Tribute to Survival*.

In addition to its permanent exhibits, MPM hosts special traveling exhibits on a regular basis. These exhibits provide visitors with once-in-a-lifetime opportunities to see some of the world's most precious and valuable artifacts and to broaden their understanding of a wide range of topics. Traveling exhibits hosted by MPM in recent years have focused on recently discovered dinosaurs, the global nature of food, early Maya culture, poison and frogs. In partnership with the Black Holocaust Museum, MPM brought an exhibit on the life of Nelson Mandela in the spring of 2021 and in preparation for that exhibit, we convened a Community Council of 50+ leaders to inform the content and delivery of exhibit programs.

Pre-K-12 Education. Annually, 150,000 school children from 44+ of the 72 Wisconsin counties visit the museum. Education programs support pre-K-12th grade teachers and students statewide with DPI-standard aligned curricula, educational materials, science lessons and more. Onsite and offsite programs range from exhibit tours to semester-long research projects, early childhood education to teacher training. More than 20% of school field trip students come from statistically impoverished neighborhoods.

Higher Education. MPM staff teach UW-Milwaukee's Museum Studies program onsite, and the museum serves as an active laboratory for 29 adjunct researchers, university students and other academic partners across the state and country, including the UW System, Marquette University, Carroll University.

Collections Management. The Museum's collections predate the institution by decades. In the 1850s, shortly after Wisconsin became a state, the principal of the German-English Academy began taking his students out to examine and collect natural specimens. Their expeditions amassed the collections that became the Wisconsin Natural History Society, which in 1882 officially became the Museum.

This legacy of education and preservation of collections continues today. The collections have grown to more than four million objects and specimens that preserve critically important information pertaining to anthropology, history, vertebrate and invertebrate zoology, botany, and geology. Included in the collections are artifacts from ancient civilizations and sites no longer in existence, specimens of extinct plants and animals and so much more. Several collections, including crayfish, bee, butterfly, mussel, and firearm collections, are in the process of being digitized to create mobilized data with world-wide access. (See Appendix C.)

Research. The knowledge gleaned from MPM's collections forms the backbone for all of the activities that take place at MPM; findings are utilized for classroom teaching, scientific inquiry, and public awareness. One MPM curator recently discovered a new genus of bamboo in the collections; another researcher is studying vampire moths, helping to understand the moth's blood-sucking proboscis with a potential to develop less invasive medical technology for drawing blood from patients. On an annual basis, museum staff present at 20 professional conferences, workshops, and webinars; publish 10-20 papers in peer-review professional journals; and review 30+ manuscripts for professional journals.

Scientists world-wide request permission to study the collections, making important discoveries about the world. MPM also provides the broader community with access to the collections; curatorial staff respond to 1,500 requests for information from the public each year. Sometimes staff respond to inquiries via email/phone; other times, the public physically accesses the collections. For instance, Menominee Indian high school students and teachers from northeast Wisconsin visited to view tribal material. Additionally, the Museum sends out requested collections items on loan to other institutions, these requests continue to grow as the collections and their stature become more widely recognized.

Community Science. MPM also engages community members in *doing* science. For example, MPM researchers partnered with the Urban Ecology Center to conduct a joint firefly monitoring project. MPM annually hosts a BioBlitz, during which community members and scientists conduct a biological survey of a park or other natural area. In 2019, 29 colleges, universities, and other organizations from across the state participated, identifying 1,102 species during the 24-hour period at a park in Dane County. At each BioBlitz, endangered and invasive species are identified, and the park notified of needed next steps.

Community Programs. The Museum's onsite community programs range from public sleepovers, lunch and lectures, Science on Tap, MPM Exposed tours, docent tours, and

SPARK!, a free cultural program for people with memory loss and their care partners, as well as many more. In addition, outreach programs— MPM on the Move—serve 25,000 people statewide annually.

Collaborations. Some of our many partners include the Department of Natural Resources, American Alliance of Museums, Alzheimer’s Association, National Science Foundation, NASA, and the Archeological Institute of America, University of Wisconsin System, library systems, community centers, daycares and pre-schools, nursing homes and adult daycare centers, parks, community businesses, and other museums.

(r) Organizational chart and mission statement.

MPM’s mission is to inspire curiosity, excite minds, and increase desire to preserve and protect our world's natural and cultural diversity through exhibitions, educational programs, collections, and research. It is important that MPM live by example and the design of the future museum is intended to do so.

See Attachment 9: MPM Organizational Chart (as of January 2022)

(s) Name of lending institution or bank to determine single or combined reporting.

Currently, HHM banks with Northern Trust. HHM intends to apply for New Market Tax Credits to support the project, which may have reporting impact relevant to the County.