

SUPERIOR PUBLIC MUSEUMS
THREE MUSEUMS • ONE HERITAGE



Superior Public Museums

**Application for management services of Fairlawn Mansion, the *S.S. Meteor*, and the Old Firehouse & Police Museum
as outlined in Bid #24-49-FIN.**

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“Superior: Living Up to Our Name” is a fitting slogan for this beautiful city in Northwest Wisconsin. With ample outdoor amenities and activities, beautiful shoreline, incredible restaurants, historic sites, nightlife, and unforgettable shopping, it is hard to deny that the city of Superior is a truly wonderful place to call home. Another aspect of the city’s incredible slogan is its rich history. The history of the Twin Ports community is built upon so many stories, themes, and lessons. The museum circuit within the City of Superior does a fantastic job at conveying Superior’s history and how it shapes the present day. Three of those museums are owned by the City itself; Fairlawn Mansion, the *S.S. Meteor* Maritime Museum, and the Old Firehouse & Police Museum. All three of these sites ignite strong feelings of passion, pride, and heritage. Each building is a member of the Wisconsin Register of Historic Places, and Fairlawn Mansion proudly represents Superior with its placement on the National Register of Historic Places. Additionally, Superior Public Museums (SPM) leadership aims to complete the process to grant the *S.S. Meteor* National Landmark status in 2025. SPM leadership has also completed the necessary paperwork and applications to have each site listed on the city of Superior’s local historic register list. Each of the three sites has been featured on local and national television and in newsprint, and Fairlawn Mansion earned a city-wide award in 2024 for its commitment to the guest experience.

While the spaces themselves are impressive and the history is profound, a museum’s success relies on the organization that operates it. Over the past twenty-five years, Superior Public Museums has proudly managed each of the city’s three museums with immense professionalism. With the tenure and the experience of a qualified Board of Directors and classically-trained leadership staff, Superior Public Museums is uniquely positioned to ensure Fairlawn Mansion, the *S.S. Meteor* Maritime museum, and the Old Firehouse & Police Museum continue to be highlights for the City of Superior.

Superior Public Museums is the most qualified candidate to serve as the custodian for the museums and all their facilities for the purpose of operating, maintaining, managing, and preserving Fairlawn Mansion, the *S.S. Meteor* Maritime Museum, and the Old Firehouse & Police Museum.

4.1 State the name, address, and a company profile, including size, qualifications, technical capabilities, etc.

Name: Superior Public Museums

Address(es): Fairlawn Mansion: 906 E 2nd St, Superior, WI 54880; *S.S. Meteor* Maritime Museum: 200 Marina Dr. Superior, WI 54880; Old Firehouse & Police Museum: 402 23rd Ave E, Superior, WI 54880

Note: Superior Public Museums' administrative offices are located at Fairlawn Mansion at 906 E 2nd St. Superior, WI 54880.

Company profile (size, qualifications, technical capabilities):

Superior Public Museums (SPM) has served as the managing entity for the City's museums since January 1, 1999, when SPM as an entity was incorporated. See Appendix pages 61-77 for the Articles of Incorporation and the SPM Bylaws. SPM was specifically incorporated by the recommendation of the City of Superior to run the three museums on behalf of the City after a transition from a previous organization. During the past twenty five years, the dedicated Board of Directors and staff leadership team established a foundation that shares area history, heritage, and storytelling through guided tours, educational and entertainment programming, and community stewardship. SPM continuously looks to enhance and expand upon the current programming in order to be innovative and inclusive.

Retired City of Superior Fire Chief Tad Matheson shared this about the former structure of the management of the city's sites:

"Back in the 90's the historical society managed Fairlawn. The other 2 museums were managed by the Meteor Board I believe. The Meteor Board gave up control in the mid 90's and the Chamber of Commerce took over for a couple of years. I was involved in the Old Firehouse and Police Museum when the Chamber ran the two museums. Back in the day the firefighters helped support the Old Fire House by doing fundraising events. One of our big events was the Fire Muster. During the time when the Chamber ran the 2 museums, they were not very interested in running them, but they did because the Meteor Board was dissolved. Discussions were had about combining all 3 city owned museums. Mayor Ciccone decided to create a committee to bring all 3 museums together and have a group manage all 3. I was asked to be on that committee, and we thought the obvious group to run all 3 museums would be the Historical Society. The Historical Society said they would not run all 3 only Fairlawn, which was not an option. That is when the Superior Public Museums Board was created."

To read Tad Matheson's full letter of support for Superior Public Museums, see Appendix page 78.

The purpose of the City of Superior's museums is to tell the story of the history and heritage of each site in ways that engage and educate visitors from Superior and beyond. Stories told at each site highlight specific themes in history with respect to the community, state, and region. To articulate the histories, themes, and ideas found within each of the city's three sites, Superior Public Museums (SPM) created an expansive visitor experience that includes, but is not limited to, guided tours, events and programming, memberships, private rentals, fundraising, and social

media. Each aspect of SPM's operational and management structure creates a robust and diverse museum experience.

Superior Public Museums (SPM) is firmly committed to enhancing its overall financial strength and capabilities. SPM had an annual budget of \$352,093 for 2024. This has stayed roughly the same for the past 10 years. The City of Superior provides SPM with a stipend as outlined within the Memorandum of Understanding. This has been \$154,992 for the past 10 years. In addition, SPM receives 5.7% of the hotel/motel tax each quarter. This amount fluctuates each year and averages around \$24,000. See Appendix pages 79-85 for a copy of the 2024 budget and the Financial Statement from October 2024 that the Board reviewed and approved in November. Annually, we submit a copy of our budget and year end financial reports to the City Finance Director. (**Note, the SPM Board reviews the November financial statements at the December meeting.*)

Each year, SPM develops its operating budget reviewing past year expenses and anticipated spending. The stipend (and hotel/motel tax funding) received from the City each year are utilized for staff payroll, maintenance and site expenses, and all other operational expenses (phone, internet, supplies, etc.). The entirety of the money received from the City each year is spent on these expenses. Based on the totals above for SPM's annual budget, it can be seen that City funding (approximately \$169k) only meets half of the SPM annual spend (approximately \$350k).

As a result of SPM's conservative financial review, at the end of 2023 we had a cash balance/cash reserve of \$350,844.54 in unrestricted funds and \$132,267.87 in 5 restricted funds. (We plan to institute a 6th that will be used solely for the Old Firehall & Police Museum). A breakdown and description is listed below of these restricted funds. To meet our fiscal responsibility to provide for museum operations, SPM maintains approximately one year of operating costs in the unrestricted cash reserve (a total of \$350,000). SPM has instituted a Special Projects/Cash Reserve Policy that will allow for appropriate spend of our unrestricted fund reserve. (Note: consideration will be given to feedback from SPM strategic planning community input.). See Appendix pages 86-91 for the policy and accompanying form. Ideas we have related to the specific use of these restricted funds include, but are not limited to:

- Continued stabilization of the original hand-painted ceiling in Martin Pattison's office.
- Supplemental funds to aid in the continued restoration of Grace Pattison's bedroom.
- Further restorative efforts and the purchasing of industrial equipment needed to continue enhancements to the *S.S. Meteor's* Engine Room.

Current restricted reserve accounts:

Children's Garden: On the property of Fairlawn Mansion there is a section of the garden dedicated to the children who lived at the mansion during the

Children’s Home era (1920-1962). There is specialized signage at this area of the garden, and funds from this reserve account are used to maintain the upkeep of this section of the garden. The Children’s Garden is maintained by the Master Gardener Association of Douglas County.

Collections & Exhibits: This fund is directly tied to the Collections Policy and is detailed as the Collections Acquisition account. When an item is deaccessioned (following all the steps and approvals in the policy) and sold, funds from the sale of the item goes into this account. Funds from this account are used for the sole purpose of collections and/or exhibits needs that enhance the guest experience.

Restoration-Fairlawn: This account is dedicated to special projects for Fairlawn Mansion, prioritizing restoration initiatives inside of the Mansion. *Within this fund, \$35,715 has been approved by the Board of Directors to restore the Aubusson Tapestry that was returned to SPM. Additional funds, outside of this restricted fund, have also been earmarked for special Fairlawn projects: \$5,400 for restoring Grace Pattison's bedroom and \$1,100 from a memorial fund for Joe Mann (long-time past employee) to be used for Fairlawn restoration.

Restoration-Meteor: This account is dedicated to special projects for the S.S. *Meteor*, prioritizing initiatives that continue restorative maintenance and site enhancements. This account is similar to the Fairlawn restoration account in that it was created to continue the prioritization of restoration of the ship.

Alan Marshall Fund: The late Alan Marshall is a descendant of Captain Alexander McDougall (Alan’s grandfather). The Alan Marshall fund was set up in 2019 in Alan’s memory. This restricted fund is to be used for maintenance for the *S.S. Meteor*.

Unrestricted Cash Balances *as of 2023 year end						
	2018	2019	2020	2021	2022	2023
Fund Balance	\$ 176,313.60	\$ 213,773.04	\$ 203,257.96	\$ 253,216.68	\$ 304,438.08	\$ 345,510.12
Net Income	\$ 32,185.83	\$ 9,365.08	\$ 49,958.72	\$ 51,221.40	\$ 41,070.14	\$ 5,334.42
Temp Restricted Cash Balances *as of 2023 year end						
	2018	2019	2020	2021	2022	2023
Children's Garden	\$ 479.26	\$ 479.26	\$ 479.26	\$ 479.26	\$ 479.26	\$479.26
Collections & Exhibits	\$ 198.39	\$ 198.39	\$ 316.35	\$ 316.35	\$ 316.35	\$316.35
Restoration - Fairlawn	\$ 41,611.79	\$ 41,611.79	\$ 41,611.79	\$ 41,611.79	\$ 41,611.79	*\$104,111.79
Restoration - Meteor	\$ 29,485.60	\$ 26,795.47	\$ 26,795.47	\$ 26,210.47	\$ 26,210.47	\$26,210.47
Alan Marshall Fund	n/a	n/a	\$ 1,150.00	\$ 1,150.00	\$ 1,150.00	\$1,150.00

Outside of the annual stipend, Superior Public Museums (SPM) works with the City of Superior to detail and submit capital improvement projects. In previous years, these were submitted through the Parks & Recreation Department. Since 2015, at Fairlawn, capital projects have addressed window repairs, spot painting, tower repairs, foundation waterproofing and sealing, reroofing, and boiler replacement. Since 2019, at the Old Firehall & Police Museum, projects have addressed tower windows and concrete aprons. We aim to continue to build a strong relationship with the City and the capital projects process. Upcoming projects we are looking to move forward with, include:

Fairlawn Mansion:

- Siding repair
- Parking lot replacement
- Original door repair
- Remaining restorations of rooms on the second and third floor
 - The first rooms planned for restorative efforts include Grace Pattison's bedroom, Lois Pattison's bedroom, and the bathroom on the third floor.

S.S. Meteor:

- Removal of asbestos, lead paint, and black oil from the ship's interior
- Welding, water and mold mitigation
- Structural improvements

Old Firehall & Police Museum:

- Flat roof replacement
- Boiler upgrade
- Tuckpointing
- Repairs to glass block windows
- Remove asbestos
- Brass repairs to the original fire pole

SPM's use of restricted and unrestricted funds (cash balances) prioritizes critical needs first. Future investments (with additional funding provided) include the following initiatives:

Fairlawn Mansion:

- Restore the second and third floors of the mansion and correct the historically inaccurate changes that were completed between 1967-1999.
- Build a carriage house similar to the building owned by the Pattison family to be used for event spaces, offices, and other needs to separate administration spaces from museum spaces.
- Build a Victorian greenhouse like the Pattison's had.
- Add an elevator to both make the home more accessible and accommodating and to recreate the elevator used during the Pattison family years.

S.S. Meteor:

- Remove the remaining oil left behind in the hull of the ship.
- Refloat the ship.
- Create a more stabilized ramp on the exterior of the ship to accommodate more tours.

Old Firehall & Police Museum:

- Add an elevator to make the second floor more accessible.
- Rebuild the 3rd bay of the building that was torn down.
- Add a children's fire/police themed playground on the adjacent lot owned by the City.

The purpose of the City's museums is to tell the story of the history and heritage of each site in ways that engage and educate visitors from all over the world. When Superior Public Museums (SPM) was established, it was understood that a guided tour experience would be the best vehicle to share the histories and portray the storytelling at both the *S.S. Meteor* and Fairlawn Mansion. SPM staff used academic methodologies to research and create the guided tour script based on archival primary source research, oral history interviews, secondary source research, and audio/visual learning, all of which are part of the Wisconsin Historical Society's recommended methodology for historical research. The guided tour remained consistent for several years, until the COVID-19 pandemic created an opportunity for staff to reevaluate the guided tour experience. Each year since 2020, leadership staff have taken a comprehensive examination of the Fairlawn Mansion and *S.S. Meteor* guided tours and made enhancements. These enhancements are based upon a variety of factors, including the acquisition of new artifacts and exhibits, guest feedback, and new information researched and verified by the staff. At the Old Firehouse & Police Museum, SPM staff spent the entirety of 2020 and 2021 reorganizing and refreshing the museum to ensure CDC guidelines could be followed during the self-guided tour experience. Throughout the past three years, a new self-guided tour brochure has been implemented to ensure the guest experience is not diminished by the self-guided format of the museum. Storytelling continues to be expanded across each site, with SPM leadership staff creating and implementing new exhibits to be installed in 2025 at the *S.S. Meteor* and the Old Firehouse & Police Museum. At Fairlawn Mansion, a series of temporary, rotating exhibits are in the works to engage visitors and encourage local guests to visit time and time again. Continuous improvements and enhancements to the visitor experience continues to be at the forefront of the SPM mission.

Honorary Duluth Firefighter and fire historian Gary Carino had this to say about the Old Firehouse & Police Museum:

"I don't know of any city able to have such a display located right in a former city fire station. This is a very unique situation to us fire historians and your city should capitalize on this also."

Many fire departments would just love to have an original fire station housing some of their original rights. This is a pipe dream to them and right here in front of you is that dream come true...I feel it is imperative these three museums should continue under the local control of SPM which has been so successful all of these 25 years."

To read Gary's full letter of support for Superior Public Museums, see Appendix page 92.

While guided tours and programming are integral to the success of the city's three museums, community stewardship is a critical part of Superior Public Museums' (SPM) focus to be strong partners in the community. SPM has served as the community liaison for each site, and community feedback is taken seriously when determining future endeavors for all three museums. Because of this, SPM has earned the trust of the community to create an enhanced visitor experience that encourages multiple visits over time.

Director of Embark Supported Employment and community participant Shawna Anderson had this to say about SPM's community stewardship:

"As a resident in the neighborhood of Fairlawn, I've spent time at their community events, both new and old. Ice Cream Social is a highlight of the summer, cars line the neighborhood for blocks as people come to enjoy a great family-friendly event. The Easter event and Quiet Santa are newer events but are also popular, giving families unique opportunities to celebrate the holidays. I've also had a unique opportunity to work with the leadership at Fairlawn in my professional capacity as a former special education teacher and now as director of a non-profit supporting individuals with disabilities. SPM has always been willing and eager to partner with various programs to allow populations that are often overlooked to have opportunities to learn employability skills and to be involved with a community landmark. This speaks volumes about the commitment that the leadership of SPM has to our community."

To read Shawna's full letter of support for Superior Public Museums, see Appendix page 93.

Superior Public Museums (SPM) takes visitor feedback very seriously. Since the introduction of Bookeo software in 2020, SPM has streamlined the feedback and review process for guests. At the conclusion of a pre-booked tour or event, guests receive an email from SPM asking guests to share their experiences in the form of a rating or with a written review. Reviews are recorded and examined weekly by SPM leadership staff, and if any issues need to be addressed, they are done so in a timely manner. Adjustments have been made based on reviews throughout the past four years, including adding more seating arrangements at Fairlawn Mansion, the creation of a photo book of rooms on the second and third floors of Fairlawn for guests with mobility issues, microphones to be used on tours aboard the *S.S. Meteor*, and more updated signage with larger font at the Old Firehouse & Police Museum. Guest feedback is important to SPM, and in implementing changes that improve the quality of a visitor's experience, SPM has thoroughly

earned the trust and respect of the community. Visitors have routinely given positive feedback and five star reviews of each museum. In 2024, Superior Public Museums amassed 100 positive reviews for the year and over 75 perfect, 5-star reviews, a first for the organization since Bookeo was introduced. Additionally, SPM was the recipient of BusinessRate's Best Museum of Superior award based on the amount of published reviews. The community has made their approval of SPM clear, and companies like BusinessRate have taken notice.

Current SPM volunteer and tour guide Martin Karpa shared this about SPM's guest interaction and testimonials:

"Having interacted with thousands of guests touring the Meteor and Fairlawn over the years - guests from the immediate community, the upper tier of the country, across the nation, and even internationally - I can testify that the reception is 99% positive. (99% simply because 100% is perfect, and nothing in this world is perfect.) Again, I default to the reviews posted online and let the public speak on behalf of Superior Public Museums. All of this positivity, both internal and external, is the direct end result of the current solid governance, and in my humble opinion, with the energy and forward thinking skills of the present Museum Manager backed up by an equally sound Board of Directors and a dedicated staff, the only direction is upwards. To change the oversight of the museums jeopardizes the evolving future bright outlook."

To read Martin's full letter of support for Superior Public Museums, see Appendix page 94.

See Appendix pages 95-97 for a copy of all four-star and five-star reviews for all three museums submitted in the 2024 calendar year.

Using reviews is not the only way in which Superior Public Museums (SPM) informed its strategy and work. Beginning in October 2023, SPM worked with Superior Effect Marketing to create a new 3-5 year strategic plan. To create the plan in an authentic way, SPM invited members of the community to attend a focus group to share ideas and give feedback on past experiences at all three sites. The constructive critiques and recommendations made by members of the public were used to develop the strategic plan, and many of the community's ideas were implemented into the key categories of the document. In addition to the focus group, SPM produced an online survey to reach more residents and community partners. That survey had over 100 responses from individuals. SPM trusts the community, just as much as the community trusts SPM; a relationship built upon trust and respect developed over SPM's twenty five years of service. See Appendix pages 98-163 for a copy of the complete Strategic Plan.

4.2 Include a list of the key personnel and leadership team. Provide a summary of the personnel and their capabilities and experience.

Key Personnel & Leadership Team

For a copy of job descriptions for each key personnel role at Superior Public Museums, see Appendix pages 164-180.

Staff

Executive Director - Vacant - Full Time - The Executive Director role has been officially vacant since June 2024 following our previous Executive Director Megan Meyer's move out of town. The Board had started a hiring process immediately following our previous Executive Director's departure. The Board was asked to halt/pause this hiring due to merger conversations. With a merger no longer moving forward, hiring a new Executive Director will be the responsibility of the Board during the first quarter of 2025.

Museum Manager - Jordan Stish - Full Time - Jordan Stish has served as the Museum Manager since July 2024. Jordan was hired upon the departures of Executive Director Megan Meyer and Museum Manager Brittany Plachecki. Jordan is classically trained in the field of public history, earning her Master's Degree in public history from the University of Wisconsin-Eau Claire in 2023. Jordan's public history graduate thesis earned national honors, winning Distinguished Master's Thesis in the field of Humanities in both the state of Wisconsin and the United States Midwest Region. Jordan has worked in museums for the past five years, working in collections management, exhibit development, curriculum design, and community stewardship. Most recently, she worked at the Minnesota History Center in Saint Paul, MN. At Superior Public Museums, Jordan has taken on an interim role, fulfilling many of the duties within the Executive Director and Museum Manager job descriptions. Jordan's duties include (but are not limited to), collections management, exhibit development, programming and events management, fundraising, operation of the corporate membership program, social media marketing, daily operations management, including payroll, booking systems, staff management, and communications with the community. A copy of Jordan's resume is included in the Appendix on page 181.

Several community members and leaders have shared their support of Jordan Stish and her new role as Museum Manager at Superior Public Museums. For full letters of support from Mary Glad, program manager at the William A. Irvin, Jen Tanko, outreach and programming librarian at the Superior Public Library, TJ Oakes, head baseball coach at the University of Wisconsin-Superior, and Taylor Kriske, private citizen and event attendee, see Appendix pages 182-186. The letters of support include the following descriptions of Jordan Stish's leadership capabilities:

“Jordan has been able to put on new, successful, and engaging events at many of the museums to drive attendance and awareness about the Superior Public Museums. I had the privilege to attend the Revitalize the Meteor fundraiser, and I was impressed with the turnout! I know firsthand how difficult it is to plan and execute events, especially on a short timeline, and it was extremely well done.” -Mary Glad

“Jordan has extraordinary communications skills and demonstrates professionalism and integrity. She is organized and knowledgeable and was extremely helpful when working with her to plan for the event [Spooktacular Saturday at Fairlawn Mansion]. Jordan was quick to respond to my emails and willing to go the extra mile to ensure we got what we needed.” -Jen Tanko

“Jordan has been so great to work with through these interactions. She is very organized and detailed in her work making sure we know exactly what our tasks are and the overall logistics of the volunteering opportunities. Through our interactions, the best ways to describe Jordan are professional, kind, and courteous. You can tell that Jordan truly cares about her job and the work she does.” -TJ Oakes

“Jordan’s efforts to personally oversee all three locations demonstrates an exceptional level of dedication and passion for the history and heritage of Superior. Her vision and hands-on approach have ensured that these museums remain not only well-preserved, but also relevant. She has personally overseen many projects that provide an uptake in interest from all groups of people.” -Taylor Kriske

Administrative Assistant - Promotions and Purchasing - Cindy Smith -20 Hours per Week

- Cindy Smith has worked for Superior Public Museums (SPM) in several capacities since 2014. Her current position in promotions and purchasing oversees three key areas: the gift shops, private events and bookings, and the individual membership program. For the gift shop, Cindy manages all inventory, marketing, and promotional sales at Fairlawn Mansion, the *S.S. Meteor*, and the Old Firehouse & Police Museum. She attends regular webinars from reputable museum management sources to further develop the gift shop experience for guests. She solicits vendors across the state of Wisconsin, and she annually attends the Minneapolis Mart to explore new products. Cindy also serves as the SPM liaison for a majority of private bookings, including weddings, vow renewals, professional photography, bridal showers, birthday parties, and field trips. She meets with prospective clients, collects all necessary contracts and payments, and coordinates with staff to ensure a seamless booking experience. Cindy also oversees the individual membership program. She sends out renewal letters, logs all memberships in the SPM database, collects payments, and updates membership information, and advertising.

Administrative Assistant - Bookkeeper - Valerie Burke - 20 Hours per Week - Valerie has worked in various capacities for Superior Public Museums (SPM) for over two years. She was initially hired to serve as a tour guide and was promoted to serve as administrative assistant. In her administrative role, Valerie manages all billing and payments for SPM, including but not limited to, utilities, credit card, computer maintenance, lawn care, maintenance, and miscellaneous payments. Valerie also assists with the ordering and organization of all office supplies. She assists with bookkeeping in QuickBooks. In addition to her administrative duties, Valerie assists with tour guide training, and helps maintain the integrity of the guided tour experience at Fairlawn Mansion. Valerie has institutional knowledge about the Pattison family and helps maintain the factual information researched for Fairlawn Mansion.

Note: Valerie is a voting member of the Douglas County Historical Society (DCHS) Board of Directors. She confirmed with Museum Manager Jordan Stish that she has stepped back from DCHS's planning for the RFP process due to the potential conflict of interest.

Maintenance Coordinator - Aaron Kivisto - 25 Hours per Week - Aaron Kivisto has been serving as the Superior Public Museums (SPM) Maintenance Coordinator since October 2022. Aaron has technical training in both outdoor and indoor maintenance and custodial procedures. He is equipped to execute general maintenance repairs and upkeep, including painting, woodworking, generator maintenance, water removal, heating inspections, among other miscellaneous tasks. Additionally, Aaron assists with correspondence and communications with outside maintenance providers, including electricians, plumbers, and boilermakers. While Aaron is not a licensed electrician, he advises Museum Manager Jordan Stish on what repairs and upkeep needs to be done by licensed professionals.

In addition to the dedicated leadership staff, Superior Public Museums (SPM) employs upwards of 25 seasonal and part time tour guide staff, student workers participating in the Off-Campus Work Study Program through the University of Wisconsin-Superior, seasonal interns from local high schools and universities in the Twin Ports, and a dedicated group of volunteers to ensure the continued success of the city's three museums. SPM sees upwards of 50 volunteers for various projects throughout each calendar year. For a recent organizational chart (with brief role descriptions), see Appendix page 187.

Current SPM tour guide Rebecca (Becky) Olson said this about serving as a member of the SPM staff:

“For the past two and a half years I have worked as a tour guide for Superior Public Museums, specifically Fairlawn Mansion. I have taken this role very seriously. While my official job title is Tour Guide, I serve as Customer Relations, not only for Fairlawn, but for our City as well. I work directly with our tourist population striving to give them the best experience possible while

at our museum and representing and recommending all our local businesses and tourist attractions.”

To read Becky’s full letter of support for Superior Public Museums, see Appendix page 188.

Ellie Leadstrom, Financial Aid Officer at the University of Wisconsin Superior said this about collaborating with SPM for the Off-Campus Work Study Program:

“My guest experiences partnering our Off-Campus Work Study program with Superior Public Museums have been nothing short of exceptional. They have always been welcoming and educational...I know just by interacting with the staff that from the moment you enter any of the sites, it is clear that they are all committed to making each visit enjoyable and informative. The programming and events offered across the three museum locations provide a wide range of experiences that cater to diverse audiences. One of the most notable aspects of Superior Public Museums is their commitment to storytelling. The museum staff, specifically the Museum Manager, have always been professional, helpful, and genuinely passionate about their work. Whether working with them through our Off-Campus Work Study Program, answering questions, checking in, or providing guidance, they have consistently made my communications and interactions with them very enjoyable. I know I can always count on an immediate response or acknowledgement when working with Superior Public Museums.”

To read Ellie’s full letter of support for Superior Public Museums, see Appendix page 189.

Current SPM volunteer and member of the Lake Superior Master Gardener Association Janet LeBard had this to say about volunteering with SPM:

“The leadership of the Board of Directors and SPM staff has made it very possible for events, fundraising, and community involvement. All three sites make volunteering and visiting enjoyable. They have made a very positive experience for Superior’s tourism where visitors have a very memorable time. The tour staff are friendly, knowledgeable, and just so remarkable.”

To read Janet’s full letter of support for Superior Public Museums, see Appendix page 190.

Longtime Old Firehouse & Police Museum volunteer Dave Johnson had this to say about working with SPM as a volunteer:

“Since 1984, I have been a volunteer for the three museums in one aspect or another. During that time, the Maritime Society disbanded and I became one of the principal committee members who kept the Old Firehouse & Police Museum operational. I have worked with the Chamber of Commerce, the Historical Society, and eventually SPM. I was also an original committee

member bringing the State of Wisconsin Fire & Police Hall of Fame to Superior and to the museum. I have been very happy with the operation of the museums under SPM.”

To read Dave’s full letter of support for Superior Public Museums, see Appendix page 191.

Fifteen year volunteer Patricia (Pat) Greiner had this to say about her support of SPM:

“As a participant of Superior Public Museums for (15 years) volunteer work, I want to express my support for the continuation of the solid abilities of SPM to continue management of the 3 museums.”

To read Pat’s full letter of support for Superior Public Museums, see Appendix page 192.

Board of Directors

Superior Public Museums currently has a Board of Directors of 9 volunteer members. Each Board member provides valuable leadership and industry expertise that creates a Board with valuable differing perspectives and background. The Board of Directors directory is annually filed with the City Clerk of Superior. A copy is included in the Appendix on page 193.

The Board Directory also notes each Board members’ term.

Superior Public Museums’ Bylaws detail that the City of Superior appoints one sitting City Councilor to join the Board of Directors. This is currently Councilor Brent Fennessey, and in the most recent past has been Councilor Nick Ledin and Councilor Tylor Elm.

Board member’s roles, responsibilities, and potential leadership opportunities are outlined within the Bylaws of Superior Public Museums; Appendix pages 68-77.

Prospective Board members first fill out an application, and then have an interview with the Board President and Executive Director. The full Board discusses their application at the following meeting. Should the Board agree to move forward with their application, each Board member goes through an Orientation with the Board President and Executive Director. Board members are chosen based on their professional industry expertise that will compliment the overall goals of the Board.

Former Superior Public Museums Executive Director Megan Meyer had this to say about her relationship with the Board of Directors:

“The SPM Board of Directors is made up of diverse community members that encompass all of the traits required to make a successful board: transparency, trust, passion, governance,

communications, financial thinking, and strategic planning. We came out of COVID strong and have retained strong finances while making necessary upgrades to the website, sales system, and so much more.”

To read Megan’s full letter of support for Superior Public Museums, see Appendix page 194.

Community member and long time supporter of SPM, Nikky Farmakes had this to say about the SPM Board of Directors:

“For nearly 25 years, Superior Public Museums, its Leadership, and its Board of Directors have continually proven their dedication not only to the properties they manage but also to the restoration, preservation, and highlighting of Superior’s history. They have created exhibits and programs that engage the local community and significantly drive tourism. Their years of experience in storytelling, guest experience refinement, and structural maintenance, and inclusive programming—such as Silent [Quiet] Santa and the Ice Cream Social—are commendable.”

To read Nikky’s full letter of Support for Superior Public Museums, see Appendix page 195.

Current SPM Tour Guide Frances Michel had this to say about the Board of Directors’ managing capabilities:

“Superior Public Museums has been managing the 3 properties for 25 years. Just like the sites, it has become an integral part of this town. Quality stands the test of time and Superior, WI deserves the best. Superior Public Museums, working with the City of Superior, is the best way to provide this to the community.

To read Frances’ full letter of support for Superior Public Museums, see Appendix page 196.

Retired Superior Firefighter and one of the first inductees into the State of Wisconsin Fire and Police Hall of Fame Lenny Rouse shared:

“Those who started the Old Firehouse and Police Museum still treasure it today. Though we handed the reins over to the very capable Superior Public Museums (SPM) in 1999, we have watched as OFPM, as well as Fairlawn Mansion and the S.S. Meteor, have flourished. For the last 25 years, the dedicated leadership staff and Board of Directors have continued restoration efforts, created new exhibits and programs, maintained strong financial stewardship, and welcomed community members and visitors alike to share in the city’s history at each museum.

SPM is uniquely positioned with the experience, tenure, and commitment to receive a contract with the City of Superior to continue management and operations of the city's museums (Fairlawn Mansion, the S.S. Meteor, and the Old Firehouse & Police Museum). They put on quality fundraising events that provide the community with special opportunities to experience the history and storytelling at each of the sites. Knowing members of SPM's Board of Directors, I am confident that their leadership will maintain and enhance the museums for the years to come."

To read Lenny's full letter of support for Superior Public Museums, see Appendix page 197.

Below is an outline of the Superior Public Museums Board of Directors. SPM was not able to acquire biographies from two Board members at the time of submitting this proposal - Danielle Gondik and Brent Fennessey.

Katelyn Baumann - President

Katelyn received her B.A. in international peace studies and mass communication from UW-Superior and graduated summa cum laude in May 2012. She started her professional career at UW-Superior in July 2012, and she served for two years as an AmeriCorps*VISTA. Since then, Katelyn has progressively taken on increasing responsibility and leadership within the Link Center. Within her current role, Katelyn provides leadership, support, and resources to faculty/instructors on how to strategically and sustainably integrate Academic Service-Learning (AS-L) into their courses. She develops collaborations with nonprofits, schools, service clubs, businesses and other groups to formulate solutions to existing community needs through AS-L partnerships. Furthermore, Katelyn leads the Jackets Vote program; this is UW-Superior's nonpartisan voter and civic engagement program. Jackets Vote works to encourage more students to get registered, get educated, and get out to vote. Finally, Katelyn leads risk and liability contracts called PASS Agreements (formerly known as Affiliation Agreements) that are required by the Universities of Wisconsin for any community engagement and public service. Katelyn is heavily involved in shared governance at UW-Superior and chairs the Academic Staff Senate.

Through her position, Katelyn has served on the Board of Trustees as Vice-Chair with the Duluth Superior Area Community Foundation, Co-Chairs the Belonging Committee, and Chaired the previous Young Leaders Fund since 2022. She regularly attends meetings of the Anti-Poverty Action Coalition and Family Services Advisory Board (Superior School District) to listen and build mutually beneficial partnerships with community partners.

Katelyn is committed to life-long learning and has completed - DEI in the Workplace Certificate Program (2023), Homegrown Mentorship Program (2023), Higher Education Resource Services (HER) Unleash your Career (2022), Advanced & Basic EDI Certificate Programs (2021), Leadership Superior, Douglas County (2015), and Nonprofit Administration Certificate Program

(2014). She was awarded the Inclusiveness Award in 2022 at UW-Superior, and was selected as Volunteer of the Year for the Arts & Culture Category for the Governor's Service Awards by Governor Evers and Serve Wisconsin. A copy of a Press Release and Award Statement are included in the Appendix pages 198-203.

Outside of work, Katelyn is the founder of the Children's Memorial Garden in Superior and is Board President for Superior Public Museums. She has served on the Board since 2015. Previously she served on the Board of Directors for 23rd Veteran, Superior Area Parent Teacher Association, and volunteered with Mentor Superior, the Superior Dog Park, Rolling Readers, and the Lake Superior Zoo. She is a 16+ year Superior resident and is inspired by this community's unique history, heritage, and the intersection of tourism. Katelyn has strengths in community outreach, public speaking, event planning, relationship building, volunteer management and student leadership.

Spencer Miller - Vice President

Spencer Miller is in his 17th year in the insurance industry, having recently had his 9th anniversary at Holden Insurance Agency Inc. While at Holden Insurance Agency, Spencer has worked with hundreds of local business clients in all industries, managing their employee benefits packages. As an Employee Benefits Agent, Spencer not only works with the owners and management, but also every employee of the business, to ensure everyone has a full understanding of their benefits. Spencer's licensure allows him to do business in Wisconsin, Minnesota and Michigan.

Spencer has also been working for Business Network International (BNI) as a Chapter Success Coach for the last 2 years. As a Chapter Success Coach, he is responsible for the health and wellbeing of three local chapters. He works closely with the three leadership teams to help implement BNI core values and policies, as well as with the individual members to help grow their businesses.

Spencer has been a member of the Superior community since July of 2009 when he took a promotion that brought him to town. Since moving to Superior, he has served on multiple boards and taken part in many community events. Having served 4 years with the Superior Young Professionals holding such roles as Secretary/Treasurer, Vice-President and President. Spencer is currently the Treasurer on the Board of Director for Embark Supported Employment (Superior Vocations Center) and has been a member of that board since 2018. He has also been an active member of the Superior Public Museums board since 2016, and is currently the Board Vice President.

When not working or volunteering his time, Spencer and his wife are raising two teenage boys that are heavily involved in local sports through the school district and other local clubs and leagues. When not attending those sporting events, Spencer enjoys spending time outdoors

hunting, fishing, trail riding, and hiking. He has also acted in over 80 murder mystery events in the Twin Ports through Murder Mystery Ink.

Suzanne Prochazka - Secretary/Treasurer

Suzanne Prochazka is a 30-year professional in nonprofit management, fundraising, strategic planning, and marketing. In her 25 years with the American Cancer Society, she has held national, regional, and local area leadership roles – managing multi-million-dollar programs and small and large staff teams. Her current role as Senior Director, Marketing and Communications, Community Fundraising manages a team of three staff supporting American Cancer Society fundraising programs goaled for \$80 million in a 17-state region. Previously, Suzanne worked as Director of Development at the University of Wisconsin-Superior Foundation, Inc. for four years increasing year over year alumni and staff giving, developing the annual giving program, and supporting the campus’ significant capital campaign. She has proven experience in effective strategy development, accurate budgeting and forecasting, comprehensive project management, impactful direct marketing, and large conference and event planning.

Suzanne has a commitment to serving the Superior community, as demonstrated by her active leadership roles in key volunteer, governance, and civic capacities. Suzanne has served on the Board of Directors for Superior Public Museums Board of Directors since 2018, with acting roles of Secretary/Treasurer for the past several years. She also serves on the Superior Public Library Foundation Board of Directors as a member since 2019, and currently as Secretary. In 2013, she was appointed by Mayor Bruce Hagen to serve on the Police and Fire Commission, and during this tenure developed and led the hiring process for past Superior Police Department Chief Nick Alexander. While acting as President on the Superior Public Library Board of Directors (2006-2012), Suzanne created and facilitated the hiring process for Superior’s current Library Director (Sue Heskin). Suzanne also played a key role in the hiring process for Superior Public Museum’s past Executive Director, Megan Meyer. Additionally, she has had an active role in St. Francis Xavier Catholic Church’s weekly religious education program, teaching third grade Sunday School for the past 17 years.

