

## CONFIDENTIAL MEMORANDUM

### *Not For Distribution*

Date: October 16, 2020

To: Julie Quinlan Brame, Senior VP of Development, Milwaukee Public Museum

From: Melissa Berliner, Vice President, Campbell & Company

Re: Summary of 2020 Campaign Planning (Feasibility) Study Report

In the spring and summer of 2020, Campbell & Company conducted a study to assess the feasibility of raising \$150 million in private funds to support the future Milwaukee Public Museum (MPM), as well as to outline a fundraising strategy for achieving the recommended goal. Our process included an updated materials review; 18 staff interviews; development of a preliminary case for support; facilitation of a volunteer campaign planning committee; 45 confidential interviews with 63 donors and philanthropic leaders; and development of a final report and operating plan.

Through our study, we found that while a \$150 million private fundraising campaign would represent an ambitious and challenging undertaking, MPM has a viable path forward to success. Most notably, we found:

- Significant enthusiasm about MPM's vision for the future, as well as a deep appreciation of its role as a bedrock civic institution and its current leadership.
- Meaningful progress in the Museum's culture of major giving since our 2018 assessment, with both overall fundraising results and large-scale giving trending upward, indicating deepening donor relationships and a stronger base for a campaign of this scale.
- A willingness to give in support of the Museum's vision from nearly all study participants—a group that included not only longtime MPM supporters, but also significant philanthropists from across the state with new and still-developing relationships with the Museum that we expect to develop further with strategic engagement.

Although study participants were willing to give and enthusiastic about MPM and its vision, more work will need to be done in order to secure gifts at the levels required for success in a campaign of this scale. Based on their responses to the campaign and indications of giving, securing these campaign gifts and moving forward with a \$150 million campaign will require:

- Public funding to establish further momentum and credibility, while amplifying the civic rallying cry that many donors find motivating.
- Securing early leadership support on the scale of \$10 to \$20 million from a small number of prominent community members willing to step forward as campaign champions.
- Providing more clarity and detail around MPM's plans for the future museum (e.g., architect, location, exhibits) in order to give substance to an already-resonant vision based around civic pride and impact.

The operating plan we laid out also included a number of supporting recommendations around donor communications and cultivation strategy, volunteer leadership, and staffing needs, as well as a phased timeline for raising \$150 million in philanthropic support over the next five years.