Suzanne is a 20+ year Superior resident, moving here from southern Wisconsin in 2001. She is a magna cum laude graduate of St. Norbert College, with a degree in Communications. She is raising two daughters - both who have volunteered for SPM, an 11 th grader at Superior Public High School and a soon to be 3 ½ year graduate of UW- Eau Claire. When not working or serving as a volunteer, Suzanne enjoys cooking, reading, and spending time with her girls.

Dale Koziol

Dale Koziol graduated from the University of Akron and has a Bachelor’s of Science in Mechanical Engineering. For the last 30 years of his career, Dale Koziol worked for Ecolab Inc. at their global headquarters in St. Paul, MN. Ecolab is a multinational manufacturer and provider of cleaning and sanitizing products worldwide. He was the Manager of Project

Engineering for the Global Operations Division. In that role he had primary responsibility for the design and construction of new, multi-million-dollar manufacturing facilities around the world. In addition, he provided technical, training, and project management support for Ecolab's domestic facilities. For much of his time at Ecolab, he was also the administrator for that Division's capital spending program, overseeing the funding for all capital improvements and major repairs worldwide. This has provided him with extensive, practical experience in the construction, maintenance and repair of equipment, buildings and facilities of all types.

Dale Koziol is currently in his second term on the Board of Directors for Superior Public Museums (SPM). He has previously served on the boards of the Great Lakes Shipwreck Preservation Society (GLSPS) and Theatre in the Round Players (TRP). Both of those organizations are in Minneapolis, MN.

Concurrently, he is a member of GLSPS, the Lake Superior Maritime Museum Association (LSMMA) and the Minnesota Historical Society. History has always been a major interest of his.

His involvement with SPM dates to 2008 when he joined GLSPS and worked on his first S.S. Meteor work weekend. The first all-volunteer work weekend was organized by the Wisconsin Underwater Archeology Association (WUAA) in 1999, concurrent with the establishment of SPM. Over the previous decades the ship had suffered from severe benign neglect. It was literally falling apart. WUAA recognized that the Meteor was a unique historic treasure and they wanted to see the degradation at least slowed down even if they could not stop it. Six hearty volunteers from WUAA spent the weekend before the museum opened for the season cleaning, scraping and painting. Two years later, GLSPS joined the cause, bringing additional resources to the effort. By the time Koziol joined in, the work weekend had expanded in size and effort to a crew of around forty volunteers. He truly enjoys the time spent working on the ship and the camaraderie that has developed among the crew. There are upwards of sixty volunteers working on the ship during most work weekends. Folks come from near and far to participate and often bring very specialized skills to the conservation of this unique vessel. Some, including Dale, show up at other times to tackle extra projects that could not be completed during that single weekend – usually because of the weather. The Meteor is now in better physical condition than when it was sailing. The ship's degradation has been reversed.

It was through his long-term dedication and involvement with the S.S. Meteor that Dale Koziol was recruited to join the SPM Board of Directors with the ship being his special constituency. That is not to say that the other two museums were neglected. He has done special projects for them as well.

Dale Koziol looks forward to having the opportunity to continue this good work as a member of the Superior Public Museums Board of Directors. Great things could lie ahead for the museums under SPM's solid direction.

Suzi Olson

Suzi Olson is currently a Captain for the Superior Fire Department (SFD) in Superior, Wisconsin. A 27-year veteran of the fire service, Captain Olson holds an Associate of Applied Science degree in Fire Technology and Administration from Lake Superior College, and a Bachelor of Science degree in Fire Administration from Columbia Southern University, summa cum laude. Among her 16 specialty certifications, she has been a hands-only CPR instructor, AHA Basic Life Support instructor, and a Child Passenger Safety technician. She has organized car seat clinics, public fire ops events, and department open house events. She helped establish the Superior Fire Department Honor Guard in 2002. In 2023, she received a Letter of Commendation for her bravery and selfless action in the Nottingham Apartments fire, in which she and her colleagues saved the lives of 4 adults and an infant.

During her time with SFD, Captain Olson has been a member of Superior Firefighters IAFF Local #74, the oldest firefighters' union in Wisconsin. In 2017, she became President of Local #74, making her the first woman to hold the Presidency of a firefighters' union in state history, a position she held for 7 years. As President, she worked to connect retirees to current firefighters through social gatherings, deepening the firefighters' connection to history and extending the retirees' bond to the department. She also helped bring IAFF Peer Support training to the department, guiding firefighters through the mental trauma associated with service. She received the Northland's *Women in Leadership Award* in 2010. In 2018, she was honored as keynote speaker for the annual *Superior Citizens in Action* event.

Inspired by her community and the work of her late father Robert Potter, Jr., who was also a Captain for the Superior Fire Department, Suzi has dedicated herself to public service, prioritizing safety, education, and history. In addition to her work as a firefighter and union executive, Suzi serves on the Board of Directors for both Superior Public Museums and the State of Wisconsin Fire & Police Hall of Fame. She brings decades of experience and historical knowledge of SFD to those positions, contributing her vision for the future of the Old Firehouse and Police Museum. She is an active member of the Cooper-Weisberg Elementary School PTA, where she serves as President. A lifelong resident of Superior, Suzi lives with her husband Jesse and their two children, where she enjoys spending time outdoors, whether gardening, hiking, or traveling to explore North America's natural wonders.

Sean Tenerelli

Louis Sean Tenerelli is a seasoned sales leader with over 20 years of experience in commercial sales and business development. Currently serving as the Commercial Sales Manager at Superior Lidgerwood Mundy, Louis leads a dedicated team in the design, manufacture, testing, and implementation of SLM Winches, Hoists, and Dutchess Bakery Machinery Equipment. His leadership focuses on strategic thinking, relationship building, and driving growth for the

company. Louis has a proven track record of developing long-term client relationships, negotiating contracts, and managing large-scale commercial operations.

Before his current role, Louis worked as a Commercial Sales Consultant and Business Development Professional at Superior Lidgerwood Mundy for 17 years, playing a key role in client acquisition, contract management, and business development. He also has extensive experience in sales operations, where he managed teams, coordinated marketing efforts, and streamlined sales processes.

Louis's career also includes an entrepreneurial role as Executive Producer at The Sports Underground, where he oversaw affiliate relations and interview setups for a local sports show. Additionally, he held the position of Division Sales Manager at Teleresources Inc., leading a team of up to 100 telemarketers and overseeing daily operations and corporate-level communications.

He has skills in Strategic Sales Leadership, Client Relationship Management, Contract Negotiation, Business Development, Team Building and Leadership, Sales Operations & Marketing, Networking and Partnerships, and Project Management. Louis has an Associate's Degree in Specialized Sales, Merchandising, and Marketing Operations – Lake Superior College (LSC).

Louis has been a dedicated community leader and volunteer. He has served as a Board Member for Superior Public Museums since 2010, holding roles as Vice President and President in the past. He was also involved in Superior Young Professionals, where he contributed as a founder, board member, vice president, and president from 2010 to 2019. He also served on the Board of Directors of the Superior Jaycees from 2009-2011.

Stewart Platner

Stewart Platner worked at the University of Wisconsin – Superior for over 34 years. As a professor his area of teaching included Theatre Design and Technical Direction, and Human Communication. He served as the resident designer and technical director for University Theatre, maintaining two theatres and technical support spaces in the Holden Fine Arts Building. He was active in faculty governance at UW Superior and served on the University Senate, Faculty Senate, a variety of committees including the Campus Physical Development Committee and served for one year as the campus representative to UW- System. He was the Chair of the Communicating Arts Department and was Interim Dean of Students on the campus. After retirement from the University of Wisconsin – Superior as a Full Professor he was granted Faculty Emeritus Status and continued briefly teaching a Human Communication course for UW-Barron County and the College of St. Scholastica, Duluth for a semester each. He also worked as the Academic Director for the Wisconsin in Scotland program for one academic year.

His family fostered a keen interest in history, historical sites and museums in him. They visited historical sites in Illinois, Pennsylvania, Florida and Wisconsin. While abroad he toured historical sites and museums in Belfast and Dublin, Ireland, Athens and other sites in Greece, Edinburgh Scotland, and York and London England.

He was offered board membership for Superior Public Museums, accepted the appointment and has served several terms.

4.3 Provide examples of related experience performed by the firm during the previous three (3) years (managing and operating experience similar to those outlined in Section 5, General Scope of Services). The firm and key personnel must have no less than three (3) years' actual experience in the services to be provided.

In the City of Superior's 2040 Comprehensive Plan, residents of the city surveyed noted that city resources must continue to be used to expand the city's cultural and historic resources. Per the City's 2040 Plan, "Appreciation of cultural and historic resources may need to begin with an identification of them, which can lead to an understanding of how best to ensure the City utilizes and appreciates these assets."¹ Superior Public Museums (SPM) has 25 years of experience managing the 3 city-owned museums, and as such, has 25 years of related experience in actually managing and operating these sites. SPM management experience includes, but is not limited to, restoration and capital planning, implementing job descriptions and staff structure, hiring, staffing, overseeing, and monitoring staff, as well as bookkeeping, budgeting, and financial oversight to fulfill key operational activities of each of the three sites. SPM's operational activities include, but are not limited to, collections, restoration, preservation and management, site maintenance, visitor experience, events, fundraising, and creating and cultivating community partnerships.

Below are site-specific highlights that demonstrate SPM's management and operational impact over the past three years.

2021

- **Fairlawn Mansion:** Superior Public Museums (SPM) collections staff applied for and received a grant from the Wisconsin Historical Society to purchase Past Perfect, a collections management software. This software helps staff to streamline the collections digitization process and manage artifact organization more efficiently. Past Perfect software is one of three main collections management programs that are used by institutions like the city's three museums. This software has made collections

¹ City of Superior 2040 Comprehensive Plan, City of Superior, Section 6: Agricultural, Cultural, Natural, and Recreational Resources, page 60, <https://www.superiorwi.gov/DocumentCenter/View/13869/Superior-2040-Comp-Plan>.

management more streamlined and user friendly and has helped SPM staff maintain their collections in a digital way.

- ***S.S. Meteor***: SPM staff hosted Eric Paulson from the travel television show “Discover Wisconsin” at the *S.S. Meteor* during the summer of 2021. Eric was given a specialized tour to learn about the ship as well as the history of Lake Superior shipping. During the tour, Eric was invited to film, and a subsequent television episode was produced. The episode debuted on ABC on September 17, 2021. Additionally, former SPM Executive Director Megan Meyer reached out to “History Scotland” magazine, an international publication, and invited them to learn more about Alexander McDougall. Because of this invitation, McDougall and the *Meteor* were featured in the 2021 publication. Efforts by SPM leadership helped to expand the reach of the city’s sites and expanded the storytelling of the *S.S. Meteor*, both nationally and internationally.
- **Old Firehouse & Police Museum**: The Old Firehouse & Police Museum was reopened after an expansive restoration project in the building’s Captain’s Room on the second floor. The restoration included plaster repair painting and floor restoration, and new artifacts, signage, and props were added to the room. The Superior-Douglas County Area Chamber of Commerce hosted a ribbon cutting ceremony on June 24, 2021 to officially welcome visitors back to the site after a hiatus during the pandemic.

2022

- **Fairlawn Mansion**: As part of the Superior Public Museums (SPM) educational program series, SPM Leadership hosted a Water Resources Specialist from the Wisconsin DNR to discuss the benefits of native planting and backyard composting practices. This event was co-sponsored by the University of Wisconsin-Superior Sustainability Club, and guests were taught how native plants can help reduce stormwater runoff and provide essential pollinator habitats. This event established collaborative relationships with new organizations and expanded the reach of the city’s museums.
- ***S.S. Meteor***: In September 2022, SPM hosted “Below Deck, A Celebration of Maritime History.” This day-long celebration of Great Lakes maritime history featured a marine archaeology program for children, guest speakers, a silent auction, and free guided tours of the *S.S. Meteor*. This event was created in collaboration with the Lake Superior Estuarium, Lake Superior Maritime Museum, and the Great Lakes Shipwreck Preservation Society.
- **Old Firehouse & Police Museum**: On June 30, 2022, SPM leadership partnered with Superior Porchfest to create an inclusive, family-friendly musical program at the Old Firehouse & Police Museum. Local singers Boss Mama and Jebberhooch led a sing-along demonstration and performed for several hours. SPM leadership liaised with several community members to obtain sponsorships for this event. Sponsors included the City of Superior, Kwik Trip, National Bank of Commerce, Happy Tails Animal Hospital, Benson Electric Company, Superior Water, Light & Power, Twisted Pastries Coffeehouse, and

East End Power Equipment and Hardware. In addition to hosting Porchfest at the Old Firehouse & Police Museum, Superior Public Museums hosted an additional concert aboard the *S.S. Meteor* in 2022 as well.

2023

- **Fairlawn Mansion:** Superior Public Museums (SPM) leadership and board members collaborated with Superior High School to continue the school's Project Life program. This program is part of the School District of Superior's Transition Program and invited students participating in the Transition Program to Fairlawn Mansion for job skills training. The students helped Fairlawn Mansion staff complete numerous projects that included cleaning and organizing the mansion in a way that encouraged independence and inclusivity.
- **S.S. Meteor:** During the annual *S.S. Meteor* Work Weekend in April, SPM leadership built a new ramp over the existing ramp in the ship's fuel bunker, making the ship and the guided tour more accessible for guests. This enhancement of the ramp was completed with the help of volunteers and ship experts. Targeted restoration projects are completed each year at the *S.S. Meteor*. The SPM leadership and Board members participate in extensive planning meetings to ensure the best resources are used for preservation and restoration of the ship after each winter. This targeted project was one of many completed enhancements during the 3-day Work Weekend in April 2023. Additionally, the SPM leadership worked with ABB Motors & Mechanical to install a new drive and motor for the ship's Engine Room. This installation, coupled with the restorative efforts of SPM staff and dedicated volunteers allowed the Engine to run for the first time since the late-1960s.
- **Old Firehouse & Police Museum:** The State of Wisconsin Fire & Police Hall of Fame Induction Ceremony & Banquet was held at UW-Superior to celebrate the next generation of Hall of Fame Inductees on September 9, 2023, being the first induction ceremony since 2016. An Open House event was hosted at the Old Firehouse & Police Museum, and because of this, several firefighters, police officers, and their families from across the state of Wisconsin travelled and stayed in Superior for the event. This event was multifaceted, and in addition to celebrating the next phase of the State of Wisconsin Fire & Police Hall of Fame, supported other economic partners within the city by encouraging guests to shop and dine at other local businesses and stay in Superior's local hotels during their stay. The State of Wisconsin Fire & Police Hall of Fame's Board of Directors Secretary/Treasurer Chad C. La Lor shared the following:

"Since the Hall of Fame's inception, our organization has hosted 12 induction ceremonies. Ten of these ceremonies have taken place in Superior with the assistance of Superior Public Museums. They have been instrumental in the planning, outreach, and execution of these events. By graciously facilitating an open house after each

ceremony for the inductees and families, SPM has showcased the hospitality of our city and the historic museum where these remarkable public servants are honored.

Working together with SPM, we find their experience and dedication unmatched. They have made many improvements to the museum space over the years and have a strategic vision for taking the museum into the future. We are grateful for our mutually beneficial relationship with Superior Public Museums, providing the firefighters and law enforcement officers of our state with a proper home to honor their service. Because of this, we implore you to select SPM to continue managing Fairlawn Mansion, S.S. Meteor Maritime Museum, and the Old Firehouse and Police Museum.”

To read Chad’s full letter of support for Superior Public Museums, see Appendix page 204.

Superior Public Museums annually files an Annual Report with the City of Superior. For a complete list of examples of related management experience from the previous 3 years, reference the past three Annual Reports, located on Appendix page 205-243.

4.4 Provide a statement describing your approach to the services. Include information such as:

A) Collections Policy:

Collections maintenance and preservation are critical to the museums’ effective management and operations. As the managing entity tasked with ensuring the safety and security of the city’s collections, Superior Public Museums (SPM) has enacted several processes and procedures within the current collections policy. In 2021, SPM took the next step in collections management by applying for and receiving a grant from the Wisconsin Historical Society to purchase Past Perfect collections digitization software. Past Perfect has allowed Superior Public Museums to photograph and digitize collections materials for Fairlawn Mansion and the S.S. Meteor Maritime Museum, and plans to digitize the Old Firehouse & Police Museum’s collections are in the works for 2025. This software helps to ensure the integrity of collections management and recordkeeping and has modernized each of the three sites to keep up with industry standards. In addition, SPM has an extensive collections management policy. The Collections Policy is reviewed by the Board of Directors and remains compliant and up-to-date with all regulations and recommendations by the Wisconsin Historical Society, American Alliance of Museums, and the American Association for State and Local History. The policy is updated and reevaluated regularly.

Collections at the *S.S. Meteor* and Fairlawn Mansion have gone through the initial documentation stage and each has a Collections Binder. Approximately half have the additional research, pictures, and details added into the subsequent Past Perfect files. The Old Firehouse & Police Museum has the initial documentation done and has a Collections Binder. Ensuring all collections items have the careful due diligence, research, and background compiled is a core part of the Museums Manager's role. A priority for SPM is to complete and get all collections items entered into Past Perfect by 2026.

Superior Public Museums (SPM) confirms that when granted the management contract from the City of Superior, the following processes will be followed:

- Jointly approve all acquisitions for the Collection with the City
- Shall not deaccession any item from the collection without the prior written approval of the City
- Develop a work plan for the Collection that includes tasks and a schedule for implementation
- Direct the implementation of the work plan
- Identify opportunities for public display of the Collection
- Review and respond to issues in a timely manner related to the Collection, associated with work plan tasks, and programming
- Meet with the City Finance Committee at minimum once every three months, either in person, via conference call, or other means of electronic communication to share information and discuss issues associated with the Collection and provide current Collection Database inventory

For the complete Superior Public Museums' Collection Policy and a copy of SPM's Deed of Gift form, Incoming Loan Document, Disposal Worksheet, Loan Return Form, Non-Accessioned Item Information, and Outgoing Loan Agreement, Catalog Worksheet, and documents used by SPM's staff to ensure the safety and security of the city's collections, see Appendix pages 244-276.

B) Programming Experience:

Superior Public Museums (SPM) has a breadth of programming experience across all three sites.

Superior Public Library Board of Trustees member Jim Purvis had this to say about SPM's programming:

"SPM has a proven track record of excellence in museum management and operations. Their dedicated staff and Board of Directors have successfully overseen the restoration, preservation,

and public engagement of these historical assets for nearly 25 years. Key strengths of SPM include: Deep-rooted Community Engagement: SPM has fostered strong relationships with the community through engaging programs, educational initiatives, and special events for over 2 decades. Innovative Programming: SPM continues to develop innovative and engaging programs that attract visitors of all ages. Their events have created family traditions across our community, often bringing in many visitors to our area, exposing them to our city's history.”

To read Jim's full letter of support for Superior Public Museums, see Appendix page 277.

Beyond the foundational guided and self-guided tour experience, SPM has established a multitude of events that have become community traditions. Over the past twenty-five years, two annual events held at the city's museums that have become cemented in the community framework are: the Ice Cream Social and the Holiday Sampler.

The Ice Cream Social is a trademark summer experience for community members and guests. Guests enjoy live music in collaboration with the City of Superior's Bayside Sounds Concert Series, ice cream treats, vendor and craft booths, a children's game and magic show section, and free modified tours of Fairlawn Mansion. In 2021, this event raised \$1,500 in profit. In 2022, over \$1,800 in profit was earned, in 2023, \$1,700 was earned, and in 2024, \$2,300 was earned, setting a record profit. This event is ever changing as well. Over the past two years, Culver's has been a key partner in this event, donating custard and serving dishes and root beer floats. In 2024, the implementation of a classic car show was added back to the event as well as a Cedar Lounge beer tent. Additionally, in recent years, Superior Public Museums partnered with Superior Porchfest to attract a wider audience of attendees. As the event continues to grow, more enhancements will be added to the event for the community to enjoy.

The Holiday Sampler is another hallmark event for Superior Public Museums (SPM). This holiday event centers around Fairlawn Mansion. The event offers alcoholic beverage tastings from Keyport Liquor for guests 21+, catered appetizers, live music from local musicians, a silent auction, games, and prizes. Each year, the event evolves to add more prizes, games, and treats to enhance the guest experience. In 2024, SPM acquired a major donation from the Green Bay Packers Association—the first donation of an authenticated autographed football, made possible by the efforts of the leadership staff at SPM. Because of this donation, a relationship has been created between SPM and the Green Bay Packers that had not existed before. Additionally, in 2024, SPM acquired two major sponsorships from local businesses, Holden Insurance Agency, and National Bank of Commerce. The sponsorships and community partnerships for the Holiday Sampler have created opportunities for SPM to continue the restoration efforts of Fairlawn Mansion. The public continues to be engaged with the Holiday Sampler as well. In 2021, 25 guests attended the event, and \$875 was earned, in 2022, the Sampler had 60 guests and earned \$2,634.68, in 2023, 44 guests and earned \$2,385.19, and this year in 2024, 66 guests visited Fairlawn Mansion for this event and net profits totaled \$5,583.31, the highest net profits in the

last four years. Most importantly, this event continues to grow in attendance, revenue, and community partnerships.

Over the past three years, several events and programs have been created for the public to enjoy across all three sites. These events include a mini golf outing, yoga at Fairlawn Mansion, history talks at the Old Firehouse & Police Museum and the *S.S. Meteor*, garden lectures, toy drives, Easter egg hunts, murder mystery dinner events, trick-or-treating, holiday tours, sensory friendly Santa events, and plant sales.

Superior Community Member Julie Fruehauf had this to say about programming at Superior Public Museums:

“I have personally enjoyed several events at Fairlawn Mansion, including a murder mystery dinner fundraiser for Mentor Superior, multiple Ice Cream Socials, Holiday Tours, and Halloween celebrations. I have even had family photos taken on the grounds of Fairlawn Mansion (with permission) as my in-laws live 2 doors down from the majestic building. I understand the magnitude of meticulous care that such a relic requires, and would hate to see overall maintenance, programming, or community access be altered under different leadership. I have also enjoyed live music events on Barker’s Island with the S.S. Meteor as the backdrop, and it was a truly special experience. I believe local organizations are leaning into showcasing Superior’s natural history, and shifting management of these museums could hinder such progress.”

To read Julie’s full letter of support for Superior Public Museums, see Appendix page 278.

Detailed in Appendix page 279 is a document that details SPM’s overall attendance numbers from the last 10 years.

Additional Current On-Site Programming Outlines:

Lake Superior Ice Festival: Sterling Silver Studios Ice Characters and Princesses

Date: Occurs annually in January in accordance with the Lake Superior Ice Festival.

Location: Fairlawn Mansion

Event Host: Superior Public Museums and Sterling Silver Studios

Event Objective: This family-friendly event coincides with the annual Lake Superior Ice Festival. Each year, families are invited to Fairlawn Mansion to meet familiar characters and princesses for a meet-and-greet and photo opportunity. In addition, the princesses and characters can take a free tour of the first floor of Fairlawn Mansion.

Audience: Families

2024 Attendance: 39 families

Lake Superior Ice Festival: Humane Society of Douglas County Pet Coronation

Date: Occurs annually in January in accordance with the Lake Superior Ice Festival.

Location: Fairlawn Mansion

Event Host: Superior Public Museums and the Humane Society of Douglas County

Event Objective: This family-friendly event coincides with the annual Lake Superior Ice Festival. Each year, families are invited to Fairlawn Mansion to celebrate the Humane Society of Douglas County and crown the “Canine King & Queen” and the “Felines of the Festival” winners. This event recognizes the Humane Society of Douglas County and encourages families to adopt pets.

Audience: Families

2024 Attendance: 39 families

Mardi Gras Murder Mystery Dinner

Date: Occurs seasonally in accordance with Mardi Gras

Location: Fairlawn Mansion

Event Host: Superior Public Museums.

Event Objective: This catered dinner event features Murder Mystery Ink for an interactive “whodunit” event. Actors interact with guests and give clues and stories. Guests are encouraged to solve the case by the end of the three-course plated dinner. The theatrical performance by the actors and writers creates an immersive experience for all who attend.

Audience: Adults 21+ (due the BYOB nature of the event)

2024 Attendance: 71 guests

Northland Peeps Art Show

Date: Occurs annually around the Easter Holiday

Location: Fairlawn Mansion

Event Host: Superior Public Museums and Studio One Photography

Event Objective: Community members are eligible to enter their artwork made of the candy Peeps to be showcased at Fairlawn Mansion. Artists are encouraged to create elaborate artwork using Peeps as their medium. Winners were given prizes, and all entries were displayed at Fairlawn for one week.

Audience: All community members.

2024 Attendance: 10 entries

2023 Attendance: 15 entries

A Children’s Home Easter

Date: Occurs annually around the Easter Holiday

Location: Fairlawn Mansion

Event Host: Superior Public Museums

Event Objective: Families and community members are invited to Fairlawn Mansion for a meet-and-greet with the Easter Bunny. Guests can participate in guided crafts, play games, and

enjoy self-guided tours of Fairlawn Mansion. During this event, the Northland Peeps Art Show is on display at Fairlawn, and guests can view the artwork and vote for their favorite piece. The grounds of Fairlawn Mansion are used for the annual Easter Egg Hunt. All donations collected from this event support the Children's Home exhibit on the third floor of Fairlawn Mansion.

Audience: Families

2024 Attendance: 65 guests

2023 Attendance: 25 guests

The Ice Cream Social

Date: Occurs annually during the third week of July

Location: Fairlawn Mansion

Event Host: Superior Public Museums

Event Objective: This free event invites families and community members to enjoy live music, custard from Culver's, games, a magic show, classic car show, vendor and artisan booths, and free tours of Fairlawn Mansion. This event often coincides with the Bayside Sounds Concert Series as well as Superior Porchfest.

Audience: Families and community members

2024 Attendance: 1,500 guests

2023 Attendance: 650 guests

Note: the 2023 Ice Cream Social took place in September due to extreme weather in July.

2022 Attendance: 1,100 guests

2021 Attendance: 1,100 guests

Note: Attendance numbers are an estimate, as the event itself is free and on the lawn of Fairlawn Mansion, so no official attendance was taken.

Lake Superior Days at the S.S. Meteor

Date: Occurs annually in July in accordance with Lake Superior Days

Location: The S.S. Meteor Maritime Museum

Event Host: Superior Public Museums

Event Objective: This event aims to bring more guests to tour the S.S. Meteor and learn about Lake Superior history. Coinciding with Lake Superior Days, guests are invited to take a guided tour of the S.S. Meteor for free as well as view the exhibit area within the hull of the ship.

Audience: Families and community members

2024 Attendance: 125 guests

2023 Attendance: 100 guests

2022 Attendance: 104 guests

2021 Attendance: 78 guests

Revitalize the Meteor

Date: September 28, 2024

Location: The S.S. Meteor Maritime Museum

Event Host: Superior Public Museums

Event Objective: This event debuted in 2024, building upon the previous event called McDougall's Dream. The event featured a brand-new behind-scenes-tour of the *S.S. Meteor*, complete with a live-action demonstration of the ship's engine room, moving for the first time since the 1970s. The engines have been restored to work as they did in 1896, and SPM staff worked tirelessly to learn how the engines worked so they could share it with the public. At this event, guests have the opportunity to take a self-guided tour of the *S.S. Meteor's* exhibit room, view brand-new photographs of the *S.S. Meteor* in the newly-opened exhibit room, sample treats in the ship's famous bar room, and view an informational video produced by SPM staff about the history of whaleback ships. Guests could bid on silent auction items and participate in drawings for several prizes donated by community partners. This event raised over \$5,000 for the *S.S. Meteor* to create new exhibits and continue to restore the engine room.

Audience: Families and community members

2024 Attendance: 55 guests

2023: McDougall's Dream Attendance: 46 guests

2022 McDougall's Dream Attendance: 40 guests

Museums After Dark: Flashlight Tours of Fairlawn Mansion

Date: Occurs semi-annually around the Halloween season.

Location: Fairlawn Mansion

Event Host: Superior Public Museums

Event Objective: This event offers a different tour of Fairlawn Mansion focused on Victorian superstitions, spooky facts about Fairlawn, and paranormal experiences at SPM sites. Guests are encouraged to attend in costume, and SPM staff offer a guided tour of Fairlawn in the dark, using only flashlights to guide guests.

Audience: Families and community members aged 6 and up

2024 Attendance: 120 guests

2023 Attendance: 108 guests

2022 Attendance: 98 guests

2021 Attendance: 66 guests (*event was offered for two days in 2021*)

A Spooktacular Saturday at Fairlawn Mansion

Date: October 26, 2024

Location: Fairlawn Mansion

Event Host: Superior Public Museums

Event Objective: This family-friendly Halloween event offers spooky games, crafts, a costume contest, and prizes for families and community members. While Superior Public Museums has hosted family-friendly Halloween events at Fairlawn Mansion in the past, 2024 was the first free Halloween event at Fairlawn Mansion. By making the event free and eliminating the cost barrier for families, over 500 people attended. Superior Public Museums partnered with The Superior Public Library and the UW-Superior Center for Continuing Education to offer programming and

information booths for families to learn about more events in the community. Non-perishable food donations were collected and donated to local food pantries.

Audience: Families and community members

2024 Attendance: 500+ guests

2023 Attendance (Tricks and Treats at Fairlawn Mansion): 120 guests

A Gaggle of Ghosts: Halloween Murder Mystery

Date: Occurs semi-annually around the Halloween Season

Location: Fairlawn Mansion

Event Host: Superior Public Museums

Event Objective: This catered dinner event features Murder Mystery Ink for an interactive “whodunit” event. Actors interact with guests and give clues and stories. Guests are encouraged to solve the case by the end of the three-course buffet dinner. The theatrical performance by the actors and writers creates an immersive experience for all who attend.

Audience: Adults 21+ (due the BYOB nature of the event)

2024 Attendance: 60 guests

2023 Attendance: 63 guests

2022 Attendance: 65 guests

2021 Attendance: 60 guests

Members Only Night

Date: November 30, 2024

Location: Fairlawn Mansion

Event Host: Superior Public Museums

Event Objective: Superior Public Museums invites current, renewing, and new individual and corporate members to an exclusive holiday event to view Fairlawn Mansion’s famous holiday décor before the rest of the public. Guests are invited to tour all three floors of the mansion, sampling catered treats from Duluth’s Best Bread, and listening to holiday music. Each guest receives a complimentary coupon for a free game token at the annual Holiday Sampler event that occurs in December.

Audience: Superior Public Museums Members

2024 Attendance: 44 guests

2023 Attendance: 25 guests

2022 Attendance: 30 guests

2021 Attendance: 18 guests

Quiet Santa

Date: December 1-3

Location: Fairlawn Mansion

Event Host: Superior Public Museums

Event Objective: This free event invites families with children with autism or other accessibility

needs to Fairlawn Mansion for a private, sensory-friendly meeting with Santa and Mrs. Claus. Educators and experts in accessibility are consulted to ensure an inviting environment is created for all guests. Each guest receives a sensory-friendly treat bag as well as a stuffed animal from Santa and Mrs. Claus. This event creates an accessible space for individuals who may need accommodations to celebrate the holidays. This event will always remain free for families, as Superior Public Museums firmly believes that every person deserves a space to celebrate the holidays in an accessible environment.

Audience: Families with children who have accessibility needs

2024 Attendance: 22 families

2023 Attendance: 11 families

2022 Attendance: 10 families

Fairlawn Mansion's Holiday Sampler

Date: Occurs annually during the first week of December

Location: Fairlawn Mansion

Event Host: Superior Public Museums

Event Objective: This holiday fundraiser event raises money for Fairlawn Mansion's exhibits, continued restoration, and signage. Guests can sample wine and beer from Keyport Liquor, enjoy appetizers by Kurtz Catering and other local businesses, and listen to live music from Similar Dogs. Guests can bid on various silent auction items, play games like 'wine toss' and 'spin-to-win,' and take self-guided tours of Fairlawn Mansion. This event rings in the holiday season and allows community members to enjoy the holiday magic at Fairlawn Mansion.

Audience: Adults 21+ due to alcohol being served

2024 Attendance: 66 guests

2023 Attendance: 44 guests

2022 Attendance: 60 guests

2021 Attendance: 25 guests

Fairlawn Mansion's Old-Fashioned Christmas (formerly Twinkling Tuesdays*)**

Date: Three dates in December

Location: Fairlawn Mansion

Event Host: Superior Public Museums

Event Objective: This holiday event offers discounted tours of Fairlawn Mansion for the community. Guests can enjoy Fairlawn's holiday decorations, listen to holiday music, make holiday crafts, and enjoy cookies and cocoa free of charge. This event aims to host guests who want to enjoy the holiday season. Temporary exhibits are placed throughout the mansion detailing the history of holiday traditions as well as historical facts about Fairlawn Mansion itself.

Audience: Families and community members

Estimated 2024 Attendance: 100 individuals (*Note: this event series will not be completed at*

the time of application submission so final attendance numbers are estimated)

2023 Attendance: 63 guests

2022 Attendance: 60 guests

2021 Attendance: 55 guests

Current Off-Site Programming Outlines:

Boo at the Zoo

Date: Occurs annually during October

Location: The Lake Superior Zoo

Event Host: The Lake Superior Zoo

Event Objective: This Halloween event at the Lake Superior Zoo features community partners with candy stations at the Lake Superior Zoo. Superior Public Museums hosts a booth every year. Superior Public Museums Staff hand out candy and toys and advertise for upcoming seasonal events in Superior. By volunteering for this event, Superior Public Museums has established a working relationship with the Lake Superior Zoo that is mutually beneficial. Because of Superior Public Museum's participation in Boo at the Zoo, the Lake Superior Zoo donates several tours and in-kind donations to the annual Holiday Sampler Fundraiser at Fairlawn Mansion.

Audience: Families

2024 Attendance: 6,000 visitors across two weekends

'Jacket Fest

Date: Occurs annually in September

Location: The University of Wisconsin-Superior

Event Host: University of Wisconsin-Superior Department of Student Involvement

Event Objective: The objective of Superior Public Museums at 'Jacket Fest is to introduce university students to Fairlawn Mansion, the S.S. Meteor, and the Old Firehouse & Police Museum and share with them programming and employment opportunities. Various SPM tour guides are university students, and 'Jacket Fest is a wonderful opportunity to recruit new tour guides. The University of Wisconsin-Superior partners with Superior Public Museums regularly, and collaborating at various events on campus is important to maintain that relationship.

Audience: University Students

2024 Attendance: 250 Students

UW-Superior Career and Internship Fair

Date: Occurs bi-annually during October and February

Location: The University of Wisconsin-Superior Yellowjacket Union

Event Host: The University of Wisconsin-Superior

Event Objective: Superior Public Museums hosts a booth at the fair to recruit potential interns, work-study students, and full-time employees. Students have a chance to interact with museum

staff and learn about careers in the field of public history.

Audience: University Students

2024 Attendance: 250 Students

As shown by the robust listing of sample events and activities above, Superior Public Museums (SPM) is committed to growing its presence in the community, as well as providing new and unique activities to engage local visitors. It is important to note that even in the past six months, SPM has introduced new and reimagined programs, demonstrating a focus on enhancing programming. Revitalize the *Meteor* was a new specialized event created in September 2024. The event itself features a behind-the-scenes 90-minute guided tour of the *S.S. Meteor*, complete with a live action demonstration of the ship's engine room moving again. The event featured a film, appetizers, a silent auction, and a raffle. Being the first event of its kind, Revitalize the *Meteor* saw over 50 people in attendance and over \$5,000 was raised for the ship in just one evening. This event expands the storytelling of the *S.S. Meteor* while engaging visitors in a brand-new way. Besides one other historic vessel museum in Detroit, MI, a live-action engine room tour does not exist at any other ship museum in the Midwest, making the *S.S. Meteor* a featured visit for many travelers.

A Spooktacular Saturday at Fairlawn Mansion is another reimagined program. The leadership team at Superior Public Museums (SPM) firmly believes that the city's museums are for the public to enjoy, and cost should not always be a barrier to the visitor experience. A Spooktacular Saturday is a free, family-friendly event that features games, crafts, a costume contest, and the history of Victorian mourning traditions. Families can tour Fairlawn Mansion for free while celebrating Halloween. In 2024, SPM partnered with the University of Wisconsin-Superior's Center for Continuing Education, as well as the Superior Public Library to share the event with an even wider audience. A Spooktacular Saturday was an incredible success, seeing over 500 people visit Fairlawn Mansion over the three hours it was open. There are several different free and ticketed programs available already at SPM that continue to drive visitor engagement and expand the storytelling and ensure all visitors and community members have access to these sites.

University of Wisconsin-Superior Assistant Baseball Coach Ryan Castaneda had this to say about SPM's engagement with community partners at the Spooktacular Saturday event:

"SPM has created meaningful relationships with staff members at the University of Wisconsin-Superior, including myself through Yellowjacket Athletics. It has been a great privilege to partner with SPM, and their museum experience is unmatched. Recently, our baseball student-athletes volunteered at the Spooktacular Saturday at Fairlawn Mansion. This free, family-friendly event proved to be a hit with all of its attendees, and Yellowjacket Athletics was proud to aid Superior Public Museums in this event."

To read Ryan's full letter of support for Superior Public Museums, see Appendix page 280.

Suggested Programming:

Growth and change are at the forefront of Superior Public Museums (SPM) programming and events. SPM is also planning to expand program and event offerings at each site in the coming years. Plans for a chili cookoff at the Old Firehouse & Police Museum are in the works, as well as various history talks and temporary exhibits at Fairlawn Mansion. At the *S.S. Meteor*, another room has been opened up to the public and will feature a new exhibit as well. SPM has plans to uplift existing events, reinstate past programs, and create new experiences for the community to enjoy across all three sites, and the leadership team and Board of Directors have the skillset, experience, and drive to do so.

Proposed Future Programming Outlines:

History Talks at Superior Public Museums

Date: Possibility to occur monthly or quarterly

Location: Rotation between each site, with two talks happening at each museum per year.

Event Host: Superior Public Museums, with the possibility for community partnerships and collaboration

Event Objective: History Talks would be an event that features a particular topic in history that would be featured for a one or two-hour event. Topics would change on a rolling basis, and Superior Public Museums would invite experts on the topic to speak to a group at Fairlawn Mansion. Proposed topics at Fairlawn Mansion for 2025 may include, but are not limited to: women's history and notable women in Superior's history, the history of Victorian Fashion, Pattison Family History, Victorian Homes and architectural history, labor history in Superior. At the *S.S. Meteor talks* could include the history of the shipping industry, Great Lakes shipwrecks, and in-depth histories of other whaleback ships. At the Old Firehouse & Police Museum, talks could include great fires of Superior, the evolution of firefighting equipment, the history of campus safety and police departments in Superior, and how emergency operations systems work. Superior Public Museums would like to collaborate with other historic sites and local historians to produce dynamic programming for the public.

Audience: Adult Community Members

Estimated Attendance: 20-40 guests per event

Chili Cook Off at the Old Firehouse & Police Museum

Date: Possibility to occur in conjunction with National Night Out or East End Days in Superior

Location: Old Firehouse & Police Museums

Event Host: Superior Public Museums

Event Objective: The Chili Cook Off has the potential to serve as the end-of-season celebration at the Old Firehouse & Police Museum prior to its seasonal closure. Superior Public Museums (SPM) would host a chili cookoff competition for community members to enjoy. Guests could purchase admission tickets to taste all chili prepared and vote for their favorite entry. SPM would

offer non-alcoholic beverages and would invite other alcoholic beverage sellers to sell beer with a license on the grounds of the Old Firehouse & Police Museums. SPM would invite members of the Superior Police Department and the Superior Fire Department to the event to be celebrated by the community. There is potential to invite local musicians and bands to perform on the grounds. There is also potential to host indoor and outdoor games in the lot next to the Museum that is owned by the city. Museum Manager Jordan Stish has mapped out the feasibility of hosting the National Guard Obstacle Course on the grounds of the site, and confirmed that hosting the large, inflatable course is in the realm of possibility. This event would serve as a fundraiser for the Old Firehouse & Police Museum to add new exhibits and continue restoration efforts.

Audience: Families and Community Members

Estimated Attendance: 30-50 guests

Superior School District's Artist in Residence Program

Date: Possibility to occur quarterly or bi-annually

Location: Fairlawn Mansion

Event Host: Superior Public Museums in collaboration with the Superior School District (and other Northwoods school districts)

Event Objective: The Artist in Residence Program would allow for students within the School District of Superior to submit art pieces to be displayed throughout Fairlawn Mansion. Students and their families along with community members would be invited to Fairlawn Mansion for a 'gallery opening' and to view their art within the museum. The art would remain on display for a predetermined time. Once the display is over, art pieces will be returned to the schools for students to take home. This event could feature art students from the pre-k level all the way to senior high school ability. This event could happen annually and feature art from different schools, classes, or school districts. It would draw families to the museum for the viewing and get more students involved in the arts programs in the schools.

Audience: Students, families, teachers, and community members.

Estimated Attendance: Based on the entries for other art contests held at Fairlawn Mansion, Superior Public Museums could expect upwards of 50-100 families on opening night and up to 60 people per day for tours and viewings.

Superior Public Museums' Internship Program

Date: Annually during the summer

Location: Possibility to have an intern focus on a specific site or a general Superior Public Museums internship

Program Host: Superior Public Museums

Program Objective: The Superior Public Museums (SPM) internship program would allow students to further their educational and career objectives during a three-month internship program. Students could pursue specific pre-designed internship objectives that align with their academic goals. Internship offerings could include, but are not limited to, collections and

exhibits, museum administration, field trip curriculum, social media, graphic design, museum education, and business management. SPM is dedicated to supporting interns across a wide array of disciplines. SPM is already established within the University of Wisconsin-Superior's history program, and student interns majoring in history can earn up to three credits for their work. Museum Manager Jordan Stish is in the process of completing all necessary qualifications to allow students at UW-Superior to earn internship credits in the field of Art History, Education, and Visual Arts. Students would be under the supervision of the Museum Manager and Executive Director and would complete benchmarks to ensure the internship is mutually beneficial to the student and SPM.

Audience: University of Minnesota Duluth, University of Wisconsin-Superior, College of Saint Scholastica, and other local universities.

Estimated Participation: 1-3 student interns per year

Note: In the past, Superior Public Museums has hosted interns at Fairlawn Mansion. Museum Manager Jordan Stish is working with the University of Wisconsin-Social Inquiry Program to reimagine and redevelop the SPM internship program. UW-Superior History Professors Dr. Joel Sipress and Dr. Christina Matzen had this to say about the internship program between UW-Superior and SPM:

“As of this fall, Dr. Matzen has taken responsibility for building up our History Internship Program with the goal of strengthening and regularizing our internship opportunities, increasing the number of students who participate in internships and marketing our internships to prospective students. We have identified Superior Public Museums as one of our main partners in developing our internship program and look forward to continuing to work with the organization should they receive the contract to operate Superior’s city-owned museums... Our decision to identify SPM as a main partner in developing our public history internship program is based, in part, on Ms. Stish’s role as SPM’s Museum Manager. In October, Dr. Matzen and Ms. Stish eagerly launched the initial stages of planning, with the goal of finalizing and distributing internship program guidelines by January to prepare for the upcoming summer internship cohort.”

To read Dr. Sipress’ and Dr. Matzen’s full letter of support for Superior Public Museums, see Appendix pages 281-282.

Sunset Art Classes aboard the S.S. Meteor

Date: Multiple dates throughout the summer

Location: The S.S. Meteor Maritime Museum

Event Host: Superior Public Museums, in collaboration with local artists and art class groups.

Event Objective: Sunset art classes would offer an opportunity for community members to take a guided painting class under the instruction of a professional while enjoying the views of Lake Superior from the boat deck of the S.S. Meteor. Guests would book their space aboard the ship

and follow the instruction of the teacher to paint an art piece. Guests could bring their own beverages and enjoy music while taking the class. Several local paint groups like this already exist and have a class plan for interested sites like the *S.S. Meteor* and could accommodate a class like this

Audience: Community members

Estimated Attendance: For capacity and safety reasons, an event like this at the *S.S. Meteor* would be capped at 20 guests per event.

Specialty Engine Room Tours of the *S.S. Meteor*

Date: Possibility to occur monthly throughout the summer season

Location: The *S.S. Meteor* Maritime Museum

Event Host: Superior Public Museums

Event Objective: Specialty tours of the *S.S. Meteor's* engine room is a natural event aboard the ship. Based on the success of the September 2024 event, 'Revitalize the *Meteor*,' it has been shown that members of the public are interested in in-depth specialty tours of the ship.

Experienced tour guides could offer a demonstration of the engine room while giving the tour, and they could take the tour group in additional rooms/parts of the ship to showcase behind-the-scenes spaces. This tour could cost more than the standard 60-minute tour of the ship.

Audience: Community Members

Estimated Attendance: For safety and experiential reasons, specialty tours would be capped at 10 guests per tour group. Tour guides could do specialty tours for one full day per month.

Typically, ten tours are offered each day, so on specialty tour days, there is potential to host 100 guests per day.

Specialty Guided Tours of the Old Firehouse & Police Museum

Date: Possibility to occur monthly

Location: The Old Firehouse & Police Museum

Event Host: Superior Public Museums

Event Objective: Offering guided tours of the Old Firehouse & Police Museum on a monthly basis. Superior Public Museums would invite members of the community with historical connections to give talks about the history of the building, their relationship to the Superior Fire Department or Superior Police Department, among other connections. Guests could ask questions, engage with particular artifacts, and enjoy a guided tour experience from local experts.

Audience: Community Members

Estimated Attendance: 10-20 guests per tour

Behind the Scenes at Fairlawn Mansion

Date: Possibility to occur monthly

Location: Fairlawn Mansion

Event Host: Superior Public Museums

Event Objective: Offering expanded tours of Fairlawn Mansion to include locations in the

mansion not offered on the regular guided tour. Additional rooms could include the attic, the basement, pool room, and servant's bathroom. The expanded tour would include a deep dive guided tour experience that could include more information about the Pattison family, the history of Superior's development, and more.

Audience: Community Members

Estimated Attendance: For safety and to ensure a positive tour experience, the tour would be capped at ten guests per tour.

C) Non-Profit Status:

Superior Public Museums is a designated 501(c)3 nonprofit organization. Superior Public Museums first obtained nonprofit status 1999 when it was created to manage the 3 city-owned museums. See Appendix page 61-67 for a copy of our Articles of Incorporation. SPM's past 990 can be found on the IRS's website using the search feature. In addition, we have included a copy of our Wisconsin Sales and Use Tax Exemption Certificate on Appendix page 283-284, and a W9 which details our Employer Identification Number 39-1950618. This is on Appendix page 285.

D) Proposed Business Plan:

Superior Public Museums has crafted a comprehensive business plan for operations and management of each of the three sites. This business plan outlines the museum's objectives, target audience, revenue model, marketing strategies, and operational plan. The business plan utilizes suggested methodologies from the American Alliance of Museums and is in compliance with the Strategic Plan crafted in tangent with Superior Effect Marketing. The strategic plan, in conjunction with the business plan, policies, leadership structures, and metrics for success detail the objectives of Superior Public Museums to effectively manage the City of Superior's three museums. See Appendix pages 286-304 for a copy of the complete Business Plan. See Appendix pages 98-163 or a copy of the complete Strategic Plan.

E) Earned income (gift shops and educational programs) experience and projections and/or ideas for the services under this RFP. Include specific examples and outcomes from experience.

Superior Public Museums (SPM) has developed a diverse array of earned income opportunities. SPM leadership staff and the Board of Directors has implemented several new programs to increase income over the past three years, and SPM is continuing to research more opportunities to increase earned income that benefit the City of Superior, the museums, and the community.

See Appendix pages 305-309 to see the SPM 3-year balance sheet for 2021, 2022, and 2023 as well as Profit and Loss forms.

General Admission Tickets: Superior Public Museums charges admission for all regular tours at Fairlawn Mansion, the S.S. *Meteor*, and the Old Firehouse & Police Museum. The included 10-year financial comparison noting admission revenue is included in the Appendix page 310 Total general admission revenue for the past three years are as follows:

2024: \$63,594 (as of October 31, 2024)

2023: \$72,249

2022: \$72,295

2021: \$78,798

Group Field Trips

Superior Public Museums (SPM) routinely reviews current field trip offerings. SPM projects that more K-12 field trips will be booked during the Spring of 2025, and SPM leadership staff are monitoring new methods of advertising to tourism groups to increase attention. See Appendix page 311 for the Group Tour Pricing Form.

K-12 Students: Superior Public Museums hosts K-12 school groups at each of the three sites from across the Twin Ports and Greater Wisconsin. The current rate for school groups at Fairlawn Mansion and the S.S. *Meteor* is \$5/per student, with one teacher and paraprofessional chaperone included for free. For school groups visiting the Old Firehouse & Police Museum, the cost is \$3 per student, with one teacher and paraprofessional chaperone included for free.

Tourism Groups: For tourism groups and bus tours equaling ten or more people, the rates for Fairlawn Mansion and the S.S. *Meteor* are as follows: \$10 for adults, \$8 for senior citizens, military personnel (retired and active duty), \$5 for youth (aged 6-17), and 5 & under free. At the Old Firehouse & Police Museum, the flat rate for admission is \$4 per person.

Memberships

Membership opportunities at Superior Public Museums (SPM) are projected to grow over the next three years. Museum Manager Jordan Stish has increased awareness of the corporate membership program and secured a new corporate member in Komatsu, a mining company. For individual memberships, Jordan Stish has created a ‘sneak peek program’ for all members to be introduced to all SPM programming and events before ticket sales are open to the public. In 2025, all SPM members will also receive a code for 10% off all event ticket purchases as yet another perk for members. SPM leadership believes that these new advantages will be enticing to a younger demographic of guests.

See Appendix pages 312-315 for a copy of the current individual and corporate membership brochures shared with the public.

Individual Memberships: Individual Memberships have been an integral part of Superior Public Museums (SPM) since its inception. The individual membership program continues to evolve with the changing demographics of membership holders. In 2025, SPM plans to enhance the membership program by offering exclusive access to all SPM events by giving members the opportunity to purchase event tickets up to one week prior to availability to the general public. In addition to early access, members of varying levels of support receive free admission punch cards and a year-round discount in each of the three gift shops. Individual Membership numbers and generated revenue from 2021 to the present include:

- 2024:** 110 memberships, \$8,170
- 2023:** 124 memberships, \$14,937
- 2022:** 104 memberships, \$7,820
- 2021:** 143 memberships, \$11,764

Corporate Memberships: Corporate Memberships were introduced to the Superior Public Museums Membership program in 2022. The Corporate Membership Program offers tiered levels of support that offer specialized perks to the corporate entity. Corporate membership numbers and generated revenue from 2022 to the present are as follows:

- 2024:** 8 members, \$4,250
- 2023:** 8 members, \$2,000
- 2022:** 10 members, \$2,000

Private Rentals: Private Rentals ebb and flow depending on the needs of the community. Typically, Superior Public Museums (SPM) books 10-15 private rentals per year. Private rental options include weddings, bridal showers, baby showers, birthday parties, professional photography photoshoots (graduation photos, engagement photos, family photos), corporate parties, private meetings, and specialty parties. SPM continues to advertise private bookings, especially at the *S.S. Meteor*. SPM leadership projects that the *Meteor's* famous bar space will continue to grow in bookings for birthday parties and other private events. While some private rentals require specialized fees, the baseline pricing for private rentals are as follows: \$50 for the first hour of the rental and \$25 per hour for every additional hour.

Brandon Olson had this to say about his private booking at Fairlawn Mansion in 2023:

“My wife and I were married at Fairlawn Mansion on the Twenty-Ninth of July, 2023. Our experience from the staff, accommodations, and the wedding venue itself were top-notch. I have shared our wedding photos endlessly in an effort to increase awareness in regards to the

museum's offerings as a wedding venue and historic site to visit. These photos can be seen in promotional material from the Museum's marketing strategies. Our guests have not stopped talking about their experience either. They were all quite shocked at just how nice of a venue Fairlawn Mansion actually is. Fairlawn Mansion will forever hold a special place in my heart."

To read Brandon's full letter of support for Superior Public Museums, see Appendix page 316.

See Appendix page 317 for the site rental agreement form. The site rental agreement form is used for both private and corporate rentals.

Gift Shop Sales: Each of the three sites has its own gift shop. While the *S.S. Meteor* and Old Firehouse & Police Museum Gift Shops are opened seasonally, the Fairlawn Mansion Gift Shop is open year round. Administrative Assistant Cindy Smith attends the annual Minneapolis Mart to bring in new inventory for each gift shop and consult with other gift shop managers in the museum field. Superior Public Museums projects that gift shop sales will increase with the introduction of vinyl stickers, Superior-specific magnets, and enamel pins to each site's inventory. Gift shop revenue for the past three years are as follows:

2024: \$19,417.98 (as of October 31, 2024)

2023: \$22,489

2022: \$17,965

2021: \$21,307

SPM Sponsored Events: Superior Public Museums (SPM) hosts a variety of events across each museum. Several events are built upon years of tradition and community feedback, and two new events were introduced this year. SPM has plans to incorporate more diverse programming for guests of all ages and incomes in 2025, and SPM leadership projects that more participation from a diverse demographics of guests will continue to increase. While 2024 events have not yet concluded, the previous three years of event revenue earned are listed below:

2024: \$19,497 (estimated as of 12/5/24)

2023: \$16,030

2022: \$13,441

2021: \$11,970

F) Examples of previous fundraising activities

Ice Cream Social: This summertime event features music, ice cream, food, games, vendors, and tours to fundraise for Fairlawn Mansion's restoration efforts. In 2024, this event raised \$2,360.64. This compares to \$1,700 raised in 2023, \$1,800 raised in 2022, and \$1,500 raised in 2021.

Revitalize the Meteor: This event (formerly called McDougall’s Dream) offers a variety of activities aimed to raise money for the continued restoration and exhibit development at the *S.S. Meteor*. In 2024, this event raised \$5,019.17. In 2023, for McDougall’s Dream, a scotch tasting event raised over \$1,600. In 2022, a children’s archaeology program raised a similar amount of roughly \$1,500 for the *S.S. Meteor*.

SPM Tour Guide Bella Olson had this to say about Revitalize the Meteor:

“Over the past few months, Superior Public Museums and the current manager Jordan Stish have breathed new life into past events. One of which is the fall event at the S.S. Meteor. An extended tour and fundraiser, replacing the former ‘McDougall’s Dream’ event. During this event. We had the opportunity to show our community the progress we’ve made on the restoration of the engine room, getting it up and running for the first time in years. I am excited to see how SPM moves forward to enhance previous events and create new ones to further interest in the community.”

To read Bella’s full letter of support for Superior Public Museums, see Appendix page 318.

Holiday Sampler: This holiday event fundraises for restoration and exhibit development at Fairlawn Mansion. The event features live music, catered appetizers and desserts, a silent auction, games, raffle, and wine and beer tastings from Keyport Liquor. In 2024, this event raised \$5,583.31. This compares to \$2,385 raised in 2023, \$2,364 raised in 2022, and \$875 raised in 2021.

Social Media Fundraising Campaigns

Twelve Days of Giving: For the first time in 2024, Superior Public Museums conducted a social media fundraising campaign called “The Twelve Days of Giving.” During this campaign, special posts on Facebook profiling events, community partners, free activities, staff, board members, and guests were used to fundraise. Throughout the twelve days, \$1,425 was raised for exhibits, restoration, and signage for the sites.

G) Examples of experience with other revenue sources

Grants: Superior Public Museums has proven experience in grant writing. In the past three years, Superior Public Museums has applied for grants from the Wisconsin Historical Society, the City of Superior, the Duluth Superior Area Community Foundation, and the State of Wisconsin.

Confirmed Awarded Grants in the last four years for Superior Public Museums are as follows:

- April 2020: Duluth Superior Area Community Foundation COVID-19 Northwest Wisconsin Response Fund, \$3000 used for cleaning and disinfecting equipment
- November 2020: Wisconsin Department of Administration COVID-19 Cultural Organization Grant, \$21,516.74, used for lost revenue from events, rentals, and tours
- 2021: Wisconsin Humanities CARES Relief Grant, \$5,000, used to cover required maintenance of the Fairlawn Mansion sprinkler system

Corporate Meeting Room Rentals: In 2024, Superior Public Museums (SPM) introduced a new rental offering for corporate businesses and groups that needed a private meeting space. The corporate meeting room rental program includes a private room to work, projector setup, wifi and printer access, water, coffee, and tea, and the capability to order catered breakfasts and lunches on behalf of the group. Each corporate booking also includes a private tour with an experienced tour guide. In 2024, SPM hosted Barko Hydraulics and the Lake Superior Team of the Wisconsin Department of Natural Resources for corporate meetings.

Donations: Superior Public Museums (SPM) solicits donations on the website, social media platforms, and at events. SPM staff are trained to serve as community stewards, and donations are collected on a rolling basis. In 2024, a major anonymous \$5,000 donation was collected for the restoration of a bedroom in Fairlawn Mansion, and several \$1,000 donations were collected on behalf of the *S.S. Meteor* for restoration and exhibit upgrades. At the end of 2023, SPM received a generous donation of \$62,500 from the Swenson Family Fund for Fairlawn restoration. \$35,715 of this donation has been approved by the Board of Directors to restore the Aubusson Tapestry that was returned to SPM.

Event Sponsorships: Superior Public Museums has solicited sponsorships for various events each year. Typical events that include sponsorship opportunities are the Ice Cream Social and the Holiday Sampler. Sponsorship options range from \$250 to \$1000 and offer varying levels of publicity.

See Appendix page 319 to see the Superior Public Museums sponsorship solicitation form.

U.S. Small Business Administration's Paycheck Protection Program (PPP) Loans: During the COVID-19 Pandemic SBA created a loan program to help businesses keep their workforce employed. Superior Public Museums successfully received and was subsequently forgiven two PPP loans in September 2020 for \$36,700 and in February 2021 for \$33,780 to cover payroll and utilities.

Estate Planning: Superior Public Museums (SPM) is equipped to engage with prospective donors interested including Superior Public Museums in their estate. SPM Board member

Danielle Gondik-Anderson has legal experience and is equipped to work with Board President Katelyn Baumann, Board Secretary/Treasurer Suzanne Prochazka, and Museum Manager Jordan Stish to meet the needs of donors and their attorneys to create a lasting relationship through an estate gift. SPM leadership projects that upcoming conversations related to estate planning will take place in 2025 based on initial cultivation of donors in 2024. A built out estate giving program will be established in the future.

Duluth Superior Area Community Foundation Organizational Endowed Funds: Superior Public Museums (SPM) is in the initial stages of looking into setting up an endowed fund with the Duluth Superior Area Community Foundation. This will aid SPM in establishing a continued mix of revenue sources and act as a income stabilizer. The potential pool of funding would come from SPM’s unrestricted cash reserve and continue to build revenue and income over time. Grants would be made back to SPM on an annual basis. The Foundation handles investments, and related all accounting and financial reporting, and an annual audit. SPM funds would be invested with a larger pool of assets that would lead to “greater growth, greater income, and lower investment rates.” Initial conversations have been held, and this idea would move forward to the Board of Directors for continued discussion and potential approval. See Appendix pages 320-323 for more information.

Certificate of Deposits: Superior Public Museums is exploring opportunities for investments through Certificate of Deposits, or CD’s. CD’s offer a low-risk and predictable way to earn money on cash savings and could be a profitable and reliable way to generate additional income.

Charitable Gambling and Casino Philanthropy: In some states, including Wisconsin and Minnesota, casinos are required by law to give away a portion of their profits to community foundations and nonprofits. In the state of Wisconsin, the American Gaming Association for gaming regulations and statutory requirements for Tribal Use of Revenue requires a portion of gaming funds to donate to charitable organizations and nonprofits. Superior Public Museums plans to explore opportunities to receive charitable gambling and casino philanthropic donations. To see the most updated regulations and statutory requirements for the state of Wisconsin as required by the American gaming Association, see Appendix pages 324-327.

A) Building Maintenance Policy:

The responsibilities of caring for and preserving historic spaces such as the city’s three sites takes hard work, dedication, and proactivity. To effectively maintain each site, Superior Public Museums (SPM) leadership has worked tirelessly to restore and enhance the natural beauty and structural integrity of each site. With each year and with the new experience levels of staff, board members, and city employees, Fairlawn Mansion, the *S.S. Meteor*, and the Old Firehouse &

Police Museum continue to be improved upon. SPM has developed a specific building and grounds maintenance policy in relation to each site, and SPM leadership continues to lobby for more restoration funding through governmental support, fundraisers, and grants. During the summer of 2024, SPM leadership and board members met with Jacob Bunt, Facilities, Maintenance, and Construction Superintendent, and Sheldon Niemi, Building Inspector, from the City of Superior to determine the most important needs for each site and how the City could assist. Museum Manager Jordan Stish has kept in close contact with Jacob Bunt, keeping him informed of maintenance repairs and upgrades at each site. Following the site visit, repairs to Fairlawn Mansion's exterior roof paneling, leveling of the Fairlawn Mansion sidewalk and wheelchair ramp, drying out and repairing water damage to the mansion's attic, returning the *S.S. Meteor*'s visitor bathrooms to working capacity, and an inspection of the Old Firehouse & Police Museum's hose tower were discussed and slated for City support and updates. SPM is looking forward to scheduling these maintenance collaborations with the City of Superior. SPM is pleased to have started building a relationship with Jacob Bunt following the summer site visits. For notes on the summer 2024 site tour with Jacob Bunt, see Appendix pages 328-330.

SPM is deeply committed to caretaking and maintenance of each of these sites. Fairlawn Mansion is 134 years old, the *S.S. Meteor* is 128 years old, and the Old Firehouse and Police Museum is 126 years old. With each site's unique needs and maintenance consideration, unforeseen challenges arise. To see the attached Overall Caretaking & Maintenance spreadsheet for expenses from the 2018 to present for categories labeled routine supply expenses, routine repairs/contracts, and unexpected reports, see Appendix page 331. In addition, there is a secondary spreadsheet that outlines the larger scale maintenance projects organized around specific projects (i.e. Fairlawn Boiler/Sprinkler, S.S. Meteor Bathroom Repair, OFPM Roof Repair & Boiler/Radiator Repair), see Appendix page 332.

Over the years, SPM leadership has developed working relationships with several contractors, licensed professionals, and specialists for various projects that need specific attention. To see a list of all contacts for SPM specialized maintenance projects, see Appendix page 333-334.

For the complete Building Maintenance Policy, see Appendix pages 335-350. The policy references SPM's compliance with the National Register of Historic Places, the Wisconsin Register for Historic Spaces, as well as maintenance guidelines recommended by the Wisconsin Historical Society.

Current SPM staff member Nolan Ewert had this to say about the caretaking of each site:

“Despite the difficulties that arise when considering preservation of sites that are between 126 and 136-years-old, respectively, Superior Public Museums has continually preserved these sites from the ravishing hands of time. Not only this, but restoration and improvement of these sites

has been paramount for SPM. Over the five years I have worked here, I have observed and participated (in some) of the following improvements: Uncovering and stabilization of original lift elevator shaft...repair to the [S.S. Meteor] ship's horn to be used on tours (a particular highlight on the tour for kiddies and ship nerds alike)...restoration of the fire chief's chambers [at the Old Firehouse & Police Museum]."

To read Nolan's full letter of support for Superior Public Museums, see Appendix page 351-353.

4.5 Provide a list of all subcontractors, proposed duties and functions, qualifications, contact information, etc.

Following discussion at the Pre-Proposal Conference on December 10, 2024 with Director Rhinehart and Contract Analyst Darwin, this is not applicable to Superior Public Museums. See the subcontractor form on Appendix page 55.

4.6 Complete the Statement of Qualifications Reference Form. Provide at least three (3) references of current or recent clients familiar with your project team. Respondents shall provide an indemnification and hold harmless statements protecting the reference for comments and opinions provided.

The Statement of Qualifications Reference Form is attached to this proposal on Appendix page 57-58.

1. **Suzi Olson**, State of Wisconsin Fire & Police Hall of Fame Board Member and Representative
Years Involved: 22
Phone Number: 218-393-2132
Email: suzim.olson@gmail.com
2. **Mary Glad**, Program Manager, William A. Irvin, community partner and private event client. Birthday party at the *S.S. Meteor*
Years Involved: 1
Phone Number: mglad@DECC.org
Email: 218-591-2214
3. **Brandon Olson**, private event client. Wedding at Fairlawn Mansion, 2022
Years Involved: 1
Phone: n/a
Email: olsonbrandon@live.com

4. **Shawna Anderson**, former employee and community partner, Embark Supported Employment
Years Involved: 5
Phone: 715-319-1459
Email: sanderson@embarkwi.org
5. **Gary Banker**, event partner & past SPM Board member
Years Involved: 15
Phone: 218-343- 6079
Email: gcbanker@aol.com

4.7 The respondent shall include a statement that he/she made their own examination, investigation and research regarding the method of doing the work, all conditions affecting the work to be done, the labor, equipment and materials, and the quantity of the work to be performed. The Proposer agrees that it has satisfied itself by Proposer's own investigation and research regarding all of such conditions, and that Proposer's conclusion to enter into the Service Agreement and based upon such investigation and research, and that Proposer shall make no claim against the City because of any of the estimates, statements or interpretations made by any officer or agent of the City which may prove to be erroneous in any respect.

This proposal has been submitted by Jordan Stish, Museum Manager, and Katelyn Baumann, Board President, of Superior Public Museums on behalf of the entire Board of Directors, staff and volunteers. We have made our own examination, investigation, and research regarding the method of doing this work, all conditions affecting the work to be done, the labor, equipment and materials, and quality of the work to be performed.

4.8 There is no specified limit to the amount of material submitted in response to 4.1 through 4.7, however portions of submittals not clearly referencing the respective section may not be considered in the evaluation of the firm.

All materials included in this proposal and the accompanying appendix are tied back to key elements within the Statement of Qualifications and are outlined in the Table of Contents.

In conclusion, Superior Public Museums (SPM) as a managing entity is more than equipped to continue management services of Fairlawn Mansion, the *S.S. Meteor* Maritime Museum, and the Old Firehouse & Police Museum.

Retired firefighter, past SPM Board member, and current Hall of Fame Board member Chris Opeim shared:

“I find it difficult to consider a better keeper for our history. SPM has proven their integrity in managing our past. As a past Board member, I know how much serious and detailed consideration is given to any improvement, exhibit, or event. As a non-profit, SPM’s finances are transparent and board meetings are open to the public. The community is better because of SPM. Their people are dedicated, and the sites continue to be a focal point in this community, promoting tourism, education, and our illustrious past. I’m proud to have been associated with SPM and it is with pride that I applaud all they have done to sustain these three sites.”

To read Chris’s full letter of support for Superior Public Museums, see Appendix page 354.

Firefighter, Wisconsin Police & Fire Hall of Fame Board Member, and SPM Board Member Suzi Olson shared:

“Being on the SPM has given me new insight and appreciation for all that goes into operating and managing successful museums. My term began during COVID, when tourism was down and our ability to host events was on hold. This was a challenging time for our staff and board, but we took it on with pure grit and determination to come out of top. COVID changed the world, and the effects were felt in every aspect of life. Our staff and board had to become creative and find new ways to stay relevant and draw people in. As the pandemic ended and our ability to open up returned, we came back strong and better than ever.

I am so proud of our entire staff and board for all that we have done for Fairlawn Mansion, the S. S. Meteor, and for the Old Firehouse and Police Museum. From remaining fiscally responsible, even during the lean times of COVID, creating new fundraising opportunities and events for our community to enjoy, and creating a strategic plan to guide us into the future, all while remaining true to our goals of preserving and promoting this community’s history, we have done a fantastic job!

Our work is not over! We at Superior Public Museums have the drive, commitment, and the means to operate, maintain, and make these museums thrive into the future. Our board’s dedication and leadership capabilities are second to none. We have so much more planned for our museums. To be cut short in continuing our great work would be a disservice to our community, our citizens, our partners, and to those who have worked so hard to get us this far.”

To read Suzi’s full letter of support for Superior Public Museums, see Appendix page 355-356.

Thomas (Sandy) Cowen, the great-grandson of Martin and Grace Pattison has expressed his support for Superior Public Museums. He shared:

“We have been invited to many wonderful activities and events over the years, and have witnessed well organized and very enjoyable times at the Fairlawn Estate. From everything we

have witnessed, the management and fundraising for the 3 museums has been professionally administered and successfully implemented. The SPM Newsletter has been very informative and is a clear indication that the SPM staff has been providing wonderful community-based events that are welcoming to and inclusive of the entire Superior/Duluth community.”

To read Sandy’s full letter of support for Superior Public Museums, see Appendix page 357.

In its twenty-five years of management, SPM has implemented successful guided and self-guided tour opportunities at each museum, created new exhibits across each site, stabilized and digitized collections for each site in accordance with state and federal guidelines, orchestrated numerous annual entertainment and educational programming and events, established meaningful community partnerships, generated site and collections inspired revenue through diverse fundraising opportunities, and most importantly, represented the City of Superior and its museums with professionalism, innovative ideas, and exemplary community stewardship. SPM has the institutional and professional experience as well as a commitment to innovation and enhancing experiences. SPM has the backing and support of the community of Superior, a relationship that has been built upon trust, open communication, and willingness to evolve. As the decision to choose a managing entity of Fairlawn Mansion, the *S.S. Meteor*, and the Old Firehouse & Police Museum, Superior Public Museums is the best option, for the sites, for the community, and for the City of Superior itself.

7. **Subcontractors Listing** (Must be submitted with proposal.)

Museum Management and Operating Services

The undersigned agrees to employ the following listed **subcontractors** for the following enumerated classes of work and not to alter or add to such list without the written consent of the City of Superior, WI. Use separate sheet as necessary.

	<u>SUBCONTRACTOR</u>	<u>CLASS OF WORK</u>
1)	This form is not applicable to Superior Public Museums (SPM).	
2)	_____	_____
3)	_____	_____
4)	_____	_____
5)	_____	_____

Submitted by: COMPANY Superior Public Museums (SPM)
ADDRESS 906 E 3rd St. Superior, WI 54880
COMPANY REPRESENTATIVE Jordan Stish & Katelyn Baumann

Kay Ben 12-16-24

Jordan Stish 12-16-2024

8. Addenda Acknowledgement (Must be submitted with Proposal)

Museum Management and Operating Services

I/we hereby acknowledge receipt of the following addenda(s):

Addendum No. 1 Dated December 11, 2024
Addendum No. _____ Dated _____
Addendum No. _____ Dated _____
Addendum No. _____ Dated _____

I/we further certify that no agreement has been entered into to prevent competition for said work and that I/we carefully examined the site where the work is to take place, and the plans, specifications, form of contract and all other contract documents.

I/we further agree to enter into the contract, as provided in the contract documents, under all the terms, conditions and requirements of those documents.

* If no addenda were issued, the consultant/firm shall so indicate and sign this document.

Superior Public Museums (SPM)

Company

Katey Ben 12-16-24

Representative Signature

Jordan Star 12-16-2024

9. Statement of Qualifications Reference Form

Applicant Firm Name: Superior Public Museums (SPM)
Contact Person: Jordan Stish & Katelyn Baumann
Address: 906 E 3rd Street
City, State, and Zip Code: Superior, WI 54880
Telephone: 715-394-5712

Reference #1

Owner or Company Name: State of Wisconsin Fire & Police Hall of Fame
Contact Person: Suzi Olson
Type of Service(s) Provided: Hall of Fame representative
Calendar Year(s) of Service(s) Provided: 22 years
City, State, and Zip Code: Superior, WI 54880
Telephone: 218-393-2132 suzim.olson@gmail.com

Reference #2

Owner or Company Name: Embark Supported Employment
Contact Person: Shawna Anderson
Type of Service(s) Provided: Community partner, former employee
Calendar Year(s) of Service(s) Provided: 5 years
City, State, and Zip Code: Superior, WI 54880
Telephone: 715-319-1459 sanderson@embarkwi.org

Reference #3

Owner or Company Name: William A. Irvin
Contact Person: Mary Glad
Type of Service(s) Provided: Community partner, private event rental
Calendar Year(s) of Service(s) Provided: 1 year
City, State, and Zip Code: Superior, WI 54880
Telephone: 218-591-2214 mglad@DECC.org

Applicant Firm Name: Superior Public Museums (SPM)
Contact Person: Jordan Stish & Katelyn Baumann
Address: 906 E 3rd Street
City, State, and Zip Code: Superior, WI 54880
Telephone: 715-394-5712

Reference #4

Owner or Company Name: Mystery Murders Ink
Contact Person: Gary Banker
Type of Service(s) Provided: Event partner and past SPM Board member
Calendar Year(s) of Service(s) Provided: 15 years
City, State, and Zip Code: Superior, WI 54880
Telephone: 218-343-6079 gcbanker@aol.com

Reference #5

Owner or Company Name: _____
Contact Person: Brandon Olson
Type of Service(s) Provided: Private event rental - Wedding
Calendar Year(s) of Service(s) Provided: Wedding in 2022; 1 year
City, State, and Zip Code: Superior, WI 54880
Telephone: olsonbrandon@live.com

CITY OF SUPERIOR
RFP Museum Management and Operating Services
RFQ #24-49-FIN
ADDENDUM #1

DATE: December 11, 2024

TO: Prospective Applicants

Bid Opening Date: **Tuesday, December 17, 2024, at 3:00 PM (unchanged)**

This addendum modifies the Proposal Documents for the above-mentioned project. The addendum consists of 2 pages.

Acknowledge receipt of the Addenda by signing the Addenda Acknowledgment form included within the proposal documents. Failure to do so may subject the Proposer to disqualification.

1. Preproposal meeting attendance list is attached.
2. The current collection inventory lists for each museum will be provided to the awarded firm. The agreement details the responsibility for the awarded firm to report and update collection inventory lists.
3. Building and collection conditions: A walk through will be scheduled with the awarded firm to review the collections and the buildings prior to contract execution.
4. The terms for the final agreement will be negotiated with the awarded firm.

(OPTIONAL) Article 8. The purpose or purposes for which the corporation is organized:

TO PRESERVE, MAINTAIN AND DEVELOP THE CITY OF SUPERIOR MUSEUMS. TO PROVIDE AN EDUCATIONAL PROGRAM THAT BRINGS ABOUT A BETTER UNDERSTANDING AND APPRECIATION OF ITS HISTORY AND HERITAGE FOR THE CITIZENS OF THE CITY OF SUPERIOR, DOUGLAS COUNTY AND THE STATE OF WISCONSIN. THE CITY OF SUPERIOR MUSEUMS INCLUDE BUT ARE NOT LIMITED TO FAIRLAWN MANSION AND MUSEUM, OLD FIRE HALL AND POLICE MUSEUM AND THE U S METEOR MUSEUM.

Article 9. Name and complete address of each incorporator:

DAVID MINOR
222 ELEVENTH AVE EAST
SUPERIOR, WI 54880

David Minor

Incorporator's signature

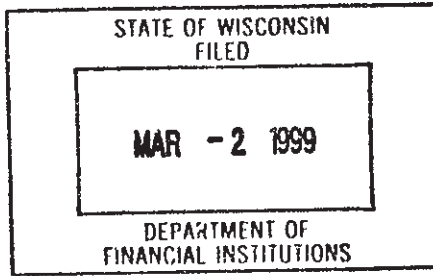
Incorporator's signature

This document was drafted by DONN W BERGQUIST
(name of the individual who drafted the document)

35.00
BT

ARTICLES OF INCORPORATION (Ch. 181, Nonstock)

Donn W. Bergquist
Certified Public Accountant
1010 Belknap
Superior, WI 54880



Please indicate here where you would like the acknowledgment copy of the filed document sent. Please include complete name and mailing address.

Your phone number during the day: (715) 392-2946

INSTRUCTIONS (Ref. sec. 181.0202 Wis. Stats. for document content)

Submit one original and one exact copy to the Department of Financial Institutions, P O Box 7846, Madison WI, 53707-7846, together with a **FILING FEE of \$35.00**, payable to the department. (If sent by Express or Priority U.S. mail, address to 345 W. Washington Ave, 3rd Floor, Madison WI, 53703). The original must include an original manual signature, per sec. 181.0120(2), Wis. Stats. This document can be made available in alternate formats upon request to qualifying individuals with disabilities. Upon filing, the information in this document becomes public and might be used for purposes other than that for which it was originally furnished. If you have any questions, please contact the Division of Corporate & Consumer Services at 608-261-7577. The preprinted text of this form does not represent every option available under law. Refer to Ch. 181 of the Wisconsin Statutes for additional information.

Article 1. The name must contain "corporation", "incorporated", "company", or "limited" or the abbreviation "corp.", "inc.", "co." or "ltd." or comparable words or abbreviations in another language. If you wish to provide a second choice name that you would accept if your first choice is not available, indicate it here:

Articles 3 & 4. The corporation must have a registered agent located at a registered office in Wisconsin. The address of the registered office is to describe the physical location where the registered agent maintains their business office. Set forth the street number and name, city and ZIP code in Wisconsin. PO Box addresses may be included as part of the address, but are insufficient alone. The corporation may not name itself as its own registered agent.

Article 5. The articles of incorporation must set forth the address of the corporation's principal office. "Principal office" means the office, whether in or outside Wisconsin, in which are located its principal executive offices.

Article 6. Select and check the appropriate box in article 5 to indicate if the corporation will or will not have members. A "member" means a person who has membership rights in a corporation in accordance with its articles of incorporation or bylaws.

Articles 7 & 8. These articles (or others you may wish to add) are provided for optional information that you may elect to include, such as the name and address of the initial directors, a purposes clause, tax-exempt provisions, etc.

Article 9. Set forth the name and complete address of each incorporator. There may be one or more incorporators. All incorporators must be named.

If the document is executed in Wisconsin, sec. 182.01(3) provides that it shall not be filed unless the name of the person (individual) who drafted it is printed, typewritten or stamped thereon in a legible manner.

ARTICLES OF AMENDMENT – NONSTOCK CORPORATION

A. The present corporate name (prior to any change effected by this amendment) is:

SUPERIOR PUBLIC MUSEUMS, INC.

Text of Amendment (Refer to the existing articles of incorporation and the instructions on the reverse of this form. Determine those items to be changed and set forth the number identifying the paragraph being changed and how the amended paragraph is to read.)

RESOLVED, THAT the articles of incorporation be amended as follows:

SEE ATTACHED SHEET

MAY 18 12:00PM
#.#
154569 DCORP 25 25.00

B. Amendment(s) adopted on MAY 11, 2000

(Indicate the method of adoption by checking (X) the appropriate choice below.)

In accordance with sec. 181.1002, Wis. Stats. (By the Board of Directors)

OR

In accordance with sec. 181.1003, Wis. Stats. (By Members)

OR

In accordance with sec. 181.1004, Wis. Stats. (By Members voting by Class)

C. Approval by 3rd Person (Contingency Statement)

Written approval for amending the articles of incorporation was obtained from the person whose approval is required by a provision of the articles of incorporation authorized under sec. 181.1030.

D. Executed on 5-16-2000
VICE (Date)

David W Minor
(Signature)

Title: President Secretary
or other officer title VICE PRESIDENT

DAVID W MINOR
(Printed name)

This document was drafted by DR. RICHARD A. SAUERS
(Name the individual who drafted the document)

2000 MAY 18 AM 8:00
RECEIVED - DEPT OF
FINANCIAL INSTITUTIONS
STATE OF WISCONSIN

FILING FEE - \$25.00 SEE instructions, suggestions and procedures on following page

SUPERIOR PUBLIC MUSEUMS
906 EAST SECOND ST.
SUPERIOR WI 54880

▲ Your return address and phone number during the day: (715) 394 - 5712

INSTRUCTIONS (Ref. sec. 181.1005 Wis. Stats. for document content)

Submit one original and one exact copy to Dept. of Financial Institutions, P O Box 7846, Madison WI, 53707-7846, together with a **FILING FEE of \$25.00**, payable to the department. (If sent by Express or Priority U.S. mail, address to 345 W. Washington Ave., 3rd Floor, Madison WI, 53703). This document can be made available in alternate formats upon request to qualifying individuals with disabilities. The original must include an original manual signature, per sec. 181.0120(2), Wis. Stats. If you have any questions, please contact the Division of Corporate & Consumer Services at 608-261-7577. Hearing-impaired may call 608-266-8818 for TDY.

- A. Enter the name of the corporation (before any change effected by this amendment) and the text of the amendment(s). The text should recite the resolution adopted (e.g., "Resolved, that Article 1 of the articles of incorporation be amended to read: (set forth the amended article).
- B. Enter the date of adoption of the amendment(s). If there is more than one amendment, identify the date of adoption of each. Mark (X) one of the three choices to indicate the method of adoption of the amendment(s).

By Board of Directors – Refer to sec. 181.1002 for specific information on the character of amendments that may be adopted by the Board of Directors without the approval of members with voting rights.

By Members – Adoption by members requires 2/3rd of votes cast or a majority of the voting power, whichever is less, except as conditioned by the articles of incorporation, bylaws, ss. 181.1002(1), 181.1030 or other provisions of Ch. 181, Wis. Stats.

By Members thru Class Voting – Refer to sec. 181.1004 for specific information on class voting by members.

Approval by Other Person – Amendment of the articles of incorporation may require the approval of a person other than the board or members, if so specified in the articles of incorporation under sec. 181.1030.

- C. Enter the date of execution and the name and title of the person signing the document. The document must be signed by one of the following: An **officer** of the corporation (or incorporator if directors have not been elected), or a court-appointed receiver, trustee or fiduciary. A director is **not** empowered to sign.
- D. If the document is executed in Wisconsin, sec. 182.01(3) provides that it shall not be filed unless the name of the person (individual) who drafted it is printed, typewritten or stamped thereon in a legible manner. If the document is not executed in Wisconsin, enter that remark.

AMENDMENT TO ARTICLES OF INCORPORATION (Nonstock Corporation), State of Wisconsin

Superior Public Museums, originally filed March 2, 1999

RESOLVED, that the Board of Director of the Superior Public Museums, Inc., have voted on May 11, 2000, to amend the Articles of Incorporation to include the following three articles (numbers 8, 9, and 10), to read as follows:

Article 8.

Superior Public Museums is organized exclusively for educational purposes, including , for such purposes, the making of distributions to organizations that qualify as exempt organizations under section 501(c)(3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law).

Article 9.

No part of the net earnings of the corporation shall inure to the benefit of, or be distributable to, its members, trustees, officers, or other private persons, except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in Article 8 hereof. No substantial part of the activities of the corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the corporation shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of any candidate for public office. Notwithstanding any other provision of these articles, the corporation shall not carry on any other activity not permitted to be carried on (a) by a corporation exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue law), or (b) by a corporation, contributions to which are deductible under section 170(c)(2) of the Internal Revenue Act of 1954 (or the corresponding provision of any future United States Internal Revenue law).

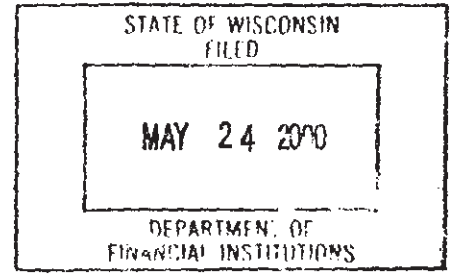
Article 10.

Upon the dissolution of the corporation, the Board of Trustees shall, after paying or making provision for the payment of all of the liabilities of the corporation, dispose of all of the assets of the corporation exclusively for the purposes of the corporation in such manner, or to such organization or organizations organized and operated exclusively for educational purposes as shall at the time qualify as an exempt organization or organizations under section 501(c)(3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue law), as the Board of Trustees shall determine. Any such assets not so disposed of shall be disposed of by the Court of Common Pleas of the county in which the principal office of the corporation is then located, exclusively for such purposes or to such organization or organizations, as said Court shall determine, which are organized and operated exclusively for such purposes

250
121

ARTICLES OF AMENDMENT
CHAPTER 181

Local tax - exempt lang



BYLAWS OF THE SUPERIOR PUBLIC MUSEUMS

PREAMBLE

These bylaws are consistent with the provisions of Chapter 181 of the Wisconsin State Statutes and the Articles of Incorporation, including all subsequent restatements and amendments filed thereto with the Secretary of State under which the Superior Public Museums is incorporated as a non-stock, non-profit corporation. Furthermore, the provisions of Chapter 181 of the Wisconsin Statutes and *Robert's Rules of Order* shall govern the proceedings of the Superior Public Museums not herein provided for.

ARTICLE I *NAME*

The name of the corporation shall be the Superior Public Museums.

ARTICLE II *MISSIONS STATEMENT*

The Mission of the Superior Public Museums is to preserve, maintain and develop the City of Superior Museums, including, but not limited to the Fairlawn Mansion and Museum, the Old Fire House and Police Museum, and the S. S. Meteor Maritime Museum, to provide an educational program whose purpose is to bring about a better understanding and appreciation of their history and heritage for the citizens of the City of Superior, Douglas County, and the State of Wisconsin.

ARTICLE III *BOARD OF DIRECTORS*

Section 1: Composition of the Board

- A. The Board of Directors shall consist of fifteen (15) Directors.
- B. Elections and appointments of the Directors and Officers shall be in accordance with the provisions of Article V of these bylaws.
- C. Other honorary and / or ex-officio appointments to the Board of Directors may be made as the Board shall see fit.

Section 2: Powers of the Board

- A. The Board of Directors shall have the power to conduct the affairs of the corporation to delegate such authority as is not otherwise set forth in these bylaws. This shall include the approval authorization of the expenditures of the corporation; the hiring and termination of employment of staff; and the creation and implementation of policies for the development, operation and maintenance of facilities.
- B. The Board of Directors shall have the power to create or terminate an executive committee, special boards of trustees or advisors, and such permanent and special committees, as deemed necessary.

ARTICLE IV OFFICERS

Section 1: Classification of Officers

- A. The Officers shall be President, Vice President, Secretary, and Treasurer, and such Officers shall be members of the Board of Directors.
- B. Other Officers as deemed necessary by the Board of Directors may be elected or appointed as the Board of Directors may determine.

Section 2: Duties of Officers

- A. The principal duties of the President shall be to preside at all meetings of the Board of Directors, the annual meeting of the corporation, and have general supervision of the corporation. The President shall also be responsible for working with all committees to set goals, policies, and directions. The President is responsible for developing the Board agendas.
- B. The principle duties of the Vice President shall be to discharge the duties of the President in the event of absence, or disability.
- C. The principal duties of the Secretary shall be to countersign and affix the seal of the corporation to all deeds, leases, and conveyances executed by or directed to the corporation; keep a record of all the proceedings of the Board of Directors, and to safely and systematically keep all books, papers, records, and documents belonging to the corporation or pertaining to its business.
- D. The principal duties of the Treasurer shall be to keep and account for all money, credit, and property of the corporation; keep an accurate account of all monies received and dispersed and on hand; and generally handle all financial matters pertaining to the office, as required by the Board of Directors.

Section 3. Procedures and Responsibilities of Directors

- A. All Officers and Directors shall familiarize themselves with these bylaws and the articles of incorporation upon their election or appointment, and it shall be the duty of the Secretary to distribute such copies to the individuals involved.
- B. The meetings of the Board of Directors and all its committees shall be conducted according to the latest revision of *Robert's Rules of Order*, but it shall be necessary in any event for a quorum to be present for the Board of Directors or any of its committees to act. A quorum for any such meeting shall be a majority of those entitled to vote at such meetings.

ARTICLE V DIRECTOR ELECTIONS AND APPOINTMENTS

Section 1. Directors

- A. There shall be a fifteen (15) member Superior Museum Board to be comprised of:
 - a. Fourteen (14) members-at-large recommended by the Executive Committee and elected by a majority of the currently seated Board members, and:
 - b. One (1) representative from the City of Superior Common Council.
- B. An employee of the Superior Public Museums shall not be appointed as a Director of the Board.

Section 2. Officers

- A. Officers shall be elected from the Board of Directors by the Board of Directors at the annual meeting of the corporation.

- B. Vacancies among Officers occurring before the expiration of term shall be filled by election by the Board of Directors and those so elected shall complete the term of the Officers they replaced.

Section 3. Terms of Office of Directors and Officers

- A. The terms of office for the fourteen (14) at-large Directors shall be three (3) years. The term of office of the Director representing the City of Superior Common Council shall be (1) year.
- B. The terms of office for Directors shall be three (3) years.
- C. The terms of office for Officers shall be one (1) year.
- D. The term of office for original Officers and Directors shall commence January 1.
- E. The terms of office for Directors shall be staggered with three (3) Directors being appointed each year. For the first year of the corporation, the Board of Directors shall be responsible to determine the method in which to initially stagger the terms.

ARTICLE VI *MEETINGS*

Section 1. Meetings of the Board of Directors

- A. The Board of Directors shall meet at least bi-monthly. Special meetings of the Board may be called by the President or by any three (3) members of the Board. Each Director shall be notified in person or by mail as to the time and place of such meeting.
- B. A quorum for Board of Directors meetings shall be a majority of those voting members entitled to notice of such meetings.
- C. Any Director may be removed from office, with cause or for any reason, by the vote of a majority of the Directors then in office. Cause shall include two unexcused absences from Board meetings within a year of a Director's term.
- D. Acceptable excuses for absences include: family or personal; emergency or milestone personal or professional commitments. Notice of planned absences must be received by the President in a reasonable amount of time before the meeting. The President shall have the authority to evaluate and grant excused absences. In the case of the President's absence, the Vice President shall have the authority to evaluate and grant excused absences.
- E. One unexcused absence will result in notice from the President that the Director has on unexcused absence. Two unexcused absences will result in notification of pending removal to the Director and the Board. With a quorum present, a majority vote will be sufficient to act on a member's status.
- F. Email Voting - Should there become a time where an emergency situation occurs and action needs to be taken before a regularly scheduled board meeting, a vote can be taken by email. Such a vote may be called by the president or vice president and the vote shall have the same force and effect as a vote at a regularly scheduled board meeting. The secretary shall be responsible for keeping a record of any email vote and the results thereof. An emergency situation includes, but is not limited to, when there is not a quorum at a regularly scheduled meeting and it is necessary to take action, when time does not allow for a full board meeting to make a decision.
 - i. A majority of voting members is required to participate in a vote by email.
 - ii. Any vote by email shall be reaffirmed at the immediately subsequent meeting of the Board of Directors.

Section 2. Annual Meetings of the Board

- A. An annual meeting of the corporation shall be held on or between October 1 and December 31 each year. The President shall preside over the corporation's annual meeting.
- B. The annual meeting will be held for the purposes of appointing Directors, approving annual reports and budgets of the Board of Directors, electing Officers, and any other business as deemed necessary by the Board of Directors.
- C. An annual report shall be developed for the partner organizations and the City of Superior.

ARTICLE VII *COMMITTEES*

Section 1. Committee Appointments

- A. Upon the advice and consent of a majority of the Board of Directors, the President shall appoint such committees as are required by this Article. The President, with the approval of the Board of Directors, shall appoint committee Chairpersons.
- B. The Board of Directors shall have the authority to establish ad hoc and permanent committees.
- C. Each Committee or Ad Hoc Committee established by the Board of Directors shall have a minimum of one member of the Board of Directors as a member.

Section 2. Standing Committees

- A. Building and Grounds Committee – The Building & Grounds Committee shall review, report, draft policy, and advise the Board of Directors and the City of Superior with respect to any and all matters concerning the use, maintenance, conservation, and budget of city-owned museums and grounds.
- B. Collections Committee – This Committee reviews, reports, drafts policy, and advises the Board of Directors with respect to the acquisitions, dispositions, and care of City owned collections displayed at the museums.
- C. Membership Committee – This Committee is responsible for developing and implementing a strategy for attracting and retaining members for all three museums.
- D. Events, Marketing & Public Relations – This Committee assists with the development and implementation of the organization's events, programs, and fund raising initiatives. Sub-Committees may be established by this committee for events or other initiatives under its area of responsibility.
- E. Finance Committee – This Committee will oversee the preparation of the annual budget and the performance of the Corporation in meeting its budgeted expenses and revenues. The Finance Committee will receive and review regular financial reports and present that information to the Board of Directors. In conjunction with the Executive Committee, the Finance Committee will assist in establishing compensation packages for the staff.
- F. Executive Committee – This Committee is authorized to meet and take action between Board meetings; act as the Human Resource Committee on behalf of the Corporation, and act as an advisor / liaison to the Executive Director. In keeping with Accepted Accounting Practices, this Committee will act as the Audit Committee.

ARTICLE X *AMENDMENTS*

These bylaws may be amended by two-thirds vote of the Board of Directors at any regular meeting or special meeting called for the purpose, provided the amendment is either submitted in writing to the Board of Directors thirty (30) days prior to the meeting or presented for an announced open discussion at the meeting prior to the one set for action on the amendment.

AMENDMENT TO THE BY-LAWS OF THE SUPERIOR PUBLIC MUSEUMS

December 28, 1999

Article V, Director Elections and Appointments; Section 3, Terms of Office of Directors and Officers

- D. Pursuant to Section 3, D, the Board of Directors in the first year has determined that the terms of office for the Board members representing the City Council and County. Board are one-year appointments since these two positions are elected officials and can change yearly.

Thus the terms of office for Board members are as follows:

Category	Organization	Term of Office	Appointment Year
Representatives			
	City Council	1 year	2000
	Meteor	1 year	2000
	County Board	1 year	2000
	DCHS	2 years	2001
	Auxiliary	2 years	2001
	Fire Hall	3 years	2002
At-large Members			
	Mayor Appointee	1 year	2000
	Mayor Appointee	2 years	2001
	Mayor Appointee	3 years	2001

AMENDMENT TO THE BY-LAWS OF THE SUPERIOR PUBLIC MUSEUMS

October 23, 2001

Article III, Board of Directors; Section 1, Composition of the Board

- A. The Board of Directors will consist of thirteen (13) Directors.

Article V, Director Elections and Appointments; Section 1, Directors

- A. There shall be a thirteen (13) member Superior Public Museum Board to be comprised of one (1) representative from the S. S. Meteor Maritime Museum, one (1) representative from the Old Fire House and Police Museum, one (1) representative from the Douglas County Historical Society, one (1) representative from the City of Superior Common Council, one (1) representative from the Douglas County Board of Supervisors, one (1) representative from the Superior-Douglas County Chamber of Commerce, and seven (7) members-at-large appointed by the Mayor of Superior.

AMENDMENT TO THE BY-LAWS OF THE SUPERIOR PUBLIC MUSEUMS

March 25, 2003

Article III, Board of Directors; Section 1, Composition of the Board

B. The Board of Directors will consist of fifteen (15) Directors.

Article V, Director Elections and Appointments; Section 1, Directors

B. There shall be a fifteen (15) member Superior Public Museum Board to be comprised of one (1) representative from the S. S. Meteor Maritime Museum, one (1) representative from the Old Fire House and Police Museum, one (1) representative from the Douglas County Historical Society, one (1) representative from the City of Superior Common Council, one (1) representative from the Douglas County Board of Supervisors, one (1) representative from the Superior-Douglas County Chamber of Commerce, and nine (9) members-at-large appointed by the Mayor of Superior.

AMENDMENT TO THE BY-LAWS OF THE SUPERIOR PUBLIC MUSEUMS

June 22, 2010

Article VI, Meetings; Section 1, Meetings of the Board of Directors

- E. Email Voting - Should there become a time where an emergency situation occurs and action needs to be taken before a regularly scheduled board meeting, a vote can be taken by email. Such a vote may be called by the president or vice president and the vote shall have the same force and effect as a vote at a regularly scheduled board meeting. The secretary shall be responsible for keeping a record of any email vote and the results thereof. An emergency situation includes, but is not limited to, when there is not a quorum at a regularly scheduled meeting and it is necessary to take action, when time does not allow for a full board meeting to make a decision.
 - i. A majority of voting members is required to participate in a vote by email.
 - ii. Any vote by email shall be reaffirmed at the immediately subsequent meeting of the Board of Directors.

Article VII, Committees; Section 1, Committee Appointments

- C. Each Committee or Ad Hoc Committee established by the Board of Directors shall have a minimum of one member of the Board of Directors as a member.

Article VII, Committees; Section 2, Standing Committees

- B. Collections Committee – This Committee reviews, reports, drafts policy, and advises the Board of Directors with respect to the acquisitions, dispositions, and care of City owned collections displayed at the museums.
- C. Membership Committee – This Committee is responsible for developing and implementing a strategy for attracting and retaining members for all three museums.
- D. Events, Marketing & Public Relations – This Committee assists with the development and implementation of the organization’s events, programs, and fund raising initiatives. Sub-Committees may be established by this committee for events or other initiatives under its area of responsibility.
- E. Finance Committee – This Committee will oversee the preparation of the annual budget and the performance of the Corporation in meeting its budgeted expenses and revenues. The Finance Committee will receive and review regular financial reports and present that information to the Board of Directors. In conjunction with the Executive Committee, the Finance Committee will assist in establishing compensation packages for the staff.
- F. Executive Committee – This Committee is authorized to meet and take action between Board meetings; act as the Human Resource Committee on behalf of the Corporation, and act as an advisor / liaison to the Executive Director. In keeping with Accepted Accounting Practices, this Committee will act as the Audit Committee.

Article X, Amendments

Strike last sentence - Recommended bylaw changes will be placed as a Class 1 notice in the local newspaper and notice will be sent to the partner organizations.

AMENDMENT TO THE BY-LAWS OF THE SUPERIOR PUBLIC MUSEUMS

October 2010

Article V, Director Elections and Appointments; Section 1, Directors

- A. There shall be a fifteen (15) member Superior Museum Board to be comprised of:
 - a. Fourteen (14) members-at-large recommended by the Executive Committee and elected by a majority of the currently seated Board members, and:
 - b. One (1) representative from the City of Superior Common Council.
- C. *Strike*

Article V, Director Elections and Appointments; Section 3, Terms of Office of Directors and Officers

- A. The terms of office for the fourteen (14) at-large Directors shall be three (3) years. The term of office of the Director representing the City of Superior Common Council shall be (1) year.
- E. *Strike*

AMENDMENT TO THE BY-LAWS OF THE SUPERIOR PUBLIC MUSEUMS

January 30, 2020

Article V, Director Elections and Appointments; Section 3, Terms of Office of Directors and Officers

- B. The terms of office for Directors shall be three (3) years. ~~No Director shall serve more than three (3) consecutive terms.~~
- C. The terms of office for Officers shall be one (1) year. ~~No Officer shall serve more than three (3) consecutive terms in any one position.~~

Dear Mayor Jim Paine and City of Superior Councilors:

I'm writing this letter in support of the Superior Public Museums in continuing its management of all 3 museums. I do have some history of the management of the 3 museums.

Back in the 90's the historical society managed Fairlawn. The other 2 museums were managed by the Meteor Board I believe. The Meteor Board gave up control in the mid 90's and the Chamber of Commerce took over for a couple of years. I was involved in the Old Fire House and Police Museum when the Chamber ran the two museums. Back in the day the firefighters helped support the Old Fire House by doing fund raising events. One of our big events was the Fire Muster. During the time when the Chamber ran the 2 museums, they were not very interested in running them, but they did because the Meteor Board was dissolved. Discussions were had about combining all 3 city owned museums. Mayor Ciccone decided to create a committee to bring all 3 museums together and have a group manage all 3. I was asked to be on that committee, and we thought the obvious group to run all 3 museums would be the Historical Society. The Historical Society said they would not run all 3 only Fairlawn, which was not an option. That is when the Superior Public Museums Board was created.

The time I was involved at the Old Fire House and Police Museum the SPM has always been very supportive of us. The Old Fire House is also the home of the State of Wisconsin Fire and Police Hall of Fame which I was the Board President for a couple of years. It's a great honor to have Superior represent and honor police and firefighters in Wisconsin and the SPM has helped us do that.

I'm not sure why the City of Superior would not want to have the SPM involved in the management of the 3 museums? I could support a merger with the Historical Society but that doesn't sound likely now. From my experience SPM have done a great job, they have been taking care and promoting of our 3 wonderful museums for almost 25 years now and they should continue to that.

Sincerely,

Tad Matheson

Tad Matheson

Retired City of Superior Fire Chief

haztad@gmail.com

218-390-3532

403 14 Ave East

Superior, WI 54880

Operating Expenses 2024

1/23/24

Operating Expenses	Sub Accounts					2024 vs 2023 Budget	2023 Actual	2023 Budgeted	Difference	2022 Budgeted	2022 Actual
	Main Account	2024 Budget	Admin	Fairlawn	Meteor						
Wages - Salary	\$ 113,411	\$ 113,411				\$ 8,019	\$ 108,411	\$ 105,392	\$ 3,019	\$ 105,392	\$ 95,504
Wages - Hourly	\$ 50,700	\$ 50,700				\$ 12,748	\$ 27,184	\$ 37,952	\$ (10,768)	\$ 37,316	\$ 23,037
Wages - Seasonal (includes events)	\$ 55,928		\$ 38,018	\$ 16,955	\$ 955	\$ (7,907)	\$ 56,999	\$ 63,835	\$ (6,836)	\$ 61,207	\$ 44,766
Payroll Taxes (SS)	\$ 16,943	\$ 12,637	\$ 2,927	\$ 1,306	\$ 74	\$ 991	\$ 15,518	\$ 15,952	\$ (434)	\$ 13,974	\$ 13,085
Insurance	\$ -	\$ -				\$ -	\$ 1,953	\$ -	\$ 1,953	\$ 3	
Workman's Compensation	\$ 6,000	\$ 6,000				\$ 2,000	\$ 8,605	\$ 4,000	\$ 4,605	\$ 4,000	\$ 3,033
Liability Insurance	\$ 1,300	\$ 1,300				\$ 28	\$ 1,312	\$ 1,272	\$ 40	\$ 2,750	\$ 937
Collections & Exhibits	\$ 2,500	\$ 2,500				\$ 1,500	\$ 1,065	\$ 1,000	\$ 65	\$ 1,500	\$ 691
Legal & Accounting	\$ 8,450	\$ 8,450				\$ 450	\$ 7,929	\$ 8,000	\$ (71)	\$ 7,200	\$ 7,904
Office Supplies	\$ 6,000	\$ 6,000				\$ 500	\$ 8,770	\$ 5,500	\$ 3,270	\$ 4,800	\$ 5,307
Bank Charges & Credit Card Fees	\$ 3,000	\$ 3,000				\$ (500)	\$ 2,886	\$ 3,500	\$ (614)	\$ 4,200	\$ 3,530
Travel & Training	\$ 4,875	\$ 4,875				\$ 1,915	\$ 7,098	\$ 2,960	\$ 4,138	\$ 3,000	\$ 3,852
Telephone & Internet Expenses	\$ 3,225	\$ 2,625			\$ 600	\$ 9	\$ 3,595	\$ 3,216	\$ 379	\$ 3,050	\$ 3,298
Board Expenses	\$ 7,600	\$ 7,600	\$ -	\$ -		\$ 5,600	\$ 7,500	\$ 2,000	\$ 5,500	\$ 2,000	\$ 100
Postage	\$ 700	\$ 700	\$ -			\$ (1,600)	\$ 1,858	\$ 2,300	\$ (442)	\$ 2,300	\$ 2,117
Rental Expense	\$ 200	\$ 200	\$ -			\$ (50)	\$ 94	\$ 250	\$ (156)	\$ 250	\$ 521
Advertising & Marketing	\$ 6,000	\$ 6,000	\$ -			\$ -	\$ 6,049	\$ 6,000	\$ 49	\$ 6,000	\$ 6,261
Fundraising & Events	\$ 8,500		\$ 7,000	\$ 1,000	\$ 500	\$ -	\$ 14,363	\$ 8,500	\$ 5,863	\$ 5,750	\$ 8,746
Dues & Subscriptions	\$ 700	\$ 700	\$ -			\$ (200)	\$ 436	\$ 900	\$ (465)	\$ 600	\$ 910
Meals & Entertainment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19	\$ -	\$ 19		\$ 774
Utilities	\$ 23,000		\$ 15,900	\$ 2,600	\$ 4,500	\$ 475	\$ 22,241	\$ 22,525	\$ (284)	\$ 22,000	\$ 22,300
Maintenance Supplies	\$ 6,000		\$ 3,000	\$ 2,000	\$ 1,000	\$ -	\$ 4,916	\$ 6,000	\$ (1,084)	\$ 8,000	\$ 3,361
Website/Computer/Registers/Bookeo	\$ 4,550	\$ 4,550	\$ -			\$ 770	\$ 7,656	\$ 3,780	\$ 3,876	\$ 685	\$ 1,120
Repairs & Maintenance	\$ 17,800		\$ 10,300	\$ 6,000	\$ 1,500	\$ 3,800	\$ 32,754	\$ 14,000	\$ 18,754	\$ 15,600	\$ 19,045
Security	\$ 4,210	\$ 250	\$ 2,400		\$ 1,560	\$ (2,004)	\$ 5,488	\$ 6,214	\$ (726)	\$ 5,093	\$ 4,037
Depreciation	\$ -	\$ -				\$ -			\$ -	\$ 4,500	\$ -
Misc. Expense	\$ -	\$ -				\$ -			\$ -	\$ -	\$ 598
Fairlawn Gardens	\$ 500		\$ 500			\$ -	\$ 446	\$ 500	\$ (54)		\$ -
Total Operating Expenses	\$ 352,092	\$ 231,498	\$ 80,045	\$ 29,861	\$ 10,689	\$ 26,544	\$ 355,144	\$ 325,548	\$ 29,596	\$ 321,170	\$ 274,834
Operating Income (loss)	\$ (33,692)						\$ (56,795)	\$ (35,698)	\$ 18,297	\$ (36,320)	\$ 19,095

Admin Expenses	\$231,498
Fairlawn Expenses	\$80,045
Meteor Expenses	\$29,861
OFPM Expenses	\$10,689
Total	\$352,092

Note: numbers in budget were rounded to a whole number from the calculation document.

**Operating Revenue
2024**

Operating Revenue (Income)	Sub Accounts					2023 vs 2024 Budget	2023 Actual	2023 Budgeted	Difference	2022 Budgeted	2022 Actual
	2024 Budget	Admin	Fairlawn	Meteor	OFPM						
Admissions Income	\$ 72,000	\$ 72,000	\$ -	\$ -	\$ -	\$ (249)	\$ 72,249	\$ 70,000	\$ 2,249	\$ 68,000	\$ 72,295
Memberships	\$ 14,000	\$ 7,000	\$ 3,000	\$ 3,000	\$ 1,000	\$ (937)	\$ 14,937	\$ 10,200	\$ 4,737	\$ 11,200	\$ 7,820
Gift Shop Income	\$ 20,000	\$ -	\$ 15,000	\$ 3,000	\$ 2,000	\$ (2,488)	\$ 22,488	\$ 18,500	\$ 3,988	\$ 18,500	\$ 17,965
Donations	\$ 14,500	\$ 3,000	\$ 5,000	\$ 3,500	\$ 3,000	\$ 8,636	\$ 5,865	\$ 11,000	\$ (5,136)	\$ 7,700	\$ 12,627
Fundraisers, Events, Sponsorships	\$ 20,000	\$ -	\$ 14,000	\$ 4,000	\$ 2,000	\$ 3,970	\$ 16,030	\$ 17,000	\$ (970)	\$ 13,000	\$ 13,441
Gift Certificate Income	\$ 500	\$ 500	\$ -	\$ -	\$ -	\$ 500	\$ -	\$ 500	\$ (500)	\$ 500	\$ -
Rental Income	\$ 6,000	\$ -	\$ 6,000	\$ -	\$ -	\$ 1,190	\$ 4,810	\$ 8,000	\$ (3,190)	\$ 7,750	\$ 5,082
Sponsorships	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (1,250)	\$ 1,250	\$ -	\$ 1,250	\$ 4,000	\$ 2,350
City of Superior	\$ 161,200	\$ 161,200	\$ -	\$ -	\$ -	\$ 6,200	\$ 155,000	\$ 155,000	\$ -	\$ 155,000	\$ 154,997
Hotel/Motel Tax	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ (1,671)	\$ 21,671	\$ 18,000	\$ 3,671	\$ 14,000	\$ 18,758
Misc. Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (846)	\$ 846	\$ -	\$ 846	\$ -	\$ 3,090
Fairlawn Gardens	\$ 1,200	\$ 1,200	\$ -	\$ -	\$ -	\$ 1,200	\$ -	\$ 1,200	\$ (1,200)	\$ 1,200	\$ -
Total Revenue (Income)	\$ 329,400	\$ 264,900	\$ 43,000	\$ 13,500	\$ 8,000	\$ 14,255	\$ 315,145	\$ 309,400	\$ 5,745	\$ 300,850	\$ 308,425

Cost of Goods Sold										2019 Budgeted	2019 Actual
Purchases - Shops	\$ 11,000	\$ 11,000				\$ -	\$ 10,471	\$ 11,000	\$ -	\$ 12,000	\$ 10,249
Hall of Fame	\$ -	\$ -							\$ -	\$ -	\$ 108
Total Cost of Goods Sold	\$ 11,000	\$ 11,000	\$ -	\$ -	\$ -	\$ 529	\$ 10,471	\$ 11,000	\$ -	\$ 12,000	\$ 10,357
GROSS PROFIT	\$ 318,400	\$ 253,900	\$ 43,000	\$ 13,500	\$ 8,000	\$ 13,726	\$ 304,674	\$ 298,400	\$ 5,745	\$ 288,850	\$ 298,068

2024	Revenue	Cost of Goods Sold	Gross Profit
Admin	\$ 264,900	\$ 11,000	
Fairlawn	\$ 43,000	\$ -	
Meteor	\$ 13,500	\$ -	
OFPM	\$ 8,000		
TOTALS	\$ 329,400	\$ 11,000	\$ 318,400

Superior Public Museums (SPM)

Balance Sheet

As of October 31, 2024

	TOTAL			
	AS OF OCT 31, 2024	AS OF OCT 31, 2023 (PY)	CHANGE	% CHANGE
ASSETS				
Current Assets				
Bank Accounts				
10050 Cash on hand	400.00	400.00	0.00	0.00 %
10100 Checking	324,749.76	388,103.57	-63,353.81	-16.32 %
Total Bank Accounts	\$325,149.76	\$388,503.57	\$ -63,353.81	-16.31 %
Other Current Assets				
11000 Inventory	11,927.13	21,986.55	-10,059.42	-45.75 %
13000 Deposits in Transit	0.00	38.22	-38.22	-100.00 %
Total Other Current Assets	\$11,927.13	\$22,024.77	\$ -10,097.64	-45.85 %
Total Current Assets	\$337,076.89	\$410,528.34	\$ -73,451.45	-17.89 %
Fixed Assets				
15000 Building Improvements	18,150.74	18,150.74	0.00	0.00 %
15500 Murphy Garden	450.00	450.00	0.00	0.00 %
16000 Equipment & Furniture	96,919.35	96,919.35	0.00	0.00 %
17000 Accumulated Depreciation	-91,690.06	-82,034.06	-9,656.00	-11.77 %
Total Fixed Assets	\$23,830.03	\$33,486.03	\$ -9,656.00	-28.84 %
TOTAL ASSETS	\$360,906.92	\$444,014.37	\$ -83,107.45	-18.72 %
LIABILITIES AND EQUITY				
Liabilities				
Current Liabilities				
Credit Cards				
Credit Card	3,524.70	7,236.69	-3,711.99	-51.29 %
Total Credit Cards	\$3,524.70	\$7,236.69	\$ -3,711.99	-51.29 %
Other Current Liabilities				
20300 Sales Tax Payable	71.35	68.00	3.35	4.93 %
Total Other Current Liabilities	\$71.35	\$68.00	\$3.35	4.93 %
Total Current Liabilities	\$3,596.05	\$7,304.69	\$ -3,708.64	-50.77 %
Total Liabilities	\$3,596.05	\$7,304.69	\$ -3,708.64	-50.77 %
Equity				
30000 Fund Balance	277,803.98	345,510.12	-67,706.14	-19.60 %
30100 Reserve for Children's Garden	479.26	479.26	0.00	0.00 %
30200 Reserve for Collections and Exhibits	316.35	316.35	0.00	0.00 %
30300 Reserve for Restoration - Fairlawn	104,111.79	41,611.79	62,500.00	150.20 %
30400 Reserve for Restoration - Meteor	26,210.47	26,210.47	0.00	0.00 %
30500 T/R - Alan Marshall Fund	1,150.00	1,150.00	0.00	0.00 %
Net Income	-52,760.98	21,431.69	-74,192.67	-346.18 %
Total Equity	\$357,310.87	\$436,709.68	\$ -79,398.81	-18.18 %
TOTAL LIABILITIES AND EQUITY	\$360,906.92	\$444,014.37	\$ -83,107.45	-18.72 %

Superior Public Museums (SPM)

Budget vs. Actuals: Budget_FY24_P&L - FY24 P&L Classes

January - October, 2024

	TOTAL			
	ACTUAL	BUDGET	REMAINING	% REMAINING
Income				
40000 Admissions Income	63,594.00	72,000.00	8,406.00	11.68 %
41000 Memberships	11,150.00	14,000.00	2,850.00	20.36 %
42000 Gift Shop Income	19,417.98	20,000.00	582.02	2.91 %
44000 Donations	8,750.08	14,500.00	5,749.92	39.65 %
44020 Grace's Bedroom	413.90		(413.90)	
Total 44000 Donations	9,163.98	14,500.00	5,336.02	36.80 %
45000 Fundraisers and Events	12,781.89	20,000.00	7,218.11	36.09 %
46000 Gift Certificate Income		500.00	500.00	100.00 %
49000 Miscellaenous				
49100 Rental Income	3,425.00	6,000.00	2,575.00	42.92 %
49300 City of Superior	129,168.00	161,200.00	32,032.00	19.87 %
49400 Hotel/Motel Tax	14,318.74	20,000.00	5,681.26	28.41 %
49500 Miscellaneous Income	40.18		(40.18)	
49800 Fairlawn Gardens Income		1,200.00	1,200.00	100.00 %
Total 49000 Miscellaenous	146,951.92	188,400.00	41,448.08	22.00 %
Total Income	\$263,059.77	\$329,400.00	\$66,340.23	20.14 %
Cost of Goods Sold				
50000 Purchases - Shops	11,203.06	11,000.00	(203.06)	(1.85 %)
Total Cost of Goods Sold	\$11,203.06	\$11,000.00	\$ (203.06)	(1.85 %)
GROSS PROFIT	\$251,856.71	\$318,400.00	\$66,543.29	20.90 %
Expenses				
60000 Payroll Expenses				
60100 Wages & Salaries				
60200 Wages - Full-Time	82,387.83	113,411.00	31,023.17	27.35 %
60300 Wages - Part-Time	51,588.63	50,700.00	(888.63)	(1.75 %)
60400 Wages - Seasonal	49,748.35	55,928.00	6,179.65	11.05 %
Total 60100 Wages & Salaries	183,724.81	220,039.00	36,314.19	16.50 %
60900 Payroll Taxes Expense				
60950 Payroll Taxes Expense	15,071.66	16,944.00	1,872.34	11.05 %
Total 60900 Payroll Taxes Expense	15,071.66	16,944.00	1,872.34	11.05 %
Total 60000 Payroll Expenses	198,796.47	236,983.00	38,186.53	16.11 %
62000 Insurance				
62100 Workman's Compensation	3,445.23	6,000.00	2,554.77	42.58 %
62200 Liability Insurance	2,799.28	1,300.00	(1,499.28)	(115.33 %)
Total 62000 Insurance	6,244.51	7,300.00	1,055.49	14.46 %
63000 Operating Expenses				
63075 Collections & Exhibits	930.41	2,500.00	1,569.59	62.78 %
63100 Legal & Accounting	5,200.50	8,450.00	3,249.50	38.46 %
63150 Office Supplies	5,127.51	6,000.00	872.49	14.54 %
63200 Bank Charges & Credit Card Fees	2,417.62	3,000.00	582.38	19.41 %
63250 Travel & Training	3,130.74	4,875.00	1,744.26	35.78 %

	TOTAL			
	ACTUAL	BUDGET	REMAINING	% REMAINING
63300 Telephone & Internet Expenses	4,060.87	3,225.00	(835.87)	(25.92 %)
63350 Board Expenses	4,127.12	7,600.00	3,472.88	45.70 %
63400 Postage	1,317.95	700.00	(617.95)	(88.28 %)
63450 Rental Expense		200.00	200.00	100.00 %
63500 Advertising & Marketing	10,645.53	6,000.00	(4,645.53)	(77.43 %)
63550 Fundraising & Events Expenses	9,183.71	8,500.00	(683.71)	(8.04 %)
63600 Dues & Subscriptions	2,718.00	700.00	(2,018.00)	(288.29 %)
63750 Utilities	17,491.17	23,000.00	5,508.83	23.95 %
63800 Maintenance Supplies	5,307.55	6,000.00	692.45	11.54 %
63850 Website/Computer	7,067.04	4,550.00	(2,517.04)	(55.32 %)
63900 Repairs & Maintenance	16,949.13	17,800.00	850.87	4.78 %
63950 Security	3,306.50	4,210.00	903.50	21.46 %
63960 Fairlawn Gardens Expenses	569.65	500.00	(69.65)	(13.93 %)
Total 63000 Operating Expenses	99,551.00	107,810.00	8,259.00	7.66 %
66000 Misc. Expense	40.00		(40.00)	
Total Expenses	\$304,631.98	\$352,093.00	\$47,461.02	13.48 %
NET OPERATING INCOME	\$ (52,775.27)	\$ (33,693.00)	\$19,082.27	(56.64 %)
Other Income				
48000 Interest Income	14.29		(14.29)	
Total Other Income	\$14.29	\$0.00	\$ (14.29)	0.00%
NET OTHER INCOME	\$14.29	\$0.00	\$ (14.29)	0.00%
NET INCOME	\$ (52,760.98)	\$ (33,693.00)	\$19,067.98	(56.59 %)

Superior Public Museums (SPM)

Profit and Loss

October 2024

	TOTAL			
	OCT 2024	OCT 2023 (PY)	CHANGE	% CHANGE
Income				
40000 Admissions Income	3,326.00	7,640.00	-4,314.00	-56.47 %
41000 Memberships	910.00	635.00	275.00	43.31 %
42000 Gift Shop Income	1,265.20	907.94	357.26	39.35 %
44000 Donations	3,277.83	206.87	3,070.96	1,484.49 %
44020 Grace's Bedroom	220.81		220.81	
Total 44000 Donations	3,498.64	206.87	3,291.77	1,591.23 %
45000 Fundraisers and Events	4,117.00	100.00	4,017.00	4,017.00 %
49000 Miscellaenous				
49100 Rental Income		250.00	-250.00	-100.00 %
49300 City of Superior	12,916.00	12,916.00	0.00	0.00 %
49500 Miscellaneous Income	10.00		10.00	
Total 49000 Miscellaenous	12,926.00	13,166.00	-240.00	-1.82 %
Total Income	\$26,042.84	\$22,655.81	\$3,387.03	14.95 %
Cost of Goods Sold				
50000 Purchases - Shops		827.67	-827.67	-100.00 %
Total Cost of Goods Sold	\$0.00	\$827.67	\$ -827.67	-100.00 %
GROSS PROFIT	\$26,042.84	\$21,828.14	\$4,214.70	19.31 %
Expenses				
60000 Payroll Expenses				
60100 Wages & Salaries				
60200 Wages - Full-Time	4,800.00	8,339.34	-3,539.34	-42.44 %
60300 Wages - Part-Time	4,437.55	2,045.75	2,391.80	116.92 %
60400 Wages - Seasonal	4,174.63	3,235.76	938.87	29.02 %
Total 60100 Wages & Salaries	13,412.18	13,620.85	-208.67	-1.53 %
60900 Payroll Taxes Expense				
60950 Payroll Taxes Expense	1,078.32	1,080.85	-2.53	-0.23 %
Total 60900 Payroll Taxes Expense	1,078.32	1,080.85	-2.53	-0.23 %
Total 60000 Payroll Expenses	14,490.50	14,701.70	-211.20	-1.44 %
62000 Insurance				
62200 Liability Insurance	-27.72	7.65	-35.37	-462.35 %
Total 62000 Insurance	-27.72	7.65	-35.37	-462.35 %
63000 Operating Expenses				
63075 Collections & Exhibits		156.99	-156.99	-100.00 %
63100 Legal & Accounting		600.00	-600.00	-100.00 %
63150 Office Supplies	441.80	1,346.29	-904.49	-67.18 %
63200 Bank Charges & Credit Card Fees	257.55	242.62	14.93	6.15 %
63250 Travel & Training		2,238.58	-2,238.58	-100.00 %
63300 Telephone & Internet Expenses	269.95	267.94	2.01	0.75 %
63350 Board Expenses	98.08		98.08	
63400 Postage	353.10		353.10	
63500 Advertising & Marketing	50.12	563.72	-513.60	-91.11 %

	TOTAL			
	OCT 2024	OCT 2023 (PY)	CHANGE	% CHANGE
63550 Fundraising & Events Expenses	1,919.99	2,221.72	-301.73	-13.58 %
63600 Dues & Subscriptions	650.00	45.00	605.00	1,344.44 %
63750 Utilities	1,886.90	1,251.94	634.96	50.72 %
63800 Maintenance Supplies	700.01	80.41	619.60	770.55 %
63850 Website/Computer	660.19	561.41	98.78	17.59 %
63900 Repairs & Maintenance	1,644.70	1,067.86	576.84	54.02 %
63950 Security		985.50	-985.50	-100.00 %
63960 Fairlawn Gardens Expenses		49.95	-49.95	-100.00 %
Total 63000 Operating Expenses	8,932.39	11,679.93	-2,747.54	-23.52 %
Total Expenses	\$23,395.17	\$26,389.28	\$ -2,994.11	-11.35 %
NET OPERATING INCOME	\$2,647.67	\$ -4,561.14	\$7,208.81	158.05 %
Other Income				
48000 Interest Income	1.39	1.69	-0.30	-17.75 %
Total Other Income	\$1.39	\$1.69	\$ -0.30	-17.75 %
NET OTHER INCOME	\$1.39	\$1.69	\$ -0.30	-17.75 %
NET INCOME	\$2,649.06	\$ -4,559.45	\$7,208.51	158.10 %

SUPERIOR PUBLIC MUSEUMS
THREE MUSEUMS • ONE HERITAGE



Special Projects Spending Policy

SUPERIOR PUBLIC MUSEUMS
Special Projects Spending Policy

PURPOSE:

The Superior Public Museum's Cash Reserve Fund is a limited and valued resource to be used for the preservation and development of the three museums and their collections. This Fund is maintained with the primary purpose of reserving a year's worth of operating expenses before any special project funding may be approved. To that end, the SPM Board of Directors has established policies and procedures to ensure that the funds are spent prudently.

FUNDING:

The Cash Reserve Fund is a composite of funds from a variety of sources. Much of the reserve comes from dedicated donations and contributions for a restricted museum or purpose. Some of the reserve is deferred revenue from previous years' operations when income exceeds expenses. Additionally, part of the reserve may come from the current year's income that has been allocated towards major repairs and planned project work as guided by the Strategic Plan.

Generally, the fund is to be used for the purchase of tangible items required for the continuance of the museums, although from time to time it may also be used to fund distinct services that may be required outside of the routine day-by-day operation of the museums. Those expenditures may include such items as consultant fees, training costs, and other professional services. It is not to be used to subsidize routine expenses and materials normally covered under other approved operating budgets.

BUDGETING:

As a part of the annual budgeting process, the Executive Director will submit a spending plan for Cash Reserve Funds for each fiscal year. The spending plan will identify expenditures detailed in the SPM Strategic Plan as well as other anticipated larger expenditures for the year. The spending plan will also include a small separate account for discretionary spending by the Executive Director.

The primary purpose of the Cash Reserve Fund is to provide for the continuation of the museums' operating expenses should incoming revenues be curtailed for some reason. Good fiscal policy dictates that the Cash Reserve should be capable of providing funding for a full year's operation. This will be the first consideration during budgeting. This fund is maintained with the primary purpose of reserving a year's worth of operating expenses before any special project funding may be approved. Next, the need for anticipated major repairs will be considered. Finally, spending for planned projects will be considered. The requirements for that year's projects and repairs will determine the Projects and Repairs account budget to be approved by the Board of Directors.

Project Authorization Requests (PARs) may also be submitted for unplanned projects that may arise from time to time. If approved, it is at the discretion of the Board of Directors for how funding will be provided - whether to re-assign funding from a planned project or to authorize additional funding to be used for the unplanned project.

FUNDING REQUESTS:

A Project Authorization Request (PAR) form must be submitted and approved before Cash Reserve Funds can be spent to ensure that the proposed spending is properly approved, documented, and accounted for. This applies to all projects and expenditures funded by the Cash Reserve with one

exception.

The Executive Director may make individual expenditures of up to \$1,000 without the use of the PAR form provided that the money comes from the pre-approved spending account. Those expenditures must be itemized separately. When the spending account has been depleted, then PAR forms must be submitted for any additional spending.

Any authorized staff member may submit a PAR form to request funding for a project, subject to certain terms and conditions. The Project Authorization Form requires the following to be provided: Title, Requestor/date, Total Amount requested, Funding Sources, Project Summary. Project Authorization Form must have all required authorizations completed before any activity to start. Additional project details are required for project requests of \$3,000 or more (see form for additional informational needs).

APPROVAL LEVELS AND CONDITIONS:

With the exception of the Executive Director's discretionary spending limits as noted above, a PAR form must be submitted for all expenditures. Expenditures within any project must be considered collectively as a total cost. For example, three computers purchased at the same time for \$1,500 each will be considered as a single purchase of \$4,500. The requested amount must be inclusive of all the project's associated costs.

For projects having a total cost of \$3,000 or less, only the cover page of the PAR form needs to be submitted for approval. Projects costing more than that will require additional details, information, and documentation as appropriate. Projects costing more than \$5,000 will require a minimum of three competitive bids plus an evaluation as to why the selected vendor was chosen. A PAR form may be returned to the originator unapproved if it lacks sufficient information.

PAR forms for projects up to \$1,000 may be approved only by the Executive Director. Projects costing more than that will require approval by the Board of Directors or by a subcommittee authorized by the Board of Directors.

DUTIES AND RESPONSIBILITIES:

The project originator is responsible for the successful and timely completion of the project.

The project originator is responsible for maintaining detailed records of the expenditures made in the execution of the project and managing those expenditures to stay within the authorized budget for the project. If project costs are estimated to exceed the authorized budget by more than 10%, then the project initiator must immediately inform the Executive Director of the anticipated cost overrun. A decision will be promptly made as to how to deal with this situation.

Upon completion of the project, the originator is required to submit a brief report on the project including the following information:

- a. Name or purpose of the project
- b. Name of the project originator
- c. Actual start date of the project work
- d. Actual completion date for the project work
- e. Authorized project budget
- f. Final project cost

- g. Brief description of the project results
- h. All documentation related to the project

COMPLIANCE:

All requests for funding from the Cash Reserve Fund must follow the above policy and procedures. Failing to do so will result in the project originator losing all privileges to request funding.

Superior Public Museums

Special Projects Spending Policy

PROJECT AUTHORIZATION REQUEST (PAR)

Project Title:

Originated by: _____ Date: / /

Requested Total Funding Amount: \$

Funding Source(s):

- _____ % PAR annual budget for planned projects
- _____ % PAR budget trade-off for unplanned projects
- _____ % Cash Reserve Fund special funding request (**Note which Cash Reserve Fund*)
- _____ % Dedicated separate fundraising
- _____ % City of Superior Capital Fund

Project Summary:

Briefly describes the proposed project including:

- The problem to be solved
- The proposed solution/outcome to the problem
- The benefits of solving the problem
- The time needed to implement the solution
- How the proposed projects connects back to the Strategic Plan & mission of Superior Public Museums

Project Approval Signatures:

Project Initiator: _____ Date: ____ / ____ / ____

Executive Director: _____ Date: ____ / ____ / ____

SPM Board of Directors: _____ Date: ____ / ____ / ____

[This page is required for ALL funding requests]

Additional Project Details: *[Required for projects requesting \$3,000 or more.]*

1. Project background: Describe the history or events that cause the problem that needs to be solved. This adds context to the project proposal
2. Problem description: Describe in detail the problem to be solved.
3. Alternative solutions: Describe the various feasible ways to solve the problem, including what will likely happen if nothing is done.
4. Proposed solution: Describe why this solution was chosen over the other alternatives and what the benefits of this solution are.
5. Project details: Describe in detail, what will be done to solve the problem.
6. Is this a planned or unplanned expenditure for this fiscal year? If it is unplanned, the Board of Directors may require that funding for some other planned project may need to be exchanged for the unplanned expenditure. Or the Board of Directors may choose to authorize additional funding for the unplanned project.
7. Project expenditures: Provide an itemized list of the project costs, not just the total.
8. Project timeline: Provide the estimated start date for the work, the estimated completion date of the work, and when the last bills should be paid. Note key steps, deadlines, and checkpoints for review within the timeline.
9. Project documentation:
 - a. Scope of work / project specifications
 - b. Cost estimates and price quotations
 - c. Drawings and diagrams
 - d. Catalog cuts and information sheets
 - e. Photographs

As a self-appointed fire historian for both Duluth and Superior I feel compelled to comment on how important city history is to future historians.

I was born too small and weak to become a firefighter so I chose the next best thing. That is supporting all firefighters and other first responders.

You have in this Old Fire House, Police Museum, Wisconsin Hall of Fame, two Superior Engine Companies and a Ladder Truck. One engine co is one of Superior's very first horse drawn steamers which has been completely restored to a like new condition at great expense. Your city should capitalize on this.

I don't know of any city able to have such a display located right in a former city fire station. This is a very unique situation to us fire historians and your city should capitalize on this also.

Many fire departments would just love to have an original fire station housing some of their original rigs. This is a pipe dream to them and here right in front of you is that dream come true.

You are blessed.
You have truly a gem in your midst.
Be proud of it.

I feel it is imperative these three museums should continue under the local control of the SPM which has been so successful all of these 25 years,. I don't think another entity could be as successful.

Gary S. Carino
Honorary Duluth Firefighter
Fire Historian

December 13, 2024

To whom it may concern,

I am writing this letter without any hesitation in support of Superior Public Museums and their management of the great treasures that are Fairlawn Mansion, the S.S. Meteor and The Old Firehouse & Police Museum. I have worked with this organization in multiple capacities over the last several years and have seen the commitment and dedication to the preservation of these unique sites.

I worked as an employee for several summers and have seen the development and maintenance of displays and information handled with the utmost care and professionalism. The amount of time researching and ensuring that information is accurate, and artifacts are authenticated is admirable. If there are questions about anything, it is addressed. Then the time that is put into taking that information and those artifacts and crafting a story that is appealing to a wide range of customers is laudable. As a tour guide, it made it easier to engage all of our visitors because we had such a deep understanding of the story of our sites.

As a resident in the neighborhood of Fairlawn I've spent time at their community events, both new and old. Ice Cream Social is a highlight of the summer, cars line the neighborhood for blocks as people come to enjoy a great family-friendly event. The Easter event and Quiet Santa are newer events but also popular, giving families unique opportunities to celebrate the holidays.

I've also had a unique opportunity to work with the leadership at Fairlawn in my professional capacity as a former special education teacher and now as director of a non-profit supporting individuals with disabilities. SPM has always been willing and eager to partner with various programs to allow populations that are often overlooked to have opportunities to learn employability skills and to be involved with a community landmark. This speaks volumes about the commitment that the leadership of SPM has to our community.

Over the decades of SPM's leadership, these three sites have shown great improvement as a result of the commitment and dedication of the people that work tirelessly behind the scenes. The historical knowledge that the staff of SPM has is invaluable in the development of future displays and events that celebrate these unique features. It is my opinion that changing leadership would be a very large setback to the continued development of these treasures. These sites are an invaluable asset to the city and to do anything that could put that in jeopardy would be a disappointment to me as a citizen.

If I can provide any other input or answer any questions, please do not hesitate to contact me at shawnaanderson49829@gmail.com.

Respectfully submitted



Shawna Anderson

Greetings and Salutations,

This is a letter that champions support for the entity we all know as Superior Public Museums, which, for the past quarter century, has successfully managed the historic Fairlawn Mansion, the whaleback steamer *S.S. Meteor* Maritime Museum and The Old Firehouse & Police Museum.

For 10 of those past 25 years, I have been an active member of the Superior Public Museums family, volunteering regularly in the capacities of maintenance and tour guide, both at Fairlawn and the *Meteor* primarily. Having worked under two different Executive Directors and the current Museums Manager, Jordan Stish, during the past decade, I have seen some of the museum's management operations from the inside out.

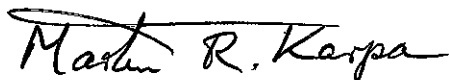
What is notable in particular, *especially* under the current leadership of Jordan Stish, is the unit cohesion of present staff members. This had not been witnessed before to the present high degree. It is this same feeling of cohesion and belonging amongst staff that transfers to the public we serve, trickling down to the many, many positive reviews of the museums and ending the year with Fairlawn as the 2024 recipient of the BusinessRate Best Museum Award for Superior.

Having interacted with thousands of guests touring the *Meteor* and Fairlawn over the years - guests from the immediate community, the upper tier of the country, across the nation and even international - I can testify that the reception is 99% positive. (99% simply because 100% is perfect, and nothing in this world is perfect). Again, I default to the reviews posted online and let the public speak on behalf of Superior Public Museums.

All of this positivity, both internal and external, is the direct end result of the current solid governance and, IMHO, with the energy and forward-thinking skills of the present Museums Manager backed up by an equally sound Board of Directors and a dedicated staff, the only direction is upwards. To change the oversight of the museums jeopardizes the evolving future bright outlook.

Please accept the SPM Board of Directors' application to continue serving as the management entity of Fairlawn, the *Meteor*, and the Firehall. Thank you for your time.

Respectfully,



Martin R. Karpa
SPM Volunteer

Date	Customer	Email	Rating	Comment
1/1/2024	Dawn McGinley	mcginley194@frontier.net	5	We loved the mansion, its wonderful preservation and our knowledgeable tour guide Frances! It was a great visit on a bleak winter weekday to step back in time and appreciate local history! ☐ The McGinleys
2/15/2024	Amanda Walsh	amjewa@yahoo.com	5	We had a fabulous time. ☐ The only feedback I have is around the menu. I was certain to include my very unfortunate dietary restrictions in advance. I was disappointed that there wasn't a gluten free desert option and fear had I not proactively mentioned it to our waiter, that I would have ended up with a gluten laced meal. Believe me, I'd rather be able to partake in the gluten (that stuff is delicious) but I literally can't without getting extremely sick. It was a tiny bummer to only be able to enjoy 2/3 of the meal.
2/17/2024	Sandy D Breitzmann	sandkatz29@gmail.com	5	Thank you for another great event and so glad that Similar Dogs were there to entertain us. Loved the "raffle" in addition to the silent auction and the food was fantastic.
4/12/2024	Karen Heil	kheil535@gmail.com	4	We enjoyed the Fairlawn Mansion tour.
4/15/2024	Nadine Berg	bergpiano88@gmail.com	5	
4/18/2024	Richard Lauger	dmlauger@gmail.com	5	Great tour guide at Fairlawn Museum and a very beautiful and interesting place. So glad we went!
4/27/2024	Jake Hite	jhite98@outlook.com	5	Fantastic presentation! We had a great time learning about the family and the property history. Thank you!
4/28/2024	Chris Roach	sisiroh@yahoo.com	5	
5/14/2024	Robert Kramer	rkramer69@hotmail.com	5	As a retired carpenter I always like looking at the old houses and the construction inside and out.
5/19/2024	Charles Wilburn	cwilburn@midco.net	5	I toured the SS Meteor Whaleback ship. I love to walk through old naval vessels and this was no exception! The history of this unique build is interesting and changed much. I also toured the Old Firehouse & Police Museum. This is a very unique firehouse design. The mechanical aspects of the old pumper trucks is great to look at and think about! I would recommend visiting both these Superior, WI treasures!
5/25/2024	Michael Lange	melanieandmichael07@gmail.com	5	
6/2/2024	Renee Olson	wosuperior@aol.com	5	Good tour. Hope more restoration can happen.
6/9/2024	Arlene Luebke	arlenemell@hotmail.com	5	
6/17/2024	Radhe Mohan	rmohan@mdanderson.org	5	Our tour guide, Heidi, was very knowledgeable and took extra time with us answering our many questions! This was a very beautiful and interesting home.
6/18/2024	Linda Parish	lindaparish@hotmail.com	5	
6/22/2024	Canopy Verbist-Blaszke	Orionlexijordan@yahoo.com	5	The young ladies did a fabulous job!
6/26/2024	Dana Risler	hopeof_glory@yahoo.com	5	The Easter hunt and activities at the Mansion was definitely a highlight of the holiday for my foster daughter. It was all very well done and organized! Thank you to every volunteer and staff member!
6/30/2024	Ardie Buechner	asbuechner@gmail.com	5	My family and I visited the Fairlawn Museum. Such a wonderful story and very knowledgeable staff. I hope that the historical board/society keeps this treasure.
7/7/2024	Meira Osness	meira.osness@gmail.com	5	Very knowledgeable tour guide!
7/11/2024	Peter Steen	petersteenfarms@rrv.net	5	The tour guide was very informative, and it was great your. I think his name was Mick, about 70 yrs old.
7/13/2024	Julie Good	juliehendrygood@yahoo.com	5	The ship was amazing to tour. Our guide (Nolan, I believe?) did a fabulous job. He was knowledgeable and very helpful in answering our many questions.
7/16/2024	Dean Conoboy	ecddc69@gmail.com	5	
7/19/2024	Warren Arnold	wja423@wi.rr.com	5	I have been interested in whaleback ships for a long time and I've wanted to tour the Meteor for several years. My wife and I booked the first tour of the day so it wouldn't be too hot. The tour guides were very knowledgeable and friendly. The tour is well organized with access to most of the ship. The ship is well preserved and very interesting. This tour is well worth the price.
7/20/2024	Carol Galt	cbgalt@gmail.com	5	Hello
7/21/2024	Larry Elfelt	lcelfelt@aol.com	5	
7/21/2024	Michele Peterson	apeters704@gmail.com	5	The tour guide was excellent and the boat is very well kept!
7/23/2024	Christine M Moeller	cmmoeller3@gmail.com	5	My sister and I toured the Fairlawn Mansion on July 22nd. Our young tour guides were very knowledgeable. We found the experience very informative and interesting. We were definitely glad that we finally made the time to visit your historic site. ☐ Thank you!
7/23/2024	Rebecca And Jeff Olson	jeffbecky95@gmail.com	5	I loved the strategic planning session tonight for SPM. Great seeds were planted and excited to see what happens when we water them! Good turnout, well led. Great to see community love for SPM!
7/23/2024	Jeanine Buck	Tshadmax@aol.com	5	It was the focus group, interesting and I learned a lot
7/25/2024	Paul Kasella	Pfunkkasella@gmail.com	4	Very good tour. The tour guide was very knowledgeable during the course the ship tour.
7/26/2024	Gregory Vergamini	verg00@hotmail.com	5	Tour Guide Martie was great @ Meteor.
7/29/2024	Landon Bignell	landonbignell@gmail.com	5	

7/29/2024	Kelsey Springstroh	kelseyspringstroh1217@gmail.com	5
8/3/2024	John Henkelmann	375390@gmail.com	5 Fairlawn Mansion tour is wonderful. Thank you.
8/4/2024	Kathryn Miller	skramcorp@gmail.com	5 We had such a nice time touring the house. The guide was very knowledgeable and sweet. It was highly recommended by friends who visited on Saturday and we are so glad we took their advice and booked a tour!! Well worth the money.
8/22/2024	Lynelle Anderson	lynelleanderson@yahoo.com	4
8/22/2024	Sue Begley	begleycs54@gmail.com	5 Our tour guide was wonderful! Very knowledgeable about the family and the history . We enjoyed our time touring the fabulous mansion We want to say "Hello" !
9/1/2024	Hannah Kuechle	kuechle.hannah@gmail.com	5 Mark was amazing!
9/1/2024	John Parks	av8tr67@gmail.com	5 Our tour of the Meteor ship was amazing today. Our guide shared some incredible facts all throughout the tour. Thank you!
9/14/2024	Brenda Wood	wood.ken88@yahoo.com	5 Great tour and tour guide. Don't remember his name but he did tour at 10:30 9/14. I'd like to ask him another question
9/22/2024	Mary Beth Maas	marybethm611@yahoo.com	5 Very interesting house in its several lives: home to a wealthy family with six children, a home for orphans and other needy children, offices, and now an "old house" museum. The first floor has been redone to the time of the Pattison family and is incredibly beautiful, especially the fireplaces and woodwork, while the second and third floors show items from the house from when it was a children's home. Our tour guide, Heidi, was very knowledgeable and was able to answer several questions I had. I really enjoyed this old house museum and would recommend it if you love this kind of thing. The entrance hall was especially charming.
9/28/2024	Dale Koziol	dale.koziol@gmail.com	4 I think that it was a great beginning to what should become an annual event. The guided tour was very interesting and informative. With the experience gained this year, better organizing and time management should be developed for future events.
9/28/2024	Brody Allen	brodyallen02@gmail.com	5
9/29/2024	Lorrie Gunnerson	lgunnerson50@gmail.com	5 Ron and I had a nice evening learning more about the Whaleback and its history. All of our tour guides were very informative and willing to answer everyones questions. (Sometimes with a sense of humor.) Definitely made a person more aware of how appreciative me should be for the people whom work on our lakers.
9/29/2024	Dean Soderbeck	deansoderbeck@icloud.com	5 Mark did an exceptional job with the triple expansion steam engine and how it all works.
10/1/2024	Sue Fleming	SueLeaF67@gmail.com	5 Tim was very friendly chatty and well informed. Loved hearing the history and it was great that you had pictures to relate back k to the Patterson family. Beautiful home I am a Duluth native and it has taken me 75 years to get here. Well worth it
10/1/2024	Alyssa Namchek	combs.alyssa.a@gmail.com	5 Tim was very knowledgeable and answered a lot of questions from the group we were in while touring the Fairlawn Mansion. The property is beautiful and it was fantastic to get to step back in time and learn about such a gorgeous mansion!
10/2/2024	James Thomas	jkt23@tx.rr.com	5 Our guide (Tim?) was very knowledgeable, interesting, and personable. And the house itself was beautiful. I am very glad we took this tour. Thank you to all who help maintain this treasure.
10/5/2024	Donald Whitley	fiddlewhit@gmail.com	5 Had a fantastic tour with Marty, who did a great job explaining the history & function of the SS Meteor Well worth the trip!
10/6/2024	Earl Allen	earlheatherallen@comcast.net	5 The SS Meteor tour was great! Our tour guide, Marty, really did a fantastic job!! He spent extra time with us and explained many details of the ship. Well done!!
10/9/2024	Glenn Benson	tinman6653@gmail.com	5 We enjoyed our tour very much. Good tour guide.
10/11/2024	Barbe Hite	barbe1.hite@gmail.com	5 Our tour guide, Bella, was awesome!! She was knowledgeable, polite, humble, and fun! I have had her for both of my tours and she's a treasure.....she deserves a raise!
10/12/2024	Matthew Miller	aprilcarriere@live.com	5 It was great! We forgot our tour guide's name (we toured the Meteor on 10-12-24 at 1:30pm). Our guide made it a great experience! She was very knowledgeable about the ship as well as other types of ships...She answered a variety of questions from our group & her knowledge was impressive!!! We will definitely recommend the tour to friends for next year!
10/12/2024	Susan Atwood	atwoodsusank@gmail.com	5
10/13/2024	Sarahlynn Nichols	sarahlynn.nichols@gmail.com	5 Interesting tour and a trip back in time!
10/17/2024	Dave Barna	barna_dave@yahoo.com	5 Our Fairlawn Mansion tour and guide was excellent. She was extremely knowledgeable. Would highly recommend the tour.
10/17/2024	Anna Fager	annabellebean24@yahoo.com	5 We LOVED the evening flashlight tour of Fairlawn Mansion! Quick and informative with a "Halloween" flair! Every staff meme we we interacted with was friendly, knowledgeable and there for a good time!
10/18/2024	Elizabeth Johnson	elizkjohnson@gmail.com	5
10/18/2024	Victoria Fringer	fring004@d.umn.edu	5 I love that they offer the Fairlawn afterhours tour. Really cool way to experience the mansion!
10/18/2024	Laura Judson	laura.j.judson@gmail.com	5 Our tour guide Nolan was great! My group consisted of myself, having been on the normal tour several times and my friends who had not. My friends want to come back for the full tour! Very fun event.

10/18/2024	Ann Hockman	ann.hockman@tebergfund.com	5 My granddaughter and her friend used the tickets. They had a good time and enjoyed the stories. This was her friend's first visit to Fairlawn. He was impressed. □ □ I live a few blocks from Fairlawn and enjoy seeing it from my kitchen window. I've hosted several charity and personal events there. Our 2009 Petite Sweets event with Bea Ojakangas drew a much bigger crowd than expected. We couldn't have managed without the hard-working Fairlawn staff who saved the day.
10/18/2024	Alexis Lider	linderar8354@uwec.edu	5 We took the flashlight tour at Fairlawn mansion and it was so fun!! We came from Eau Claire and it was so worth it. Great history and great fun!
10/24/2024	Sonya Munkelwitz	sonyamunkelwitz@gmail.com	5 Our Tour guide was great.
10/26/2024	Ann-Marie Carlson	thunder6bird@gmail.com	5 The dinner tonight was the best ever and we've been going to the Murder Me mysteries for years. The venue is perfect, the interactive play is entertaining, fun and lively. Murder Ink is fabulous.
10/27/2024	Wade Thorsness	walthorn9@gmail.com	5 Great event. The actors did an amazing job.
10/27/2024	Marion Shafer	mlshafer@gmail.com	5 I has been many years since being to the museum. The Halloween Mystery dinner was very enjoyable. We will be watching for another. □ Marion & Dawn Shafer
10/27/2024	Valerie Burke	hiattsah@gmail.com	5
10/27/2024	Joan Meys	joqueenie930@yahoo.com	4 The murder mystery dinner wax so much fun, and the food was delicious. My only gentle critique was that it had too much "lag" time. Two hours would be perfect.
10/27/2024	Renee Zurn	r2zurn@yahoo.com	5 I really enjoy the murder mystery dinners at Fairlawn and try to come every year. I liked the change in catering this year and the Olive Garden foods was very good. I enjoyed the speciality drinks and dessert choices. It does seem that last 1/2 hour of the murder goes slow as we wait for the solution to be announced. I'll definitely come to the next murder mystery if I can.
11/18/2024	James Herron	jfherron@charter.net	5 We toured the Fairlawn Mansion. Our tour guide, Heidi, was exceptional and it was definitely worth seeing.
11/30/2024	Steven Schulstrom	stevensschulstrom@gmail.com	5 Very nice decorations and beautiful house. Very helpful and knowledgeable staff. Thank you.
12/1/2024	Dan Pioro	Danpioro@gmail.com	5 Great night. Loved the hot cider! Thank you for the lovely decorations and venue. Has me in the Christmas spirit!
12/2/2024	Kaye Lindig	kayelindig@gmail.com	5 Wonderful, interesting tour guide! She knew so much about the history and was able to add in some of her own family history (relation used to work for the owners of the mansion). Totally enjoyed our time there!
12/3/2024	April PETERSON	apeterson6478@gmail.com	5 Nolan was a great tour guide. My family and I really enjoyed our time at the mansion.
12/3/2024	Lisa Svoboda	lisasvoboda33@gmail.com	5 Thank you very much for the amazing experience and wonderful happy memories.
12/4/2024	Melissa Hunter	missyhunter916@yahoo.com	5 We have loved all the events attended at the fairlawn! Beautiful building and staff always incredible.
12/6/2024	Ellen Pioro	epioro1929@gmail.com	5 Great fundraiser at Fairlawn!
12/6/2024	Lynn Wisneski	lwisneski@aerostich.com	5
12/9/2024	Aaron Westlund	awestlund@duluthplayahouse.org	5 We had a great time at Fairlawn. The property/home is in incredible shape for its history and age! The staff are very enthusiastic about sharing their knowledge, and their goals for the continued maintenance and upcoming restorations. We recommend checking the place out, especially if you love historic architecture and interiors!

SUPERIOR PUBLIC MUSEUMS

FAIRLAWN | FIREHOUSE | SS METEOR

Strategic Plan



3-5 Year

Introduction

The Superior Public Museums (SPM) is vital cultural and education nonprofit contributing significantly to the fabric of the Superior community. This strategic plan outlines a comprehensive roadmap to address the organization's current challenges and position it for future growth and success.

Our analysis, encompassing interviews, facility assessments, financial reviews, and community input, identified key areas for improvement: **establishing a clear organizational direction, optimizing staffing, securing adequate funding, enhancing individual museum experiences, and ensuring long-term sustainability.** This plan presents strategies to address these areas and achieve the museum's long-term goals.

This document is a dynamic tool, subject to adaptation as circumstances evolve. Regular review and approval by the Board of Directors will maintain its alignment with the museum's mission and community needs. By implementing these strategies, SPM will enhance its position as a cultural cornerstone, increase visitor engagement, and secure a sustainable future.

Superior Public Museums preserves the rich tapestry of Superior's history through a current Memorandum of Agreement with the City of Superior. The city of Superior owns the three (3) museums, and SPM is the management company that was created in 2002 to manage said sites. Fairlawn Mansion, a Victorian-era estate, offers a glimpse into the lives of the city's elite. The SS Meteor, a historic whaleback ship, showcases Superior's maritime heritage. And the Old Firehouse and Police Museum delves into the city's public safety history, housing the Wisconsin Police & Fire Hall of Fame. Together, these museums offer a comprehensive exploration of Superior's past.

Please note: This is a general framework and may need to be tailored to the specific context, resources, and unique aspects of each museum. This strategic plan was developed after in-depth research, community engagement surveys and focus group discussion, and consultation with stakeholders.

Establishing Direction



SUPERIOR PUBLIC MUSEUMS
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Establishing Direction

Executive Summary:

This portion of the strategic plan sets a clear direction for Superior Public Museums over the next 3-5 years, with a specific focus on generating increased interest and engagement with the Old Firehouse & Police Museum and the SS Meteor. Fairlawn Mansion is the most recognizable and well attended of the museums, and is already heading in the right direction, but ways to innovate that location will be addressed throughout the plan as well. By implementing innovative programming, utilizing technology, and strengthening community partnerships, we aim to revitalize these historical gems and attract a wider audience.

Current Landscape:

- The Old Firehouse & Police Museum faces difficulty in attracting visitors and does not generate the same level of interest as Fairlawn Mansion and the SS Meteor.
- Public awareness and understanding of each property's unique stories and significance may be limited.
- Competition from other attractions and changing visitor preferences require innovative approaches.
- The Board of Directors' role is ambiguous and ever changing.

Strategic Objectives:

- Increase annual visitor numbers to the Old Firehouse & Police Museum by 20% within 2 years and 35% within 5 years.
- Increase annual visitor numbers to the SS Meteor by 15% within 2 years and 30% within 5 years.
- Implement two additional tour types at Fairlawn Mansion above and beyond new tours that have been implemented.
 - SPM has already implemented Flashlight tours and Old-Fashioned Christmas tours that have both demonstrated success.
- Enhance visitor engagement and satisfaction through interactive exhibits and unique experiences.
- Strengthen community partnerships to promote the museums to strengthen and prioritize their impact.

- Current Museums Manager has established meaningful partnerships and connections with the DECC/William A Irvin Ship, Superior Public Library, UW-Superior Athletics, and the UW-Superior Center for Continuing education. These entities have been instrumental in promoting SPM events, have partnered at SPM events, and have agreed to continue to share SPM's existing and future programming.
- Past partnerships, such as the Link Center at UW-Superior, will be re-established and further developed.
- Develop sustainable funding strategies to support ongoing operations and future endeavors.
- Define BoD's role and responsibilities within the organization.

Key Strategies:

1. Reimagine Exhibits and Programming:

- Determine what each museum should serve as. Fairlawn is fairly well established, but should the Old Firehouse and Police Museum be utilized and developed as a children's museum? Could the SS Meteor be best utilized for additional events or seasonal exhibits?
- Develop interactive exhibits that tell compelling stories and encourage visitor participation.
- Continue to offer new themed tours and activities tailored to diverse audiences (families, schools, history buffs).
 - Flashlight tours, Old Fashioned Christmas Tours, paranormal experiences, murder mystery events, spooktacular Saturday, BTS Engine Room tours at Meteor have been established and have been successful. Current Museums Manager would like to implement additional activities for families with children at all three sites, as well as activities for young professionals and college students.
- Continue to utilize augmented reality and digital tools to enhance the visitor experience at each of the three (3) sites.
 - Current Museums Manager has implemented a video viewing area for the SS Meteor educating viewers about the inner workings of the whaleback ship's engine and how it works. This video was produced by SPM guide Dara Fillmore.
 - Additional opportunities exist for more short films or videos to be shared on a loop in the SS Meteor's Gift Shop while visitors wait for the tour to begin. This concept could be utilized at the other sites as well.

- Organize special events and programs relevant to local communities and current interests.
- Host artist talks, living history demonstrations, and interactive workshops.

2. Strengthen Community Partnerships:

- Continue to collaborate with local tourism organizations, schools, and community groups to promote the museums.
 - SPM is currently working with the Superior Tourism Bureau located at the Bong Center, the DECC, DoDuluth, UW-Superior, Superior Public Library, and Embark Supported Employment. Museums Manager will continue to expand these types of relationships.
- Partner with historical societies and other museums to offer joint programs and tours.
- Develop educational resources aligned with local curriculums and community initiatives.
- Partner with local businesses to seek out, highlight, and partner with local businesses to offer visitor discounts and packages.
 - SPM will be featured on the 2025 UW-Superior Athletics community discount card (\$1 off admission).
 - SPM is currently working with UW-Superior to establish a faculty/staff/student ID perks project and Mentor North as well.

3. Leverage Technology and Marketing:

- Continue to enhance digital presence with an engaging website and social media channels.
 - Social Media presence has already experienced a substantial increase since May 2024 (600% increase in engagement).
- Develop virtual tours and online exhibits accessible to wider audiences.
- Launch targeted online advertising campaigns to reach new demographics.
- Utilize data analytics to understand visitor preferences and develop and optimize well defined marketing strategies.

4. Prioritize Sustainability and Accessibility:

- Seek out, highlight, and explore grant opportunities and fundraising initiatives to support ongoing operations and future projects.

- Several current and successful fundraising events have been established and include: Twelve Days of Giving Fundraiser, Revitalize the Meteor Fundraiser, Ice Cream Social, and Holiday Sampler.
- Event fundraising and social media campaigns are going well.
- Current Museums Manager has grant writing experiences and classical training from graduate school that can expanded upon key grant applications in 2025.
- Implement energy-efficient practices and seek cost-saving solutions.
- Highlight accessibility through physical adaptations and assistive technologies.
 - The administrative assistant created a photo album/book showcasing all Fairlawn Mansion rooms on the second and third floors for guests who are unable to manage stairs.
- Ensure clear and inclusive interpretation for diverse audiences.

Evaluation and Ongoing Improvement:

- Share outwardly the tracked visitor numbers and feedback to measure progress.
 - Currently, at all sites, tour guides are required to ask visitors to sign the guest book. This guest book requires their zip code and how they heard about us. SPM then evaluates that information to see more accurately determine visitor origination, travel distances, and marketing initiatives.
 - SPM compares visitor information with Bookeo as well to ensure accuracy regarding visitor zip codes and locations.
- Conduct surveys and focus groups to gather visitor insights and preferences.
- Evaluate the effectiveness of implemented strategies and adapt as needed.
- Share best practices and continue to collaborate with other cultural institutions.
 - SPM is a member of the Wisconsin Historical Society, and our current Museums Manager regularly attends webinars to learn more about accessibility, trends in the field, exhibit development, AI in museums, and gift shop management. This helps ensure SPM is at the forefront of current best practices.

Conclusion:

By implementing this strategic plan, Superior Public Museums can expand Fairlawn Mansion and the SS Meteor's community recognition and success, and revitalize the Old Firehouse & Police Museum, ensuring their continued relevance and contribution to the community. By engaging new audiences, fostering partnerships, and embracing innovative approaches, these historical treasures can thrive for generations to come.

Staffing



SUPERIOR PUBLIC MUSEUMS

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Staffing & Volunteers

Executive Summary:

This portion of the strategic plan outlines a framework for enhancing staff engagement and building ownership within Superior Public Museums across the three locations. By fostering passionate and empowered staff and volunteers, we aim to create a dynamic and welcoming atmosphere for visitors, ultimately increasing satisfaction, morale, and retention.

Current Landscape:

- Staffing challenges exist, with difficulties attracting and retaining dedicated talent.
- Increasing visitor expectations demand engaging and personalized experiences.
- The collections of the three museums are quite large and requires a dedicated Collections Manager to catalog, rotate exhibits, and ensure the museums' offerings are fresh.
 - SPM was able to recently hire a dedicated Collections Manager and Museums Manager in 2024 to provide this high level of organization.

Strategic Objectives:

- Hire an Executive Director.
- Continue to maintain staff longevity.
 - SPM has been able to limit staff turnover and provide continuity for the museums. (Most recent Executive Director was on staff for nearly 6 years, former Museums Manager almost 4 years, and several other staff for a minimum of 3 years and many much longer.
- Increase short term/seasonal staff retention and empower current staff members to remain employed at the site for a minimum of five years on average.
- Increase volunteer engagement by 15% within the next two years.
- Develop a better tracking system for volunteers, their in-kind contributions, and develop a volunteer appreciation program.
- Develop a comprehensive training program for staff and volunteers to enhance professional growth and skill development.
 - Current Museums Manager and Administrative Assistants are developing a new employee handbook complete with dress code, staffing instructions, gift shop instructions. Once completed, the SPM BoD will approve the overall handbook.

- Currently, tour guides work with an Administrative Assistant or the Promotions and Purchasing Coordinator for tour guide training and then shadow other guides until they feel comfortable leading tours on their own. A test tour is conducted with each guide before they are permitted to lead unsupervised visitor tours to ensure a solid understanding of the material. Monthly tour guide staff meetings are conducted where the current Museums Manager and 2 other staff each provide a history lesson to the staff to continue to increase their Pattison family knowledge at Fairlawn.
- Define staff/management/BoD responsibilities and collaborations to foster ownership and shared responsibility.
- Empower staff to engage with the histories of each location, so they can provide interesting and insightful tours for new and returning guests.
- Highlight and integrate visitor feedback into operational practices and staff training.
 - Currently, visitors are encouraged to leave reviews on Bookeo, Facebook, and/or Google Business. The Museums Manager reviews the feedback weekly and provides relevant updates to the staff.

Key Strategies:

1. Cultivating a Positive Work Environment:

- Regularly conduct employee check-ins and implement feedback as warranted.
- Promote open communication and encourage collaboration across museums.
- Organize best practices meetings with staff to generate a supportive and collaborative atmosphere, and recognition programs to foster community spirit.
- Offer competitive salaries and benefits packages to attract and retain talent. (Dependent on growth and funding opportunities)

2. Empowering Staff Ownership:

- Continue to encourage participation in museum exhibitions and program development.
 - Staff are currently encouraged to approach the Museums Manager with new ideas, many of which have been implemented when appropriate. For example, offering corporate bookings at the Fairlawn Mansion.
- Continue to define and delegate tasks and provide autonomy to staff, encouraging initiative and problem-solving.
- Encourage cross-functional discussion where staff can contribute expertise and diverse perspectives.

- Recognize and reward outstanding contributions and innovative ideas.
- Develop a more defined and outline Human Resources Handbook
 - Identify and maintain proper contracts and performance reviews scheduled and archived in staff files.

3. Building Engaging Visitor Experiences:

- Train staff on visitor-centric service principles and active listening skills.
- Continue to empower staff to personalize conversations and tailor experiences to individual visitor needs.
 - This is currently part of SPM's tour guide training and development. Plus, there is a guide in the Fairlawn Mansion gift shop that provides helpful tips and conversation starters that is often referenced.
- Develop interactive exhibits and programs that encourage visitor participation and dialogue. This is a valuable way for staff to also learn information they may not have been aware of and implement these for future tours.
- Integrate technology tools to enhance accessibility and provide engaging learning opportunities.
- Incorporate storytelling and community engagement initiatives to make museum experiences relevant and meaningful.

4. Embracing Diversity and Inclusion:

- Train staff on unconscious bias and cultural sensitivity to create an inclusive environment.
- Develop programming and exhibitions that celebrate diverse perspectives and narratives.
- Establish new and build upon past partnerships with community organizations to promote access and participation.
 - Current Museums Manager has established a connection with UW-Superior TRIO to offer tours to groups of students who may not have had access to the museums prior to joining TRIO.
 - Museums Manager also works with Embark Supported Employment and the Challenge Center to promote SPM autism-friendly events.
- Improve promotion of Special Passes located at the Superior Public Library that allow visitors to visit the museums for free.

5. Continuous Improvement and Evaluation:

- Regularly gather visitor feedback through surveys, focus groups, and social media engagement.
- Review and refine staff training programs based on performance evaluations and emerging needs.
- Benchmark against other leading museums to identify best practices and areas for improvement.
- Continue to utilize data analytics to track visitor engagement and adjust museum offerings accordingly.
 - Online data analytics for Facebook, Instagram, TripAdvisor, and Google are currently collected and tracked (with data available to share).

Conclusion:

By implementing these strategies, Superior Public Museums can cultivate a more engaged and empowered workforce, leading to a more vibrant and enriching experience for visitors. This not only enhances the museum's reputation but also attracts and retains top talent, fostering a sustainable and thriving cultural institution.

Funding



SUPERIOR PUBLIC MUSEUMS

FAIRLAWN | FIREHOUSE | SS METEOR

Funding

Executive Summary:

This portion of the strategic plan outlines a comprehensive approach to fundraising for Superior Public Museums over the next three years. It identifies key challenges, proposes innovative strategies, and sets measurable goals to increase revenue, diversify funding sources, and ensure the sustainability of these vital cultural institutions.

Current Landscape:

- Public funding is decreasing while operational costs rise.
- Traditional donor bases are aging and diversifying.
- Competition for funding is fierce among cultural institutions.
- Museums need to demonstrate tangible social impact and community engagement.

Strategic Objectives:

- Increase total fundraising by 20% over the next three years.
- Diversify funding sources. Expand grant opportunities, increased fundraising events, and further explore business partnerships and sponsorships.
- Develop sustainable giving programs through increased engagement and retention, such as membership drives.
- Leverage technology to streamline fundraising efforts and maximize ROI.
- Recognize and demonstrate the museum's impact on the community and its value proposition to funders.

Key Strategies:

1. Cultivate Major Donors:

- Develop tailored engagement strategies for high-net-worth individuals and corporations.
- Continue to organize exclusive events and experiences to foster relationships and create a sense of community.
 - Examples of exclusive events that have been implemented successfully include Revitalize the Meteor (\$5,000 collected), Members Only Night, and

The Holiday Sampler. Each event's goal is to collect donations from a specific set of donors

- Offer naming opportunities and other recognition programs to incentivize major gifts. (An example would be sponsoring a brick(s) if Fairlawn is to build a new stone path or walkway to the fountain or one of the gardens. Name Plate recognition in the SS Meteor and the Old Firehouse and Police Museum for donor levels: bronze, silver, gold, platinum, etc.)
- Continue to visit and develop relationships with current and prospective donors and sponsors at least once a year and potentially twice a year dependent on level of interest.
 - Currently, Members Only Night in November is a relationship building event. All corporate members and non-corporate benefactors are recognized in the quarterly newsletter and the annual report.

2. Expand Individual Giving:

- Refine membership program.
- Utilize digital fundraising tools like crowdfunding and peer-to-peer campaigns.
- Offer appealing giving incentives, such as matching gifts and exclusive merchandise.
- Refine targeted email marketing campaigns to engage existing donors and cultivate new ones.

3. Explore Innovative Funding Streams:

- Continue to partner with organizations and businesses for cause-related marketing campaigns and sponsorships. (For example, SPM utilizes the SS Meteor during the Dragon Boat Festival and partners with the Superior Fire Department for events at the Old Firehouse and Police Museum).
- Develop grant proposals targeting new government and foundation funding opportunities.
- Host events with corporate partners that attract revenue and raise awareness, i.e. silent auctions.
- Explore social enterprise initiatives that generate income while aligning with the museum's mission. (Toy drives, food pantry partnerships)
- Utilize spaces to have weekly paid events or classes held on site.
 - The details/pricing/marketing for painting classes and pottery painting classes at Fairlawn have been initially developed by the former Museums Manager and refined the current Museums Manager and will be ready to launch pending approval.

4. Leverage Technology:

- Implement a donor management system to track interactions and personalize communication.
- Continue to utilize SPM's online giving platform for easy and secure donations.
- Engage with donors on social media to build awareness and encourage online giving.
- Develop virtual tours and exhibits to connect with audiences with physical limitations. (This could be covered with a specific grant)

5. Demonstrate Impact and Value:

- Measure and track the museum's social and economic impact on the community.
- Develop compelling narratives that showcase the museum's value proposition to potential funders.
- Continue to publish annual reports and share success stories to demonstrate transparency and accountability.
 - Annual Report is submitted to the City of Superior and a 1 page simplified report is distributed to our corporate donors.
- Continue to partner with community organizations to amplify the museum's impact and attract new supporters.
 - Currently partner with Challenge Center, Embark Supported Employment, UWS Athletics, Superior Public Library, and UWS Continuing Education. These are new partners as of 2024. SPM will continue to re-establish partnerships like these.

Evaluation and Ongoing Improvement:

- Regularly track progress towards achieving strategic objectives using key performance indicators (KPIs).
- Conduct annual reviews to assess the effectiveness of implemented strategies and adjust as needed.
- Remain informed about trends in fundraising and adapt to the evolving landscape.
 - Current Museums Manager is a member of APRA (American Prospect Research Association) and CCF (Community-Centric Fundraising) and receives regular updates pertaining to trends in the field (It should be noted this is a personal membership and will be extended by SPM.)

Conclusion:

By implementing these strategic initiatives, Superior Public Museums can successfully navigate the complex fundraising environment and secure the resources needed to thrive in the coming years. A commitment to diversification, innovation, and impact will enable these institutions to continue serving their communities and enriching the lives of their visitors.

Funding Timeline



SUPERIOR PUBLIC MUSEUMS

FAIRLAWN | FIREHOUSE | SS METEOR

Funding Timeline

Year One: Foundation Building

Quarter 1:

- Conduct a comprehensive fundraising audit.
- Monitor donor database to make informed decisions specific to maintaining donors.
 - Current donor database is housed in Little Green Light (LGL) to track memberships, corporate sponsorships, and donations. This is current as of November 2024, and is updated as donations, sponsorships, and memberships are received by Museums Manager and Promotions and Purchasing Coordinator.
- Form the fundraising committee.
- Establish fundraising goals and key performance indicators (KPIs).
- Initiate research for potential grants and foundations.
 - Current Museums Manager has researched several grants in WI, MN, and nationally that will open for RFPs in 2025. Grant writing will begin pending approval.
- Develop membership drive.

Quarter 2:

- Launch membership drive.
- Develop and implement a donor recognition program.
- Begin crafting compelling donor proposals and presentations.
- Explore crowdfunding platforms and launch initial campaign.
- Establish communication channels with donors (e-newsletter, social media).

Quarter 3:

- Continue implementing donor stewardship plan and include, personal handwritten thank you notes sent to \$500 and above donors and an automated thank you card is sent for all donors less than \$500.
- Identify major gift prospects and begin cultivation efforts.
- Create a volunteer fundraising committee.
- Organize a donor appreciation event.
- Analyze fundraising data to inform strategies.

Quarter 4:

- Evaluate the year's fundraising performance against goals.
- Develop a detailed budget for the following year.
- Identify new fundraising opportunities for the upcoming year.
- Begin planning for major fundraising events (e.g., gala, auction).
- Review and update donor databases.

Year Two: Diversification and Growth

Quarter 1:

- Launch targeted email marketing campaigns to expand donor base.
- Implement a peer-to-peer fundraising campaign.
- Capitalize on corporate sponsorships and partnerships.
 - In 2024, SPM captured two new corporate members, recaptured one lapsed member, and renewed 7 memberships.
- Research and apply for additional grants.
- Begin planning a major fundraising event (e.g., gala, auction).

Quarter 2:

- Host a donor appreciation event with special guests and recognition.
- Launch a capital campaign for a specific project or initiative.
- Develop cultivation plans for identified major gift prospects.
- Implement a donor matching program.
- Analyze donor segmentation data to refine fundraising strategies.

Quarter 3:

- Execute major fundraising event Holiday Sampler.
- Evaluate the success of the capital campaign and adjust strategies as needed.
- Explore crowdfunding platforms for specific projects.
- Implement a legacy giving program.
- Strengthen relationships with corporate partners.

Quarter 4:

- Conduct a year-end donor campaign.
- Analyze overall fundraising performance and adjust goals for the following year.
- Recognize top donors and volunteers.
- Develop a comprehensive donor stewardship plan for the upcoming year.

- Evaluate the effectiveness of fundraising channels and allocate resources accordingly.

Year Three: Sustainability and Impact

Quarter 1:

- Launch a donor loyalty program with exclusive benefits.
- Expand the major gift program with a focus on long-term relationships.
- Develop a comprehensive impact report showcasing the museum's achievements.
- Explore endowment opportunities to secure long-term funding.
- Strengthen partnerships with other cultural institutions for joint fundraising initiatives.

Quarter 2:

- Implement a planned giving program, including bequests and estate gifts.
- Host a donor summit to share the museum's vision and engage supporters.
- Evaluate the success of the membership program and make necessary adjustments.
- Develop a sustainability report highlighting the museum's environmental impact and efforts.
- Conduct a donor satisfaction survey to gather feedback and insights.

Quarter 3:

- Launch a capital campaign for a significant museum project.
- Strengthen relationships with corporate foundations and grant makers.
- Develop a social enterprise initiative to generate additional revenue.
- Expand the museum's online fundraising presence.
- Analyze fundraising data to identify emerging trends and opportunities.

Quarter 4:

- Conduct a comprehensive annual fundraising review.
- Develop a strategic plan for the following year.
- Recognize top donors and volunteers at an end-of-year event.
- Evaluate the overall effectiveness of the fundraising program and make necessary adjustments.
- Celebrate fundraising successes and share impact stories with the community.

This timeline provides a structured approach to fundraising for Superior Public Museums, with a focus on diversification, donor engagement, and long-term sustainability. It is essential to adapt the plan based on specific circumstances, evaluate progress regularly, and maintain a strong commitment to donor stewardship.

Grant Acquisition & Community Engagement Timeline



SUPERIOR PUBLIC MUSEUMS

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Grant Acquisition and Community Engagement Timeline

Year One

First Six Months: Grant Identification and Application

- **Grant Research: Conduct a comprehensive analysis of potential grant opportunities at the local, state, and federal levels. Focus on grants that align with the museums' mission and strategic goals.**
 - Current Museums Manager has already begun this process
- **Grant Writing: Assemble** a team of staff members with strong writing and research skills to develop grant proposals.
- **Grant Application Development:** Create a standardized grant application template to streamline the process.
- **Grant Tracking System:** Implement a system to track grant deadlines, submissions, and statuses.
 - Museums Manager is recommending Trello (free tracking software utilized by several non-profits and museums – specifically Minnesota History Center.)
- **Build Relationships:** Establish connections with grant-making organizations to foster relationships and increase the likelihood of funding.
- **Submit Grant Applications:** Submit a targeted number of grant applications based on research and priorities.

Second Six Months: Historical Status Updates and Grant Preparation

- **Historical Status Assessment: Conduct a thorough assessment of each museum's historical status, including National Register of Historic Places eligibility.**
 - Ensure SS Meteor is added to the National Register process
- **Grant Research Expansion:** Identify grants specifically designed for historic preservation and cultural heritage.
- **Grant Proposal Development:** Begin drafting grant proposals for potential historic preservation projects.
- **Community Engagement:** Initiate community outreach to gather input on potential projects and build support.
- **Capacity Building:** Provide grant writing workshops and training for museum staff.

Year Two

First Six Months: Historic Preservation Grant Applications

- **Submit Historic Preservation Grants:** Submit grant applications for projects identified in the previous phase.
- **Grant Management:** Monitor grant applications, provide necessary updates, and follow up with grantors.

- **Develop Evaluation Criteria:** Establish criteria for evaluating grant proposals and selecting projects.

Second Six Months - Year Five: Community Engagement and Event Planning

- **Community Needs Assessment:** Conduct a community-wide survey to identify interests and priorities for museum programs and events.
- **Event Planning:** Develop a strategic plan for creating and implementing community events.
- **Partnership Building:** Collaborate with local businesses, organizations, and schools to support events.
- **Volunteer Recruitment:** Recruit and train volunteers to assist with event planning and execution.
- **Marketing and Promotion:** Develop a comprehensive marketing plan to promote museum events and attract attendees.
- **Evaluation:** Continuously evaluate the impact of events on attendance, revenue, and community engagement.

Key Performance Indicators (KPIs)

To measure the success of this strategic plan, the following KPIs can be used:

- Number of grant applications submitted
- Grant funding secured
- Increase in museum attendance
- Growth in museum membership
- Expansion of museum collections
- Positive community feedback and engagement
- Increase in earned revenue through events and merchandise

Additional Considerations

- **Sustainability:** Develop strategies to ensure long-term sustainability of the museums, including diversifying revenue streams and reducing operating costs.
- **Collaboration:** Foster collaboration among the different museums to share resources and expertise.
- **Technology Integration:** Utilize technology to enhance visitor experience, improve efficiency, and expand outreach.
- **Evaluation and Adaptation:** Regularly assess the plan's effectiveness and make necessary adjustments based on performance data.

By following this strategic plan, Superior Public Museums can significantly increase its funding, expand its programming, and enhance its impact on the community.

Individual Location Growth



SUPERIOR PUBLIC MUSEUMS

FAIRLAWN | FIREHOUSE | SS METEOR

Individual Location Growth

Executive Summary:

This portion of the strategic plan outlines a comprehensive approach to increase awareness and visitor counts across all three Superior Public Museums locations, with a specific focus on revitalizing the Old Firehouse & Police Museum and the SS Meteor and introducing new initiatives at the Fairlawn Museum. By implementing engaging programs, leveraging technology, and strengthening community partnerships, we aim to attract a wider audience and create a vibrant cultural hub for the community.

Current Landscape:

- There is difficulty in attracting visitors to the Old Firehouse & Police Museum.
- Limited public awareness of the museum's unique offerings and diverse collections.
- Increasing competition from other attractions and evolving visitor preferences.
- The SS Meteor is financially self-sufficient and shows positive profitability benchmarks.

Strategic Objectives:

- Increase total annual museum visits by 20% within 2 years and 35% within 5 years.
- Increase annual visitor numbers to the Old Firehouse & Police Museum by 20% within 2 years and 35% within 5 years.
- Increase annual visitor numbers to the SS Meteor by 15% within 2 years and 30% within 5 years.
- Enhance visitor engagement and satisfaction through interactive exhibits, compelling stories, and tailored experiences.
- Develop impactful community partnerships to promote the museums and their cultural significance.
- Secure sustainable funding to support ongoing operations and future initiatives.

Key Strategies:

1. Reimagining the Visitor Experience:

- Develop engaging and interactive exhibits: Utilize modern technology like multimedia displays to bring history to life.
- Curate story-driven experiences: Showcase compelling narratives that resonate with diverse audiences and connect them to the past.
- Offer tailored programs: Provide thematic tours, workshops, and events catering to families, seniors, and special interests.
- Host additional public events: afternoon tea, book readings, craft workshops, yoga, artist meetups, etc.

2. Leveraging Technology and Digital Outreach:

- Strengthen online presence: Develop active social media platforms with engaging content and targeted advertising.
- Develop multimedia tours and exhibits: Expand accessibility and reach wider audiences unable to visit physically.
- Utilize data analytics: Track visitor behavior and preferences to inform marketing strategies and program development.
- Create digital storytelling content: Utilize short videos, and interactive quizzes to engage online audiences.

3. Building Strong Community Partnerships:

- Continue to collaborate with local tourism organizations, schools, and community groups: Promote the museums as educational and cultural resources.
 - SPM will continue to collaborate with organizations that will help promote the museums as education and cultural resources and grow their collaborations.
- Develop joint programs and initiatives: Partner with historical societies, cultural institutions, and businesses for unique offerings.
- Participate in community events and festivals: Increase visibility and connect with diverse audiences beyond the museum walls. “Dragon Boat Festival, East End days, Billings Park Days, etc.”
 - Capitalize on the Volunteer section on the website: Allows community members to sign up to volunteer for various tasks.
- Offer volunteer opportunities: Foster community and civic group involvement.

4. Sustainability and Futureproofing:

- Explore grant opportunities and fundraising initiatives: Secure sustainable funding for operational needs and future development.

- Implement energy-efficient practices: Reduce operational costs and demonstrate environmental responsibility.
- Seek partnerships and sponsorships: Collaborate with local businesses and organizations for mutual benefit.
- Maintain accessibility standards: Ensure inclusivity for all visitors with physical or cognitive limitations.

Evaluation and Continuous Improvement:

- Regularly track visitor numbers, demographics, and feedback: Measure progress towards objectives and identify areas for improvement.
- Conduct surveys and focus groups: Gather valuable insights from visitors and stakeholders.
- Evaluate the effectiveness of implemented strategies: Adapt and refine approaches based on data and feedback.
- Benchmark against other museums: Identify best practices and stay ahead of industry trends.

Conclusion:

By implementing this strategic plan, Superior Public Museums can create a dynamic and engaging experience for visitors at all three locations, driving increased awareness and attendance. By fostering community partnerships, embracing technology, and focusing on innovative storytelling, these museums can ensure their continued relevance and thrive as vibrant cultural hubs for generations to come.

Maintenance



SUPERIOR PUBLIC MUSEUMS

FAIRLAWN | FIREHOUSE | SS METEOR

Maintenance

Executive Summary:

This portion of the Strategic Plan outlines a comprehensive approach to ensuring timely and effective general maintenance across all Superior Public Museum properties over the next 3-5 years. With proactive measures and a prioritized schedule, we aim to maximize the longevity of our facilities, create a safe and welcoming environment for visitors and staff, and optimize resource allocation.

Current Landscape:

- Aging infrastructure requires ongoing maintenance across multiple locations.
- Limited budgets and competing priorities can lead to deferred maintenance.
- Reactive solutions can escalate costs and create safety hazards.
- Need for a data-driven approach to prioritize projects and track progress.

Strategic Objectives:

- Develop a comprehensive database of all maintenance needs across all properties.
- Implement a preventative maintenance program to address issues before they escalate.
- Establish a prioritized schedule for maintenance projects based on urgency, impact, and budget.
- Secure sustainable funding sources for ongoing maintenance needs.
- Track progress and make adjustments to the plan as needed.

Actionable Strategies:

- Conduct a comprehensive inspection of all properties to identify maintenance needs.
- Develop a maintenance database with asset details, history, and priority levels.
- Analyze historic maintenance data to identify recurring issues and predict future needs.
- Establish partnerships with qualified contractors for various maintenance services.
- Secure dedicated funding for preventative maintenance through grants, sponsorships, or budget allocation.

- Implement a preventative maintenance program based on manufacturer recommendations and inspection findings.
- Prioritize projects based on safety concerns, potential damage, and cost implications.
- Develop a detailed schedule for scheduled maintenance activities over the next 5 years.
- Launch communication initiatives to inform staff and visitors about planned maintenance projects.
- Implement a system for tracking maintenance progress, costs, and resource utilization.
- Continuously update the maintenance database with new information and insights.
- Analyze cost-effectiveness of specific maintenance approaches and explore long-term solutions.
- Implement energy-efficient upgrades and sustainability practices where possible.
- Refine the prioritization system based on changing needs and budget constraints.
- Share best practices and lessons learned with other cultural institutions.

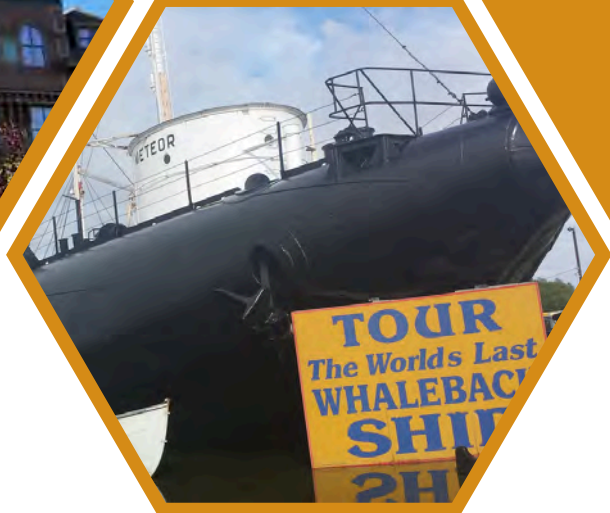
Communication and Collaboration:

- Maintenance and facility manager is responsible for plan implementation and communication regarding upcoming and ongoing needs to the Executive Director.
- Ensure clear communication between facility staff, management, and contractors.
- Regularly inform stakeholders about progress, challenges, and budget utilization.
- Encourage staff to report potential maintenance issues promptly by developing a simplified 'ticket system'.

Conclusion:

By implementing this strategic plan and following schedule, Superior Public Museums can proactively address maintenance needs, maximize the lifespan of their facilities, and provide a safe and enjoyable experience for all visitors and staff. This plan requires ongoing commitment, adaptation, and collaboration to ensure its long-term success.

Maintenance Schedule



SUPERIOR PUBLIC MUSEUMS
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Maintenance Schedule

Note: This is a general template and should be adjusted based on specific needs, resources, and the unique characteristics of each museum. It's essential to conduct regular assessments and updates to ensure the schedule remains effective.

Daily Tasks

- Check all exhibit areas for damage, spills, or misplaced items.
- Monitor HVAC systems for proper functioning.
- Check restrooms for cleanliness and supplies.
- Inspect exterior areas for litter and debris.
- Address immediate maintenance issues as they arise.

Weekly Tasks

- Deep clean exhibit areas, including glass and display cases.
- Vacuum carpets and rugs.
- Dust furniture and fixtures.
- Check and restock restroom supplies.
- Inspect exterior grounds for maintenance needs.
- Monitor and maintain building systems (HVAC, plumbing, electrical).

Monthly Tasks

- Conduct a thorough cleaning of all museum spaces, including storage areas.
- Inspect and clean HVAC filters.
- Test emergency systems (fire alarms, sprinklers).
- Review inventory of supplies and equipment.
- Update maintenance records and schedules.
- Conduct pest control inspections.

Quarterly Tasks

- Deep clean carpets and upholstery.
- Inspect and clean exterior building surfaces.
- Review and update emergency preparedness plans.
- Conduct equipment maintenance and calibration.
- Coordinate with building management for major repairs or renovations.

Yearly Tasks

- Conduct a comprehensive facility assessment.
- Develop and update a preventive maintenance schedule.

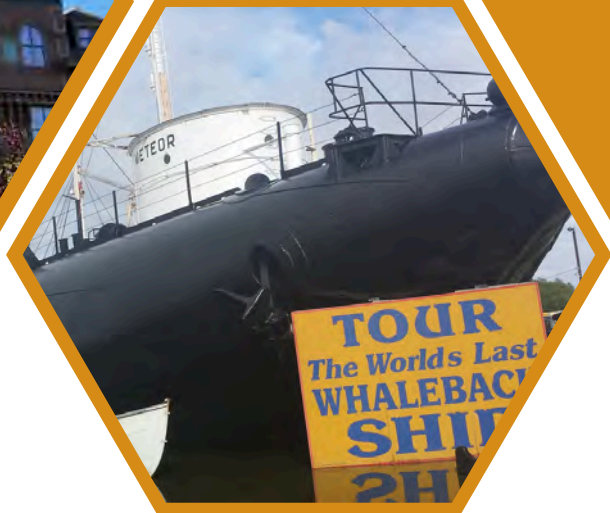
- Review and update emergency response plans.
- Conduct energy audits and implement energy-saving measures.
- Assess and update insurance coverage.

Additional Considerations:

- Assign specific tasks to staff members or departments.
- Use a maintenance management software or app to track tasks and deadlines.
- Regularly review and update the schedule based on changing needs and priorities.
- Consider incorporating seasonal tasks, such as winterization and summer maintenance.
- Develop a system for documenting maintenance activities.

By following this maintenance schedule, Superior Public Museums can ensure the preservation of its facilities, enhance visitor experience, and reduce the risk of costly repairs.

3 Year Strategic Timeline



SUPERIOR PUBLIC MUSEUMS

FAIRLAWN | FIREHOUSE | SS METEOR

3 Year Strategic Timeline for Superior Public Museums

This timeline outlines key actions and deliverables for each quarter over a three-year period. It's essential to adapt this timeline based on resource availability, unforeseen challenges, and emerging opportunities. This is the high-level overview.

Year One: Foundation and Assessment

Quarter 1:

- Determine directions for the SS Meteor and the Old Firehouse and Police Museum.
- Conduct comprehensive assessments of each museum: facility conditions, collection status, staffing levels, and financial health.
- Develop a detailed budget for the upcoming fiscal year.
- Initiate audience research and develop visitor profiles.
- Begin grant research and application process.
- Develop a preliminary maintenance and preservation plan.
- Explore potential partnerships with local businesses and organizations.
- Develop event and exhibit pro-formas and post-formas.

Quarter 2:

- Analyze grant application results and develop alternative funding strategies.
- Create a staffing plan, including job descriptions and recruitment strategies.
- Commence development of new exhibits and programs for each museum.
- Initiate the process of collecting oral histories.
- Develop a marketing and communication plan.
- Conduct a feasibility study for potential museum store expansions.

Quarter 3:

- Implement staff hiring and training plans.
- Begin facility improvements based on assessment findings.
- Refine current membership program and plan membership drive.
- Launch marketing and social media campaigns.
- Begin to organize and market new community engagement events.
- Begin planning for the yearly Ice cream social event.

Quarter 4:

- Evaluate the effectiveness of initial strategies and make necessary adjustments.
- Develop a detailed budget for the following fiscal year.
- Begin exploring potential partnerships with educational institutions.
- Initiate the development of a volunteer program.
- Conduct a mid-year evaluation of museum performance.

Year Two: Implementation and Growth

Quarter 1:

- Implement new exhibits and programs at each museum.
- Expand partnerships with local businesses and organizations.
- Launch membership drive.
- Begin development of a digital strategy for the museums.
- Conduct a comprehensive evaluation of visitor experiences.

Quarter 2:

- Implement facility improvements based on phase two of the maintenance plan.
- Develop and launch educational programs for schools and community groups.
- Explore opportunities for joint marketing and promotions with other local attractions.
- Begin planning for special events and exhibitions.
- Conduct a financial analysis of museum operations.

Quarter 3:

- Evaluate the success of new exhibits and programs.
- Expand volunteer program and training.
- Develop a merchandise plan for each museum.
- Explore opportunities for revenue generation through rentals and events.
- Conduct a mid-year evaluation of museum performance.

Quarter 4:

- Develop a long-term sustainability plan.
- Begin planning for capital improvement projects.
- Evaluate the effectiveness of the marketing and communication plan.
- Conduct an annual performance review.
- Develop a budget for the following fiscal year.

Year Three: Expansion and Optimization

Quarter 1:

- Evaluate long-term impact of initiatives: Assess the overall success of implemented strategies, such as increased attendance, revenue generation, and community engagement.
- Expand digital presence: Develop mobile applications, virtual tours, and augmented reality experiences to enhance visitor engagement.
- Diversify revenue streams: Explore partnerships with local businesses for merchandise sales and explore opportunities for rental income from museum spaces.

- Leadership development: Implement mentorship programs and leadership training for staff.

Quarter 2:

- Enhance visitor experience: Conduct in-depth visitor surveys to identify areas for improvement and gather feedback on new exhibits and programs.
- Strengthen community partnerships: Host joint events with local organizations and offer reciprocal memberships.
- Develop educational programs for adults: Create specialized programs for adults, such as history lectures or workshops.
- Expand fundraising efforts: Explore grant opportunities focused on technology and innovation.

Quarter 3:

- Launch new revenue-generating initiatives: Implement paid parking, membership tiers, or facility rental fees.
- Evaluate staffing needs: Assess staffing levels and identify areas where additional resources are required.
- Strengthen volunteer program: Develop leadership roles for volunteers and create recognition programs.
- Develop sustainability plan: Implement eco-friendly practices and reduce the environmental impact of museum operations.

Quarter 4:

- Conduct comprehensive annual evaluation: Assess the overall performance of the museums against strategic goals.
- Develop a strategic plan for the following year: Identify key priorities and allocate resources accordingly.
- Celebrate successes: Recognize the achievements of staff, volunteers, and partners.
- Explore potential mergers or collaborations: Identify opportunities to partner with other cultural institutions.

Community Driven Initiatives



SUPERIOR PUBLIC MUSEUMS

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Superior Public Museums: Community-Driven Initiatives

Introduction

This document outlines potential initiatives suggested by the community to enhance the Superior Public Museums' offerings, increase community engagement, and generate additional revenue. By implementing a selection of these low/no-cost initiatives, the museums can begin to expand their programming and financial resources. Some of these initiatives have been attempted in the past or SPM is currently implementing. This is a sampling of ideas from the focus group and surveys.

Community-Suggested Initiatives

- **Art Contests:** Host art contests themed around local history or culture, offering prizes and displaying winning entries at the museums.
- **Donation Days:** Dedicate specific days for accepting donations of historical artifacts, photographs, or documents.
- **Steampunk Events:** Transform the SS Meteor into a steampunk-themed venue for events, featuring costumed attendees, live music, and vendors.
- **Fireworks Viewing:** Sell tickets for exclusive fireworks viewing on the SS Meteor, offering a unique perspective of the city's annual fireworks display.
- **Ice Festival Fundraiser:** Continue to participate in the annual ice festival by creating ice sculptures and hosting winter-themed events at the museums.
- **Craft Nights:** Offer hands-on craft workshops for adults and children at various museum locations.
- **Yoga Classes:** Revisit hosting yoga classes on the SS Meteor deck or in the outdoor spaces of other museums. This was done prior to 2020 and interest is peaking again.
- **Book Clubs:** Form book clubs centered around historical or culturally relevant themes.
- **Holiday Decor:** Continue to decorate the SS Meteor with festive lights and decorations during the holiday season to increase visibility.

Implementation Strategy

To maximize impact and minimize costs, focus on implementing a few low/no-cost initiatives during the first year of the strategic plan. Potential options include:

- **Art Contests:** This initiative requires minimal investment and can generate excitement within the community.
- **Donation Days:** Promote awareness of the museums' collections and encourage community involvement.
- **Craft Nights:** Collaborate with local craft stores or artists to provide materials and expertise.
- **Book Clubs:** Leverage existing staff resources to facilitate discussions and select reading materials.

By successfully implementing these initiatives, the museums can build momentum and gather valuable feedback to inform future programming. As funding increases, additional initiatives can be explored.

Evaluation

Regularly assess the impact of each initiative on attendance, revenue, and community engagement. Use this data to inform future programming decisions and make necessary adjustments.

By incorporating community input and focusing on low-cost initiatives, the Superior Public Museums can enhance their offerings, strengthen community ties, and achieve long-term sustainability.

Event Planning & Fundraising



SUPERIOR PUBLIC MUSEUMS

FAIRLAWN | FIREHOUSE | SS METEOR

Event Planning and Fundraising (Community Suggestions)

Introduction

This document outlines potential events for the Superior Public Museums aimed at increasing community engagement and generating revenue. Each event includes a brief description, potential funding opportunities through vendor participation, and suggestions for event enhancement. We suggest that SPM chose only 1 event to add for summer of 2025, this will allow time to not the event planned and promoted, but also provide time to have the chosen location cleaned and updated a bit so the community can begin to see improvements.

Event Ideas

1. Craft Fair (suggested for Old Firehouse and Police Museum, currently Fairlawn Mansion hosts a craft fair during the holiday sampler each summer)

- **Description:** A showcase of local artisans and craftspeople held at the Old Firehouse & Police Museum or the SS Meteor.
- **Funding:** Vendor fees for booth space, food and beverage sales, and potential raffle or silent auction.
- **Enhancements:** Children's activities, and demonstrations by local artists.

2. Chili Cook-Off (suggested for either the Old Firehouse and Police Museum or the SS Meteor)

- **Description:** A competitive culinary event featuring chili from local restaurants, food trucks, and individuals.
- **Funding:** Entry fees for chili competitors, food and beverage sales, and raffle or silent auction.
- **Enhancements:** Live music, beer garden, and people's choice award.

3. Concerts at the SS Meteor (Re-introduce similar to previous Siggy's Musical Garden)

- **Description:** Live music performances on the deck of the SS Meteor, featuring local and regional musicians.
- **Funding:** Ticket sales, food and beverage vendors, and merchandise sales.
- **Enhancements:** Food trucks, cash bar.

Activities

4. Craft Nights (suggested for Fairlawn)

- **Description:** Hands-on workshops for adults and children focused on various crafts and arts (stained glass piece replica from Fairlawn).
- **Funding:** Workshop fees, material sales, and food and beverage sales.
- **Enhancements:** Partnerships with local craft stores, and themed nights.

5. Yoga on the Deck (re-introduce to the SS Meteor)

- **Description:** Yoga classes held on the deck of the SS Meteor or in the outdoor space of the Fairlawn or Old Firehouse and Police Museum.
- **Funding:** Class fees, merchandise sales, and partnerships with local yoga studios.
- **Enhancements:** Meditation sessions, and healthy refreshments.

6. Weddings and Special Events (suggested for Fairlawn)

- **Description:** Promote and utilize the unique space of the Fairlawn Mansion, for weddings, receptions, and corporate events.
- **Funding:** Rental fees, catering services, and event planning packages.
- **Enhancements:** Partnerships with local florists, photographers, and event planners.

7. Garden Parties (suggested for Fairlawn)

- **Description:** Transform the grounds of Fairlawn Mansion into a garden oasis for an elegant evening event.
- **Funding:** Ticket sales, food and beverage sales, and silent auction.
- **Enhancements:** Live music, garden tours, and fashion shows featuring boutiques in the community.

Additional Considerations

- **Partnerships:** Collaborate with local businesses, organizations, and tourism boards to promote events and share resources.
- **Volunteer Involvement:** Recruit volunteers to assist with event setup, ticket sales, and guest services.
- **Marketing and Promotion:** Utilize social media, print media, and email marketing to reach a wide audience.
- **Evaluation:** Track event attendance, revenue, and visitor feedback to measure success and inform future planning.

By strategically implementing these events, the Superior Public Museums can increase community engagement, generate additional revenue, and enhance the overall visitor experience.

Event Pro & Post Formas



SUPERIOR PUBLIC MUSEUMS

FAIRLAWN | FIREHOUSE | SS METEOR

Event Pro-Forma

Event Title: [Insert Event Title]

Date: [Insert Date]

Time: [Insert Time]

Location: [Insert Location]

Projected Costs

- **Venue Rental:** \$[Insert Cost]
- **Catering:** \$[Insert Cost]
- **Entertainment:** \$[Insert Cost]
- **Equipment Rental:** \$[Insert Cost]
- **Decorations:** \$[Insert Cost]
- **Marketing and Promotion:** \$[Insert Cost]
- **Staffing:** \$[Insert Cost]
- **Other Costs:** \$[Insert Cost] **Total Projected Costs:** \$[Insert Total]

Projected Outcomes

- **Attendance:** [Estimated Number of Attendees]
- **Revenue:** \$[Insert Estimated Revenue]
- **Profit:** \$[Insert Estimated Profit]
- **Brand Awareness:** [Expected Increase in Brand Awareness]
- **Customer Engagement:** [Expected Increase in Customer Engagement]
- **Community Impact:** [Expected Positive Impact on the Community]

Additional Considerations

- **Contingency Fund:** Allocate a portion of the budget for unexpected expenses.
- **Evaluation Metrics:** Determine how to measure the success of the event (e.g., attendance, revenue, customer feedback).
- **Risk Management:** Identify potential risks and develop mitigation strategies.

Note: This is a basic template and may need to be adjusted based on the specific event and its complexity.

Event Post-Forma

Event Title: [Insert Event Title]

Date: [Insert Date]

Time: [Insert Time]

Location: [Insert Location]

Actual Costs

- **Venue Rental:** \$[Insert Actual Cost]
- **Catering:** \$[Insert Actual Cost]
- **Entertainment:** \$[Insert Actual Cost]
- **Equipment Rental:** \$[Insert Actual Cost]
- **Decorations:** \$[Insert Actual Cost]
- **Marketing and Promotion:** \$[Insert Actual Cost]
- **Staffing:** \$[Insert Actual Cost]
- **Other Costs:** \$[Insert Actual Cost] **Total Actual Costs:** \$[Insert Total]

Actual Outcomes

- **Attendance:** [Actual Number of Attendees]
- **Revenue:** \$[Insert Actual Revenue]
- **Profit:** \$[Insert Actual Profit]
- **Brand Awareness:** [Assessment of Brand Awareness Increase]
- **Customer Engagement:** [Assessment of Customer Engagement Increase]
- **Community Impact:** [Assessment of Positive Impact on the Community]

Evaluation and Analysis

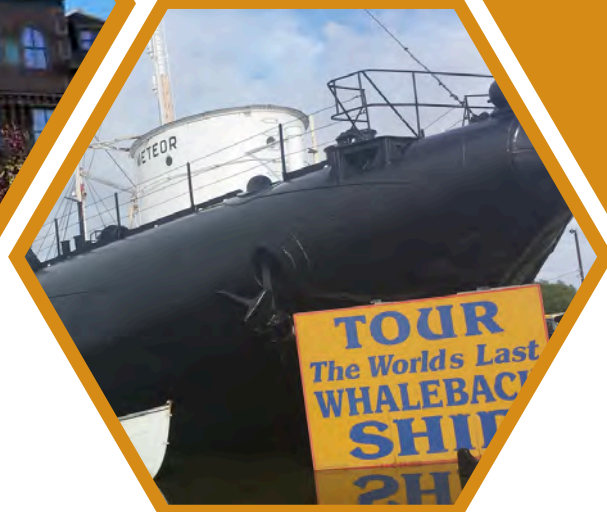
- **Strengths:** Identify what went well during the event.
- **Weaknesses:** Identify areas for improvement.
- **Opportunities:** Explore potential opportunities for future events.
- **Threats:** Identify any challenges or risks that may have impacted the event.

Lessons Learned

- Summarize key takeaways and recommendations for future events.

Note: This is a basic template and may need to be adjusted based on the specific event and its complexity.

Timelines/Checklists



SUPERIOR PUBLIC MUSEUMS

FAIRLAWN | FIREHOUSE | SS METEOR

Year One: Quarter One

Who is Responsible?	Action to be Completed	Due Date
	Determine directions for the SS Meteor and the Old Firehouse and Police Museum.	
	Conduct comprehensive assessments of each museum: facility conditions, collection status, staffing levels, and financial health.	
	Develop a detailed budget for the upcoming fiscal year.	
	Initiate audience research and develop visitor profiles.	
	Begin grant research and application process.	
	Develop a preliminary maintenance and preservation plan.	
	Explore potential partnerships with local businesses and organizations.	
	Develop event and exhibit pre-formas and post-formas.	

What hasn't been completed, and why?

Year One: Quarter Two

Who is Responsible?	Action to be Completed	Due Date
	Analyze grant application results and develop alternative funding strategies.	
	Create a staffing plan, including job descriptions and recruitment strategies.	
	Commence development of new exhibits and programs for each museum.	
	Initiate the process of collecting oral histories.	
	Develop a marketing and communication plan.	
	Conduct a feasibility study for potential museum store expansions.	

What hasn't been completed, and why?

Year One: Quarter Three

Who is Responsible?	Action to be Completed	Due Date
	Implement staff hiring and training plans.	
	Begin facility improvements based on assessment findings.	
	Refine current membership program and plan membership drive.	
	Launch marketing and social media campaigns.	
	Begin to organize and market new community engagement events.	
	Begin planning for the yearly Ice cream social event.	

What hasn't been completed, and why?

Year One: Quarter Four

Who is Responsible?	Action to be Completed	Due Date
	Evaluate the effectiveness of initial strategies and make necessary adjustments.	
	Develop a detailed budget for the following fiscal year.	
	Begin exploring potential partnerships with educational institutions.	
	Initiate the development of a volunteer recognition program.	
	Conduct a mid-year evaluation of museum performance.	

What hasn't been completed, and why?

Year Two: Quarter One

Who is Responsible?	Action to be Completed	Due Date
	Implement new exhibits and programs at each museum.	
	Expand partnerships with local businesses and organizations.	
	Launch membership drive.	
	Begin development of a digital strategy for the museums.	
	Conduct a comprehensive evaluation of visitor experiences.	

What hasn't been completed, and why?

Year Two: Quarter Two

Who is Responsible?	Action to be Completed	Due Date
	Implement facility improvements based on phase two of the maintenance plan.	
	Develop and launch educational programs for schools and community groups.	
	Explore opportunities for joint marketing and promotions with other local attractions.	
	Begin planning for special events and exhibitions.	
	Conduct a financial analysis of museum operations.	

What hasn't been completed, and why?

Year Two: Quarter Three

Who is Responsible?	Action to be Completed	Due Date
	Evaluate the success of new exhibits and programs.	
	Expand volunteer program and training.	
	Develop a merchandise plan for each museum.	
	Explore opportunities for revenue generation through rentals and events.	
	Conduct a mid-year evaluation of museum performance.	

What hasn't been completed, and why?

Year Two: Quarter Four

Who is Responsible?	Action to be Completed	Due Date
	Develop a long-term sustainability plan.	
	Begin planning for capital improvement projects.	
	Evaluate the effectiveness of the marketing and communication plan.	
	Conduct an annual performance review.	
	Develop a budget for the following fiscal year.	

What hasn't been completed, and why?

Year Three: Quarter One

Who is Responsible?	Action to be Completed	Due Date
	Evaluate long-term impact of initiatives: Assess the overall success of implemented strategies, such as increased attendance, revenue generation, and community engagement.	
	Expand digital presence: Develop mobile applications, virtual tours, and augmented reality experiences to enhance visitor engagement.	
	Diversify revenue streams: Explore partnerships with local businesses for merchandise sales and explore opportunities for rental income from museum spaces.	
	Leadership development: Implement mentorship programs and leadership training for staff.	

What hasn't been completed, and why?

Year Three: Quarter Two

Who is Responsible?	Action to be Completed	Due Date
	Enhance visitor experience: Conduct in-depth visitor surveys to identify areas for improvement and gather feedback on new exhibits and programs.	
	Strengthen community partnerships: Host joint events with local organizations and offer reciprocal memberships.	
	Develop educational programs for adults: Create specialized programs for adults, such as history lectures or workshops.	
	Expand fundraising efforts: Explore grant opportunities focused on technology and innovation.	

What hasn't been completed, and why?

Year Three: Quarter Three

Who is Responsible?	Action to be Completed	Due Date
	Launch new revenue-generating initiatives: Implement paid parking, membership tiers, or facility rental fees.	
	Evaluate staffing needs: Assess staffing levels and identify areas where additional resources are required.	
	Strengthen volunteer program: Develop leadership roles for volunteers and create recognition programs.	
	Develop sustainability plan: Implement eco-friendly practices and reduce the environmental impact of museum operations.	

What hasn't been completed, and why?

Year Three: Quarter Four

Who is Responsible?	Action to be Completed	Due Date
	Conduct comprehensive annual evaluation: Assess the overall performance of the museums against strategic goals.	
	Develop a strategic plan for the following year: Identify key priorities and allocate resources accordingly.	
	Celebrate successes: Recognize the achievements of staff, volunteers, and partners.	
	Explore potential mergers or collaborations: Identify opportunities to partner with other cultural institutions.	

What hasn't been completed, and why?

Raw Data

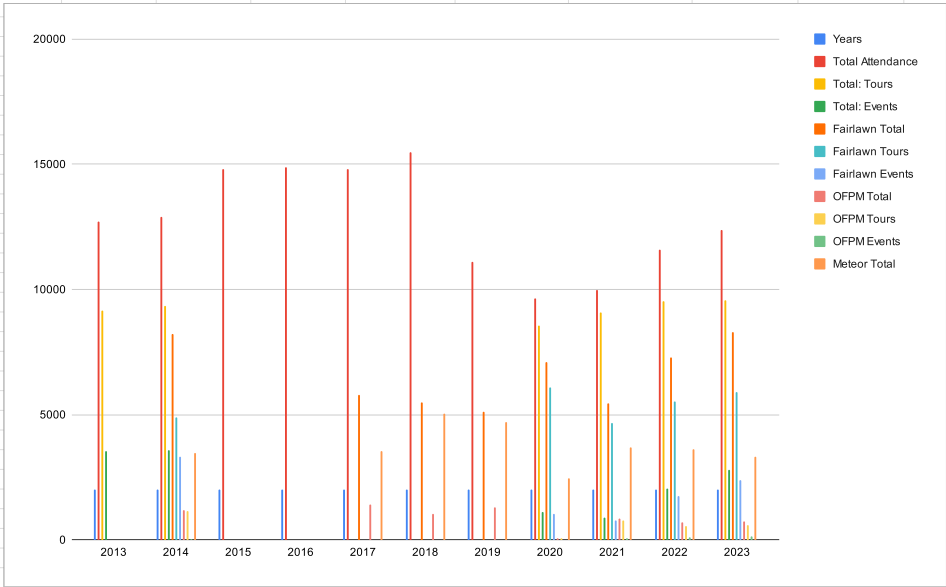
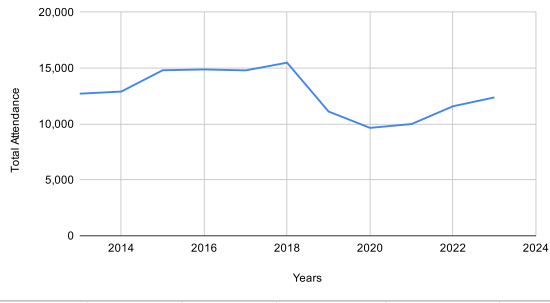


SUPERIOR PUBLIC MUSEUMS

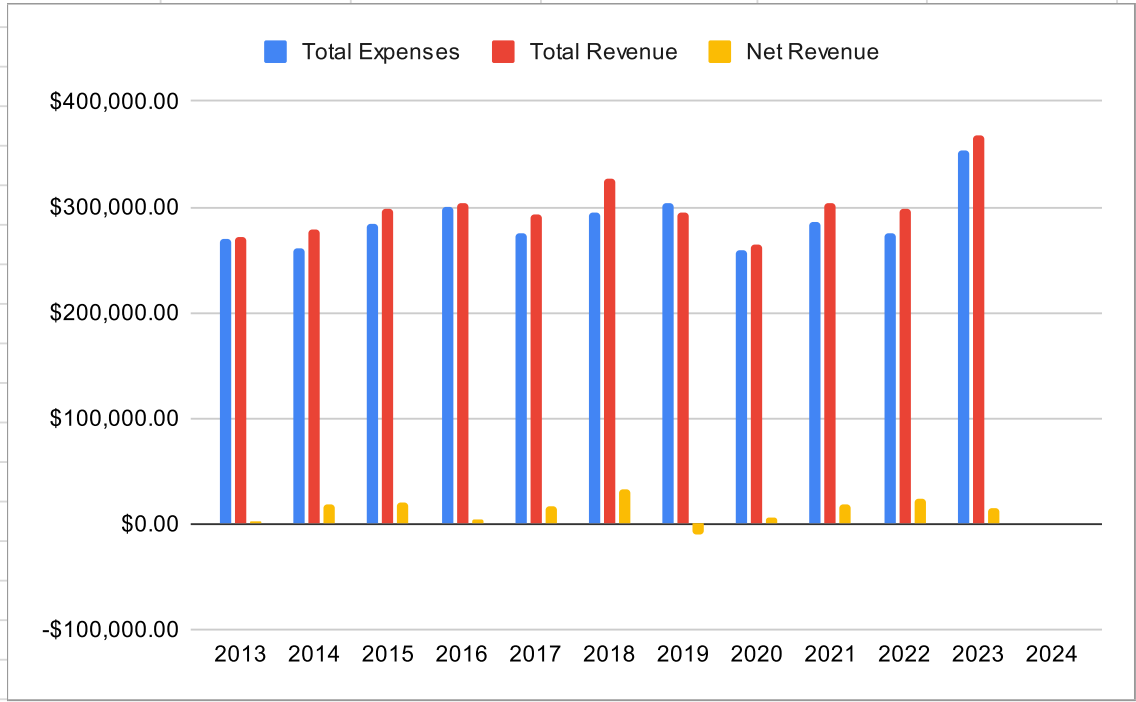
FAIRLAWN | FIREHOUSE | SS METEOR

Years	Total Attendance	Total: Tours	Total: Events	Fairlawn Total	Fairlawn Tours	Fairlawn Events	OFPM Total	OFPM Tours	OFPM Events	Meteor Total	Meteor Tours	Meteor Events
2013	12,715	9,165	3,550									
2014	12,902	9,330	3,572	8,223	4,885	3,338	1,176	1,146	30	3,481	3,299	182
2015	14811											
2016	14884											
2017	14799			5775			1418			3543		
2018	15488			5484			1023			5056		
2019	11119			5112			1309			4698		
2020	9655	8,554	1,101	7,116	6,087	1,029	79	79	0	2460	2,388	72
2021	9995	9,091	904	5,447	4,675	772	859	784	75	3,689	3,632	57
2022	11,588	9,547	2,041	7,288	5,521	1,767	689	569	120	3,611	3,457	154
2023	12,382	9,578	2,804	8,309	5,914	2,395	752	597	155	3,321	3,067	254
2024												

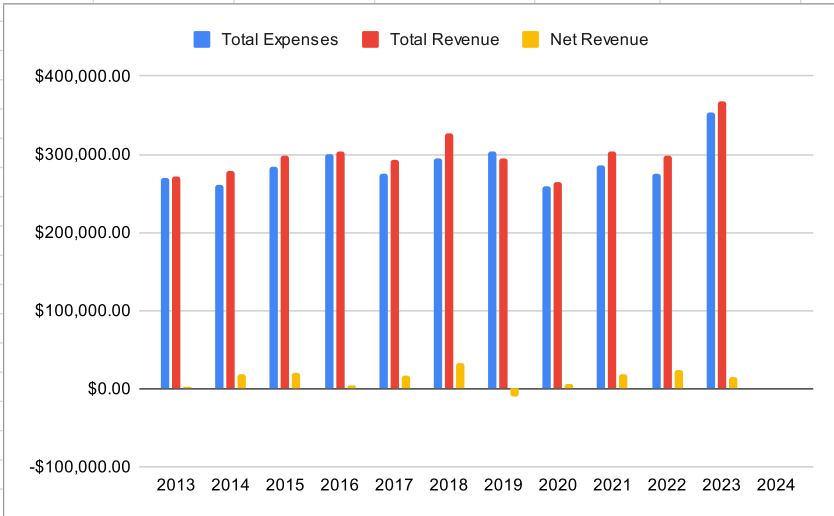
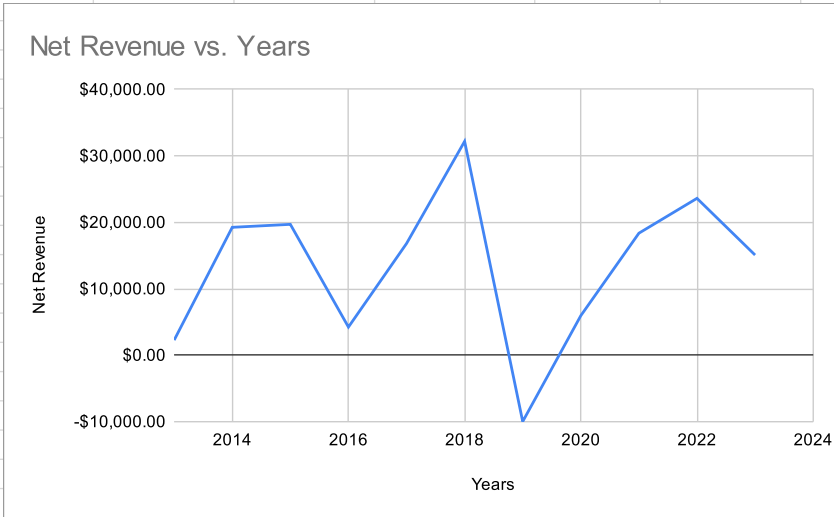
Total Attendance vs. Years



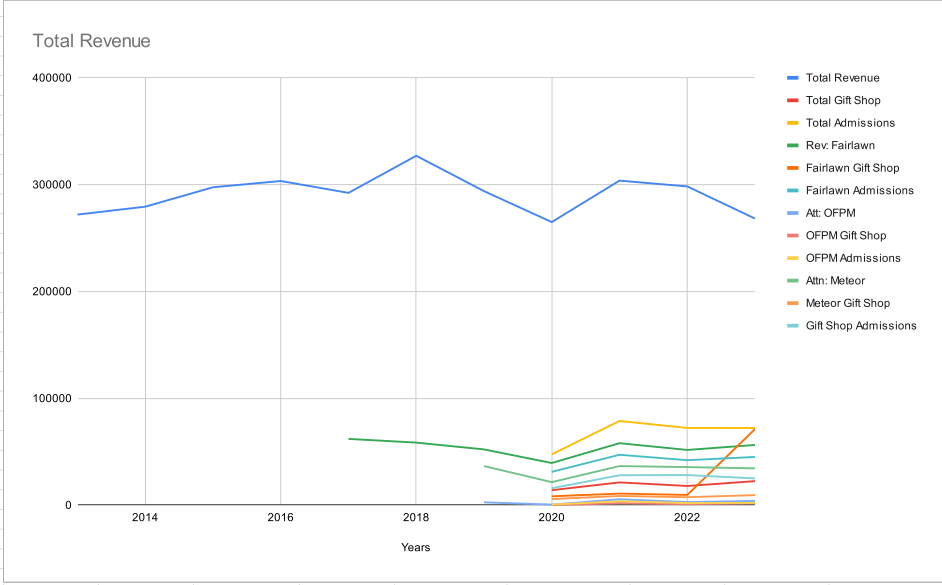
Years	Total Expenses	Total Revenue	Net Revenue				
2013	\$269,714.00	\$271,986.00	\$2,272.00				
2014	\$260,121.00	\$279,373.00	\$19,252.00				
2015	\$283,145.00	\$297,543.24	\$19,699.16				
2016	\$300,169.00	\$303,407.15	\$4,237.81				
2017	\$275,482.00	\$292,295.00	\$16,813.00				
2018	\$294,833.00	\$327,014.00	\$32,193.00				
2019	\$303,914.10	\$293,928.69	-\$9,985.31	In 2020	In 2021	In 2022	In 2023
2020	\$259,018.00	\$264,967.00	\$5,950.00	Note: PPP Loan	*\$315,576-\$11,814	*\$308,425-\$10,076	*\$378,745-\$10,471
2021	\$285,396.00	\$303,762.00	\$18,366.00		(Cost of goods)	(Cost of goods)	(Cost of goods)
2022	\$274,737.00	\$298,349.00	\$23,612.00		Note: PPP Loan		
2023	\$353,192.00	\$368,274.00	\$15,082.00				
2024							



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2023	\$353,192.00	\$368,274.00	\$15,082.00				
2024							



Years	Total Revenue	Total Gift Shop	Total Admissions	Rev: Fairlawn	Fairlawn Gift Shop	Fairlawn Admissions	Att: OFPM	OFPM Gift Shop	OFPM Admissions	Attn: Meteor	Meteor Gift Shop	Gift Shop Admissions
2013	\$271,986											
2014	\$279,373											
2015	\$297,545											
2016	\$303,407											
2017	\$292,295			\$62,031.93								
2018	\$327,019			\$58,564.16								
2019	\$293,928.84			\$52,192.19			\$2,654			\$36,601		
2020	\$264,968	\$14,019	\$47,555	\$39,455	\$8,284	\$31,171	\$548	\$0	\$548	\$21,571	\$5,735	\$15,836
2021	\$303,762	\$21,307	\$78,798	\$58,002	\$10,835	\$47,167	\$5,520	\$1,878	\$3,642	\$36,583	\$8,594	\$27,989
2022	\$298,349	\$17,965	\$72,295	\$51,695	\$9,588	\$42,107	\$2,915	\$923	\$1,992	\$35,650	\$7,454	\$28,196
2023	\$268,275	\$22,489	\$72,249	\$56,355	\$71,229	\$45,126	\$3,947	\$1,896	\$2,091	\$34,436	\$9,404	\$25,032
2024												



Superior Public Museums

Executive Director Job Description

April 2024

Position Summary:

The Executive Director is responsible for the overall administration and operations of the three Superior Public Museums (SPM) which includes: Fairlawn Mansion & Museum, The S.S. Meteor Maritime Museum and The Old Fire House & Police Museum. The Executive Director is an ex-officio member of the SPM Board of Directors and works closely with the Board to formulate policies, develop long-range plans and carry out directives. Working with the Board or their designee(s) and SPM staff, the Executive Director leads the day-to-day operations, development and fundraising activities, public relations, marketing and education activities for SPM. The Executive Director sets the professional standards under which the SPM operates in the areas of acquisitions, preservation, interpretation and presentation of the museums' artifacts and programming. The Executive Director works directly with the Board and the City of Superior to oversee the renovation, preservation and general care of the museums' facilities operated by SPM.

Duties and Responsibilities:

Financial Health & Development

- Works with the Board, committee chairs and SPM staff to prepare the annual budget for Board approval.
- Works with the Board or their designee to plan, oversee, and execute new fundraising activities and events.
- Oversees the preparation and administration of gifts and grants from government agencies, private foundations, corporations, organizations, and individuals.
- Effectively balances income and expenditures to assure financial health for the organization through a variety of outside revenue sources like public, corporate, foundation, and individuals.

Strategic Direction

- Works with the Board in developing and articulating the strategic direction of the museums and implements the resulting strategies to carry out a unified vision and mission, as well as insure financial stability and long-term financial independence.
- Provides strategic support and direction to develop a comprehensive plan to grow Museum membership and relevance in the community.
- Monitors public history trends and recommends appropriate programs/events to keep pace with the changing environments.

Community Outreach and Marketing

- Spokesperson for SPM and represents SPM at professional, civic and social events and conferences in order to strengthen SPM's relationships with the community, cultural professionals and civic organizations is an ongoing and important responsibility.
- Works with the Board or their designee and external public relations resources to insure consistent and professional public relations and develop and implement a comprehensive marketing and membership recruitment and communication plan – that includes social media use, website management, newsletter development, and the creation of promotional materials for special events.
- Coordinates event planning and successful execution of public and private special events at each of the Museums

- Works with the Board or their designee and staff to develop education strategies and programs which enhance the public's understanding and involvement in the cultural heritage that our museums represent.

Curator, Conservator and Property Maintenance

- Will ensure that accepted professional museum policies and practices are followed in the management of the City of Superior's museums and collections.
- Oversees and leads preservation work on the three properties, including regularly scheduled site reviews and inspections to prioritize project lists to ensure high standards of appearance and readiness are maintained.
- Oversees and approves the development, designs, and installs appropriate museum exhibits.
- Develops strategies to optimize each museum's use.
- Establishes high standards of building maintenance, operations, and safety commensurate with a high-visibility and architecturally unique structure.
- Participates in all activities associated with planning and decision-making required to maintain the safety, appearance, and effective/efficient use of the facility and conduct of daily activities.
- Supervises all vendor contracts associated with structure maintenance and operations including janitorial, fire detection, fire protection, HVAC, security, electrical and mechanical.
- Responds to all building system failures and diagnoses their cause in order to supervise all activities required to restore proper operation.
- Plans for and supervises building structure and service systems repair, alteration, and upgrade projects.
- Responds to building security alerts, ensuring proper response is undertaken as well as proper security system operation is maintained.
- Manages the building key system for access control.
- Coordinates with other museum staff to minimize the impact of building maintenance and operations activities upon museum functions.

Personnel & Relationship Management

- Provides integral leadership to staff and volunteers for consistent direction, communication, organizational alignment, and vision.
- Works with the Board or their designee to develop and maintain personnel policy and job descriptions.
- Responsible for the hiring, managing, supervising, and disciplining (including conducting performance reviews) of staff, as well as recommending appropriate compensation, recognition and disciplinary actions to the Board or their designee.
- Responsible for developing and maintaining an effective working relationship with the City's leadership (Mayor, City Council, etc.) to ensure partnership and support from the City.
- Responsible for managing donor relationships – including identification of prospective high-level donors, stewardship, and growing current support.
- Develops appropriate administrative processes and procedures to inform the Board, staff, and volunteers as to key decisions, meetings, and information to aid in understanding of outcomes.

Required Knowledge, Skills, and Abilities:

- Advanced ability to work cooperatively, diplomatically, and effectively with the Board, staff, volunteers, City of Superior leadership, and other diverse constituencies to enhance the image, credibility, and recognition of SPM through their leadership and strategic vision.
- Experience in developing and implementing strategic plans.
- Demonstrated success in community outreach with expertise in building public and private partnerships.
- Demonstrated skills in financial administration with the ability to draft and review budgets forecasts for accuracy and oversee expenditures for budget control.
- Proven success in entrepreneurial and fundraising activities including membership campaigns, sponsorships, capital campaigns, acquiring public/private grants, etc.
- Advanced written, public speaking, and technology-based communication skills (web-based, social media, etc.)
- Knowledge of contemporary museum policies, practices, ethics, and a demonstrated passion for preserving history and enthusiasm for passing that on to others.
- Proven ability to effectively manage multiple, often complex projects with overlapping timeframes and deadlines.
- Creative thinker, detail-oriented, innovative and have the drive to achieve excellent, timely results.
- Well versed in Microsoft Office and the Google Suite.
- Must be able to carry and lift up to 40 lbs., walk, stand, climb stairs, and distinguish color.
- Willingness to work a variable schedule, including occasional weekends and evenings as needed.

Minimum Qualifications:

- Minimum Bachelor's Degree in Museum Studies, History, Business/Nonprofit Administration or comparable experience.
- 5-7 years of management experience working in museums, nonprofits, or businesses.
- Must be able to pass a criminal background check.

Preferred Qualifications:

- Advanced degree preferred; other related certification programs or work experience considered.
- 3 years of experience at a senior management level with experience managing staff and dealing with all human resource-related matters.

How to Apply:

- Send your resume/curriculum vitae, cover letter, and contact information for three professional references to Ms. Katelyn Baumann, Board of Directors President, at spmboard@superiorpublicmuseums.org.
- Posting closes on Monday, April 29 at 4:30pm.
- Interviews will be held in-person at Fairlawn Mansion on Tuesday, May 7-Thursday, May 9.
- This position would start on Monday, June 3 and include one week of on-the-job training with the current Executive Director.

The salary range for this position is based on experience and qualifications (\$63,000-68,000).

Original: February 1999
Revised: September 2001
Revised: September 2010
Revised: July 2018
Revised: March 28, 2024

Superior Public Museums (SPM) Employment Job Description

Title: Museums Manager
Supervisor: Executive Director
Created: May 18, 2023
Wage: \$62,000 (FT Annual)

Exempt/Non-Exempt: Exempt
Employment Type: Full Time
Hours: Mon – Fri (occasional nights/weekends)

Position Summary:

The Museums Manager oversees the management and care of the artifact collections, including 3-D, archival, photography, oral history and research library collections. Curates and coordinates exhibits working with the Executive Director on design and planning; oversees and trains collections volunteers; develops and oversees curatorial internship program; participates and presents public programming. This employee provides comprehensive event support for special events, programs, and other rentals. This employee recruits, trains, and supervises tour guides and volunteers and serves in the capacity of the Executive Director if absent.

Duties & Responsibilities:

Collections Management

- Continue to develop the SPM collection and acquire appropriate artifacts to grow the collection at all sites; consult the Executive Director when needed.
- Continue to seek out and acquire archival material for growing the archives, including manuscripts, memoirs, letters, diaries, photos, newspaper articles, etc.
- Continue to expand upon the existing oral history by seeking out participants with the help of the Executive Director and volunteer oral history records.
- Propose and manage an annual work plan and budget for the collections. Identify sources for funding proposals as needed for the management and care of the SPM collections.
- Continue to review and update policies and procedures and work with the City of Superior for any policy changes and updates.
- Develop policies and procedures relating to museum collections care.
- Prepare, organize, document and maintain collection records to establish and verify legal ownership, to demonstrate accountability, and to provide appropriate access and information to the staff and the public. Records include those pertaining to acquisition, inventory and location, provenance, loans, donors, object treatment, and environmental conditions. Maintain these collection records in a computerized format using professional museum database software.
- Monitor the quality and condition of the museum's environment and make recommendations for the care and improvement of conditions to ensure proper maintenance of the collections and the facilities.
 - Plan and perform an annual housekeeping program to assure the care of collections that are on exhibition and in storage.
 - Systematically monitor and document environmental conditions in exhibit and storage areas. Plan and implement storage and exhibit improvements.
 - Conduct routine inventory of collections; conduct collection condition surveys and recommend collection preservation methods; identify artifacts requiring professional conservation treatment or cleaning.
 - Report and document artifact damage, loss, or theft.
 - Propose and enforce the appropriate use of artifacts in the collections.
 - Plan, implement and enforce security and disaster plans and policies.

- Identify and recommend objects for loan, acquisition, or deaccession, including the development of acquisition or deaccession plans, based on the SPM's mission and collecting policies.
- Participate in planning and execution of current and future SPM exhibits by recommending appropriate artifacts in the SPM collections and/or by loan.
- Assist the Executive Director in the development, design, and installation of appropriate museum exhibits.
- Prepare an annual supply list needed for collections care and records management and obtain supplies following the SPM's guidelines
- Work with outside experts, as determined by the SPM's Executive Director and Museums Manager to perform conservation surveys and to recommend conservation treatment of artifacts
- Select and train volunteers and/or interns in accessioning, registering and inventorying tasks as well as in general housekeeping, object cleaning, and condition reporting.
- Correspond with and respond to public and professional resource people who have information or express an informational need about SPM collections.
- Supervises/Conducts the research and compilation of historical and other data to determine authenticity of artifacts.
- Assist with marketing responsibilities including website and social media as it relates to the SPM collections and current exhibits and provide articles for the quarterly newsletter.

Personnel & Museum Management

- Recruit, train, direct, schedule and supervise part-time Tour Guides at all sites (this includes providing disciplinary action, if needed).
- Assist with compiling data for the Annual Report.
- Recruit work-study students from surrounding college campuses and submit their time sheets to their campus.
- Recruit, train, direct, schedule and supervise volunteers.
- Assist Executive Director with securing and maintaining external grants and gifts and develop new ways to build revenue through special events/fundraising.
- Provide support and work at fundraising activities, public events and programs.
- Assist Bookkeeper/Office Coordinator with private rentals as needed.
- Take minutes at all Board meetings.
- Give tours of Fairlawn Mansion, the Old Firehouse and Police Museum, and SS Meteor when needed.
- Update job descriptions for Tour Guides.
- Receive telephone calls on weekends by Tour Guides concerning problems at the museum sites and suggest solutions to these problems
- Represent SPM at local, regional and national conference and meetings.
- Serve on community committees, service clubs, and board to increase community outreach and build partnership.
- Perform other related duties as required by the Executive Director.

Required Knowledge, Skills, and Abilities

- Thorough knowledge of collections and exhibit management.
- Experience with hiring, training and overseeing staff and volunteers.

- Experience with computer systems (i.e. Microsoft Office) and financial management software applications (i.e. QuickBooks).
- Ability to:
 - Perform varied complex and difficult collections work, involving independent judgment and requiring accuracy and speed.
 - Be motivated, work independently and take initiative.
 - Prioritize and schedule work.
 - Use sound judgment in making decisions.
 - Adjust to work load changes and meet deadlines under pressure
 - Compose and edit correspondence.
 - Maintain confidential files and privileged information.
 - Set up and maintain complex records and files.
 - Develop and maintain a thorough knowledge of the roles, organization, policies and procedures of Superior Public Museums.
 - Understand, apply and explain laws, ordinances, policies and procedures governing the museums.
 - Interview, train, supervise and recognize paid staff and volunteers.
 - Model positive and professional behavior to all staff, volunteers, and in the community, including a strong work ethic, punctuality and dependability, exceptional customer service, accuracy and thoroughness.
 - Evaluate and resolve potentially sensitive issues through discussion to build cooperation.
 - Establish and maintain an effective working relationship with others
 - Communicate clearly and logically orally and in writing.
 - Operate word processing and computer systems for inputting, accessing and printing data and reports and operate standard office equipment.

Minimum Qualifications:

- Minimum Bachelor's Degree in Museum Studies, Collections Management, History, Business/Nonprofit Administration or comparable experience.
- 3-5 years of experience working in museums, nonprofit management, or business.
- Ability to pass a criminal background check.
- Possession of and ability to maintain a legal driver's license and liability insurance.

Preferred Qualifications:

- Advanced degree preferred; other related certification programs or work experience considered.
- 3 years of experience managing collection, managing staff and dealing with human resource-related matters.

Work Environment:

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform essential functions. While performing the duties of this job, the employee is occasionally exposed to outdoor weather conditions. The noise level in the work environment is usually moderate. Employees may be asked to work in physically close quarters. The noise level in the work environment can be higher than moderate based on the number of visitors at the museums.

Physical Demands:

The physical demands described here are representative of those that must be met to be an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. While

performing the duties of this job, the employee is regularly required to use hands to handle or feel; reach with hands and arms and talk or hear. The employee is required to stand and stoop, kneel, crouch, or crawl. The employee must regularly lift and move up to 25 pounds and occasionally lift and/or move up to 50 pounds. The employee is occasionally required to set up tables, chairs, boxes of supplies, and other necessary equipment. Specific vision abilities required by this job include close vision, distance vision, and the ability to adjust focus. Close vision is required for computer work and point-of-sale and reservation buttons and screens. Distance vision is necessary for adequate crowd control.

Superior Public Museums (SPM) Employment Job Description

Title: Bookkeeper/Office Coordinator

Supervisor: Executive Director

Created: May 18, 2023

Wage: \$30,000-32,000

Exempt/Non-Exempt: Exempt

Employment Type: Full Time

Hours: Mon – Fri (occasional nights/weekends)

Position Summary:

The Bookkeeper/Office Coordinator provides a variety of general office, bookkeeping, financial, visitor, program and special event support.

Duties & Responsibilities:

- Act as the initial contact for visitors, donors, and vendors in a friendly, helpful and professional manner. Receive and/or direct deliveries and phone calls.
- Maintain the general SPM information email.
- Sort and distribute daily mail
- Maintain an inventory of office supplies within the established budget; order and track supplies as needed. Assist in evaluating the cost effectiveness of vendors.
- Maintain appropriate filing system and assist with fire retention program.
- Receive, record and receipt donations, membership applications, invoices, and various museum services as determined by organizational procedures in an accurate and timely manner.
- Process paperwork for all new employees and make requested changes for current employees.
- Perform all bookkeeping activities in an accurate and timely manner, such as processing invoices, preparing checks for payment, preparing deposits, and providing records to the Executive Director and contracted accountant
- Process and track accounts payable and receivable.
- Process and track petty cash at all sites.
- Take reservations for the rental of the museums' facilities for dinners, weddings, and other special events and send letters of confirmation and invoices. Coordinate facility set up and work with Museums Manager for event staff scheduling.
- Update information on website, enter in event and program information into online reservation system. Track attendance and receipts of events, parties, and programs.
- Compile data for Annual Report.
- Take reservations for group tours, such as bus, club, and family groups and send letters of confirmation and invoices. Coordinate Tour Guide scheduling with Museums Manager.
- Perform general typing to include letters, memos, reports and proposals.

- Work with Coordinator of Visitor Services in processing and communicating with members; assist Executive Director with the Corporate Membership program. Enter data into online software program.
- Prepare payroll bi-weekly of all staff for Executive Director's review.
- Maintain mailing list for direct mail and e-newsletters
- Maintain calendar of events and activities for the museums
- Provide administrative support and work at fundraising activities, events and programs.
- Operate various office machines related to the duties of the position; have these machines serviced, if needed; negotiate leases.
- Run errands to the bank, post office, accountant, signer of paychecks, etc.
- Ensure all sites are fully stocked with time sheets, petty cash, etc.
- Conduct bulk mailing process for the quarterly newsletter and for other mailings.
- Perform clerical work in the Gift Shop when needed.
- Note repairs and maintenance tasks needed and inform the Maintenance Coordinator and/or Executive Director.
- Follow up and resolve billing and accounting issues; study money-saving ideas.
- Perform other related duties as required by the Executive Director.

Required Knowledge, Skills, and Abilities

- Thorough knowledge of basic office financial procedures and record keeping systems in order to provide financial updates and support budget development
- Knowledge of cash handling and accounting.
- Experience with computer systems (i.e. Microsoft Office) and financial management software applications (i.e. QuickBooks).
- Ability to:
 - Perform varied complex and difficult clerical work, involving independent judgment and requiring accuracy and speed.
 - Be motivated, work independently and take initiative.
 - Prioritize and schedule work.
 - Use sound judgment in making decisions.
 - Adjust to work load changes and meet deadlines under pressure.
 - Compose and edit correspondence.
 - Maintain confidential files and privileged information.
 - Set up and maintain complex records and files.
 - Develop and maintain a thorough knowledge of the roles, organization, policies and procedures of Superior Public Museums.
 - Understand, apply and explain laws, ordinances, policies and procedures governing the museums.
 - Interview, train, supervise and recognize paid staff and volunteers.

- Model positive and professional behavior to all staff, volunteers, and in the community, including a strong work ethic, punctuality and dependability, exceptional customer service, accuracy and thoroughness.
- Evaluate and resolve potentially sensitive issues through discussion to build cooperation.
- Establish and maintain an effective working relationship with others
- Communicate clearly and logically orally and in writing.
- Operate word processing and computer systems for inputting, accessing and printing data and reports and operate standard office equipment.

Minimum Qualifications:

- High School Diploma or equivalent education.
- 2 years of bookkeeping or office coordinator experience.
- Ability to pass a criminal background check.
- Possession of and ability to maintain a legal driver's license and liability insurance.

Preferred Qualifications:

- Advanced degree preferred; other related certification programs or work experience considered.

Position Information:

- There will be a 6-month probation period. After the first 6-months, a potential salary increase may be offered if available.

Work Environment:

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform essential functions. While performing the duties of this job, the employee is occasionally exposed to outdoor weather conditions. The noise level in the work environment is usually moderate. Employees may be asked to work in physically close quarters. The noise level in the work environment can be higher than moderate based on the number of visitors at the museums.

Physical Demands:

The physical demands described here are representative of those that must be met to be an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this job, the employee is regularly required to use hands to handle or feel; reach with hands and arms and talk or hear. The employee is required to stand and stoop, kneel, crouch, or crawl. The employee must regularly lift and move up to 25 pounds and occasionally lift and/or move up to 50 pounds. The employee is occasionally required to set up tables, chairs, boxes of supplies, and other necessary equipment. Specific vision abilities required by this job include close vision, distance vision, and the ability to adjust

focus. Close vision is required for computer work and point-of-sale and reservation buttons and screens. Distance vision is necessary for adequate crowd control.

Superior Public Museums Maintenance Coordinator Job Description

Reports to Executive Director

1,196 hours per calendar year/ Average 23 hour per week

Position Summary:

The Maintenance Coordinator is responsible for all aspects of maintenance, safety, and appearance of the museums' interior and exterior spaces. Monitors mechanical, plumbing, electrical, and security systems. Works with the Director in establishing priorities for facilities maintenance, repairs, and improvements. Supervises part-time staff, vendors, and volunteers during maintenance and grounds projects.

Year-Round Duties and Responsibilities:

Custodial

- Perform general day to day custodial maintenance tasks for the museums' including trash and recycling removal, sweeping, vacuuming, cleaning bathrooms, changing outdoor signs, maintaining light fixtures, washing windows, and minor construction projects.
- Maintain inventory of cleaning supplies, paper towels, light bulbs, and other maintenance supplies.
- Maintain and clean kitchen sinks, dishwasher, microwave, refrigerators, and stove.
- Assist the Director with training and supervising part-time staff and volunteers to help with custodial tasks.

Buildings

- Monitor plumbing and electrical systems and make minor repairs under the direction of the Director. Make recommendations for large repairs to Director.
- Relocate telephones, computers, and other office equipment.
- Monitor and maintain security systems, updating security codes for staff, and re-keying locks.
- Monitor fire suppression sprinkler systems including maintaining pressure system, checking for leaks, securing sprinkler heads, and performing manual pressurization of the system.
- Conduct inspections with the Fire Department and implement necessary repairs resulting from the inspection.
- Maintain HVAC system, including daily temperature adjustments and monthly bleeding of the radiators.
- Perform preventative maintenance checks, including checking and oiling circulation pumps and fans monthly, maintaining buildings' sump pump systems, and other schedules as required.
- ~~Coordinate~~ Work with Director for seasonal opening and closing of sites.
- Continue to monitor SS *Meteor* and the Old Firehouse and Police Museum during the off season.
- Prepare and paint walls, railings, and molding. Maintain walkways, including painting and sealing of the Fairlawn porch as needed.
- Work with part-time staff, contractors, and volunteers at museum sites.

Program, Rental, and Event Set-Up

- Set-up tables, AV equipment, and chairs both indoors and outdoors (up to 3 floors) for programs, rentals, and events.

Updated 3/15/2022

- Safely move artifacts and furniture within facilities and between facilities in accordance to the Collections Policy Manual.

Miscellaneous Tasks

- Assist with design and construction of new exhibits.
- Assist in maintaining storage and artifacts in a neat and clean manner in accordance to the Collections Policy Manual.
- Lead the moving of large artifacts and furniture.
- Other duties and tasks as assigned by the Director.

Seasonal Duties and Responsibilities:

Grounds

- Coordinate with lawn and maintenance company for lawn care at all sites. Assist with the maintenance in-between regular mowing.
- Maintain flowerbeds, including weeding, mulching, fertilizing, and watering plants in coordination with the Garden Club.
- Conduct snow removal less than 2 inches from walks, pathways, stairs, porches, and ramps at all sites. Coordinate snow removal at all sites with a private company for additional snow removal.
- Coordinate with City crews for snow removal from Fairlawn parking lot.

Required Knowledge, Skills, and Abilities:

- Ability to set priorities to meet assignment deadlines and task schedules with minimum supervision. Ability to work holidays, nights, and weekends as required.
- Ability to establish and maintain working relationships with staff, volunteers, and public. Also includes the ability to work as a team, primarily with the Director and Museum Coordinator. Ability to supervise part-time staff and volunteers.
- Ability to maintain records and work within a budget.
- Ability to make minor repairs to buildings and mechanical equipment, with minor electrical and plumbing repairs under the supervision of the Director.
- Ability to use and care for tools, equipment, and chemicals necessary to do the job.
- Ability to lift 75 pounds rarely, 50 pounds occasionally, and 30 pounds regularly. Ability and willingness to climb ladders, use scaffolding, and enter enclosed spaces. Ability to work at extreme heights due to height of interior rooms and exterior construction. Ability to stand for extended periods of time, walk long distances regularly, and perform exterior duties in all Wisconsin climate extremes.
- Ability to use computer, including email and internet search engines. Ability to read and interpret blue prints. Ability to read and understand information contained in Material Safety Data Sheets (MSDS) for cleaning products.
- Ability to research maintenance and rehabilitation guidelines as set by the Secretary of Interior Standards for the Preservation, Rehabilitation, and Reconstruction of Historical Properties.

Minimum Qualifications:

- High School diploma or equivalent with demonstrated experience in facilities maintenance and repair.
- Possess a valid Driver's License.

Preferred Qualifications:

Updated 3/15/2022

- Ability to review and approve project proposals, to evaluate and critically appraise work in progress, to identify the need to corrective actions and to recommend acceptance of contract work.
- Experience in operating HVAC systems.
- Knowledge of current developments in building mechanical technologies.
- Experience operating and maintaining commercial security and alarm systems.
- Experience working at a museum, historic site, or comparable setting.
- Knowledge of the Secretary of Interior Standards for the Preservation, Rehabilitation, and Reconstruction of Historical Properties.

FLSA Non-Exempt

The hourly rate for this position is based on experience and qualifications.

Superior Public Museums
Employment Job Description

Title: Tour Guide

Supervisor: Museum Manager, Administrative Assistant Staff

Exempt/Non-Exempt: Non-Exempt

Employment: Part-time

Revised: September, 2024

Tour Guides are responsible for providing an excellent customer experience for guests of each of the three locations - Fairlawn Mansion, the SS *Meteor* Maritime Museum, and the Old Firehouse & Police Museum. Guides will provide tours, manage our gift shops, and complete a variety of other clerical and cleaning duties.

Principal Function: Performs all job assignments with a positive, energetic attitude that reflects Superior Public Museums' mission and values. Under the direction of the Museum Manager and Administrative Staff, Tour Guides perform a variety of duties in providing guests with a memorable experience at our museum locations. Tour Guides will cross-train to work in all three museums as they are able, and will be assigned to different locations as needed.

Principal Duties:

1. Guided Tours:

- a. Tour Guides will provide up to 7 tours a day, maintaining an energetic and positive attitude.
- b. Guides will be responsible for learning a script for the Fairlawn Mansion and SS *Meteor* Maritime Museum, and delivering information from that script to a group from memory.
- c. Guides will be responsible for answering visitor questions during tours as well as in the gift shops.
- d. Guides working at the Old Firehouse & Police Museum will be responsible for providing information on artifacts and history as needed, as well as answering visitor questions.

2. Gift Shop:

- a. Cash handling, admissions, operation of a point of sale system including Square and Bookeo.
- b. Tour Guides will perform regular inventory checks in coordination with Gift Shop Administrative Staff.

- c. Guides will be responsible for keeping gift shops fully stocked, or reporting any stock shortages to the Gift Shop Administrative Staff.
- d. Guides will reconcile the day's transactions at the end of each shift to ensure an accurate deposit.

3. General:

- a. Following a cleaning chart to ensure that all sites are kept neat and tidy.
- b. Answer telephones and direct calls.
- c. Perform miscellaneous duties as assigned by the Museum Manager, Administrative Staff, or the Executive Director.

Qualifications:

- Some knowledge & familiarity with public speaking to a group of 20 or less and answering questions
- Working knowledge of cash handling & general accounting
- Ability to establish and maintain an effective relationship with staff and the public
- Speak in front of a small group following a script
- The ability to memorize and recall a script using visual prompts
- Climb stairs and/or ladders and be on your feet for extended periods
- Ability to operate a cash register
- Customer service experience

Our ideal candidate is a person who is enthusiastic, outgoing, and is very customer service oriented. They are self-motivated and passionate about sharing local history with a diverse group of people. Dependability and punctuality is a must.

Work Environment:

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly exposed to outdoor weather conditions, particularly those working on the SS *Meteor*. The employee must also be capable of withstanding extreme heat aboard the *Meteor*. The noise level in the work environment is usually low to moderate.

Physical Demands:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable

accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly required to walk, stand for significant periods of time, climb stairs, and climb ladders. The employee must be able to lift and move up to 25 pounds. The employee is occasionally required to set up tables, chairs, supplies, gift shop stock, and necessary equipment.

To Apply:

Send an email requesting an application to the Museum Manager at manager@superiorpublicmuseums.org Applications are available for download on the Superior Public Museums website: www.superiorpublicmuseums.org

Once complete, you may drop the application off in our gift shop, email to Jordan Stish, Museum Manager, or mail it in to Superior Public Museums at the following address:

Superior Public Museums c/o Museum Manager
906 E 2nd St
Superior, WI 54880

Education

Master of Arts: Public History

University of Wisconsin-Eau Claire
September 2021-May 2023
Recipient of the 2023 National Award
for Distinguished Master's Thesis

Bachelor of Arts: History

University of Wisconsin-Superior
September 2017-May 2021
Summa Cum Laude Honors

Competencies & Experience

Curatorial and Collections Management

- Maintained collections of 3D objects, audio-visual materials, photographs, and textiles at Fairlawn Mansion, the Old Firehouse & Police Museum, and the *S.S. Meteor* Maritime Museum
- Established a digital collections management program at the Old Firehouse & Police Museum
- Collaborated with curators to accession 3D objects, fine art, textiles, and audio-visual materials at the Minnesota History Center
- Stabilized three manuscript collections dating back to the 1870s at the Minnesota History Center
- Standardized online data collections management systems using EmU and PastPerfect software at the Minnesota History Center, the Minnesota Discovery Center, and Superior Public Museums

Exhibit Practices

- Designed a new exhibit panel expanding the storytelling at the Old Firehouse & Police Museum in collaboration with the University of Wisconsin-Superior Campus Police Department
- Drafted a temporary exhibit plan for Fairlawn Mansion detailing the history of Victorian Fashion by liaising with community members, textile historians, and other historical societies in Iron River, WI
- Designed an interactive children's 'Learning Pod' at the Irvine Park Welcome Center in Chippewa Falls, WI
- Integrated hands-on learning materials for K-6 children and their families at the annual History Day Open House at the Minnesota Discovery Center

Building and Maintaining Collaborative Relationships

- Introduced cooperative partnerships with the Superior Public Library and University of Wisconsin-Superior Center for Continuing Education at Fairlawn Mansion during the annual Spooktacular Saturday event
- Established a relationship with faculty in the history and museum studies departments at the University of Wisconsin-Superior to re-establish the internship program at Superior Public Museums
- Facilitated inter-institutional collaboration with the Jim Crow Museum and the Mill City Museum
- Liaised with the United States Navy for Loan renewals and returns at Superior Public Museums
- Developed grant proposals and project presentations to the City of Chippewa Falls Parks and Recreation Board to obtain funds to create an interactive welcome center
- Coordinated with staff in finance, development operations, fundraising, and administration to produce donor strategy meeting documents to aid fundraising officers with their stewardship efforts at PPNCs

Project Management

- Lead a team of 34 tour guides, volunteers, administrative staff, and maintenance personnel and oversaw daily operations across Fairlawn Mansion, the *S.S. Meteor* Maritime Museum, and the Old Firehouse & Police Museum for Superior Public Museums
- Generated weekly revenue reports for donations for fundraising staff at PPNCs
- Completed detailed qualitative and quantitative research requests for donors, foundations, and grantmaking organizations for fundraising efforts at PPNCs
- Designed an updated self-guided exhibit tour pamphlet to include new exhibit information and relevant museum details at the Old Firehouse & Police Museum

Employment History

Museum Manager: Superior Public Museums, Superior, WI, July 2024-present

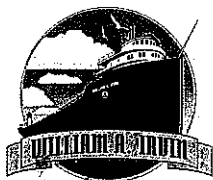
Prospect Development Research Specialist: PPNCs, St. Paul, MN, March 2023-July 2024

Collections and Curatorial Intern: Minnesota History Center, St. Paul, MN, June-December 2022

Graduate Assistant: University of Wisconsin-Eau Claire History Department, Eau Claire, WI, August 2021-May 2023

Curatorial Intern: Superior Public Museums, Superior, WI, January-October 2020

Museum Intern: Minnesota Discovery Center, Chisholm, MN, May-September 2019



November 20, 2024

Dear Mayor Paine,

My name is Mary Glad, and I am the Program Manager at the Duluth Entertainment Convention Center (DECC). I am writing in support of Superior Public Museums and Jordan Stish as Museum Manager.

In my role at the DECC, I am the William A. Irvin Museum Manager, which is one of the few museums in the nation that can parallel with the S.S. Meteor Museum in Superior, WI. This has given the Twin Ports a unique experience as a Port City and a haven for self-proclaimed "Boat Nerds." When I first began in my role, Megan and Brittany had reached out to share a tour with me and my Director, Steve Rankila. We were able to tour the Meteor, and they came to tour the Irvin, which began the collaboration between our two boats. As with workloads and scheduling, there was not much more we were able to accomplish together before they moved on to their other opportunities, but when Jordan came into the role, she hit the ground running.

I can imagine there was an overload of things she took on and learned in her first few months, especially at peak season, but we still were able to provide some great experiences together. She invited our Irvin Tour Guides on an amazing behind the scenes and extensive tour of the Meteor with one of her volunteers, Mark, and we were able to bring her tour guides through the Irvin. Many of Jordan and I's tour guides, are retired Seamen who spent their career on the Great Lakes and add immeasurable value to each tour they give.

Additionally, Jordan has been able to put on new, successful, and engaging events at many of the museums to drive attendance and awareness about the Superior Public Museums. I had the privilege to attend the Revitalize the Meteor Fundraiser, and I was impressed with the turnout! I know firsthand how difficult it is to plan and execute events, especially on a short timeline and it was extremely well done. During my busy season at the Haunted Ship, I had friends attend the Flashlight Tours at Fairlawn, and they could not stop talking about the amazing experience they had, and many of the tour times were sold out weeks in advance! On a personal note, I was able to host my birthday party at the Meteor in the newly renovated bar in the hull, and it was a fantastic experience from start to finish. It also was the perfect backdrop for an "All Hands on Deck" themed party, and everyone in attendance said they would come back to get a full Meteor tour after that brief experience.



Duluth Entertainment
Convention Center

On a final note, I would like to emphasize the hard work, dedication, and passion Jordan Stish has for her work, and it is abundantly clear in the output of everything she has done. She cares about her team, the museums, and has the passion to help Superior Public Museums grow in successes and adapt to the changes along the way. I sincerely hope you take this into consideration as you look to future planning of Superior Public Museums.

If you have any questions or would like to discuss more do not hesitate to reach out.

Thank you for your time.

Mary Glad

Program Manager

mglad@DECC.org | DECC.org

O: 218.623.1236 | C: 218.591.2214

Duluth Entertainment Convention Center

350 Harbor Drive, Duluth, MN 55802

November 15, 2024

RE: Recommendation Letter for Jordan Stish

To Whom it May Concern,

I had the privilege to work with Jordan at the Fairlawn Spooktacular Event on October 26, 2024. Jordan reached out to the library to give us an opportunity to participate in the event and we excitedly accepted.

Jordan has extraordinary communication skills and demonstrates professionalism and integrity. She is organized and knowledgeable and was extremely helpful when working with her to plan for the event. Jordan was quick to respond to my emails and willing to go the extra mile to ensure we got what we needed.

Jordan's love of her job was apparent. Her interaction not only with her fellow employees but with the community was stellar! She was right there amid the event, ensuring that all needs were met and guiding people to various areas, so they were able to take full advantage of the entire event.

I highly recommend Jordan for the continued position as the Museum Manager of Superior Public Museums. Her excitement and knowledge of the job will be an asset to the position. I look forward to partnering with her and the museums in the future.

Please feel free to contact me with additional questions at 715-394-8861.

Sincerely,

Jen Tanko

Outreach and Programming Librarian



To Whom It May Concern:

I am currently the Head Baseball Coach at the University of Wisconsin-Superior, where we have collaborated with Jordan Stish through some volunteer opportunities within the Superior Public Museums. Jordan has been so great to work with through these interactions. She is very organized and detailed in her work making sure we know exactly what our tasks are and the overall logistics of the volunteering opportunities. Through our interactions, the best ways to describe Jordan are professional, kind, and courteous. You can tell that Jordan truly cares about her job and the work that she does. She is extremely knowledgeable about everything that the Superior Public Museums entail and articulates that knowledge extremely well. We have gained nothing but respect for Jordan, the passion that she displays, and the way she goes about her job and life. The three pillars of our baseball program here are consistent, courageous, and together. These three words exemplify who Jordan is and why it's been such a good partnership working with Jordan and the Superior Public Museums. I highly recommend renewing the contract of Jordan Stish so she can continue being an outstanding ambassador of Superior Public Museums and the whole Superior community.

If I can be of any further assistance, please feel free to reach out to me. I am more than happy to help in any way I can.

Best regards,

TJ Oakes

Head Baseball Coach

UW-Superior

952-693-3323

toakes1@uwsuper.edu

To Whom It May Concern,

I am writing to express my support for Jordan Stish and her ongoing dedication to the success of the Superior Public Museums. Her leadership and hands-on involvement with the Fairlawn Mansion, the Firehouse and Police Museum, and the SS Meteor have given these programs a new life.

Under Jordan's guidance, these three museums have flourished. Her commitment to preserving the rich history of the region and providing engaging experiences for visitors has been clear in the thoughtful way she manages each site. The Fairlawn Mansion continues to be a cornerstone of cultural heritage, the Firehouse and Police Museum provides valuable insight into the community's history of public service, and the SS Meteor stands as a testament to the area's maritime legacy.

Jordan's efforts to personally oversee all three locations demonstrate an exceptional level of dedication and passion for the history and heritage of Superior. Her vision and hands-on approach have ensured that these museums remain not only well-preserved but also relevant. She has personally overseen many projects that provide an uptake in interest from all groups of people.

From old fashioned Christmas celebrations, to quiet, inclusive Santa for kids with sensory issues, to flashlight tours, to ice cream socials for the whole family, Jordan has gone above and beyond to provide "big city" experiences for some small town museums.

I support Jordan Stish in her continued leadership and trust that her ongoing work will ensure the continued success and growth of these vital institutions.

Thank you for considering my letter of support. Should you have any questions or need further information, please feel free to reach out.

Taylor Kriske

218-969-6849

SUPERIOR PUBLIC MUSEUMS

Organizational Chart with Role Descriptions

Superior Public Museums

Board of Directors

Executive Director

FT - Salary

The Executive Director is responsible for the overall administration and operations of the three Superior Public Museums (SPM) which includes: Fairlawn Mansion & Museum, The S.S. Meteor Maritime Museum and The Old Fire House & Police Museum. The Executive Director is an ex-officio member of the SPM Board of Directors and works closely with the Board to formulate policies, develop long-range plans and carry out directives. Working with the Board or their designee(s) and SPM staff, the Executive Director leads the day-to-day operations, development and fundraising activities, public relations, marketing and education activities for SPM. The Executive Director sets the professional standards under which the SPM operates in the areas of acquisitions, preservation, interpretation and presentation of the museums' artifacts and programming. The Executive Director works directly with the Board and the City of Superior to oversee the renovation, preservation and general care of the museums' facilities operated by SPM.

Museum Manager

FT - Salary

The Museum Manager oversees the management and care of the artifact collections, including 3-D, archival, photography, oral history and research library collections. Curates and coordinates exhibits working with the Executive Director on design and planning; oversees and trains collections volunteers; develops and oversees curatorial internship program; participates and presents public programming. This employee provides comprehensive event support for special events, programs, and other rentals. This employee recruits, trains, and supervises tour guides and volunteers and serves in the capacity of the Executive Director if absent.

Tour Guides & Event Staff

PT/Seasonal- varies

Tour Guides are responsible for providing an excellent customer experience for guests of our three locations - Fairlawn Mansion, the SS Meteor Maritime Museum, and the Old Firehouse & Police Museum. Guides will provide tours, manage our gift shops, and complete a variety of other clerical and cleaning duties.

Maintenance Coordinator

PT - 25 hrs per week

The Maintenance Coordinator is responsible for all aspects of maintenance, safety, and appearance of the museums' interior and exterior spaces. Monitors mechanical, plumbing, electrical, and security systems. Works with the Director in establishing priorities for facilities maintenance, repairs, and improvements. Supervises part-time staff, vendors, and volunteers during maintenance and grounds projects.

Administrative Assistant

PT - 32 hrs per week

The Administrative Assistant provides a variety of general office, bookkeeping, rentals, financial, visitor, program and special event support. This employee is responsible for managing, stocking, performing inventories, and ordering merchandise for the Gift Shops at all three museums. This position also oversees and executes the SPM membership program.

Volunteers are supervised by all staff depending on their task.

December 6, 2024

Dear Mayor Paine, City Council Members,

I am writing this letter in support of Superior Public Museums' continued management of three City owned museums: Fairlawn Mansion, SS Meteor Whaleback Ship, and the Old Firehouse & Police Museum.

I am a life-long resident of Superior. I've worked for the School District of Superior for 19 years. I was raised here. I chose to raise my family here. I work here. I live here. I love our City and am so grateful to you Mayor Paine and City Council Members for the love and support you have for our great City. You have tremendous responsibilities to make the best decisions possible for our City, including now the best interest of our city owned museums.

I am also an employee of Superior Public Museums. For the past two and half years I have worked as a tour guide for Superior Public Museums, specifically Fairlawn Mansion. I have taken this role very seriously. While my official job title is Tour Guide, I serve as Customer Relations, not only for Fairlawn, but for our City as well. I work directly with our tourist population striving to give them the best experience possible while at our museum and representing and recommending all our local businesses and tourist attractions.

I have always had good communication with and from Superior Public Museums. I have seen them in action on a daily basis as well as at SPM sponsored community events. It is my belief that Superior Public Museums has always held the City's best interest while governing these museums. It is also my belief that they have been efficient, responsible, diligent, transparent, and strategic in the running of the City's Museums.

I am excited about the direction SPM is taking with our museums. I am looking forward to continuing to work for SPM. Thank you for doing your due diligence in deciding who is best to run Fairlawn Mansion, SS Meteor Whaleback Ship, and Old Firehall and Police Museum. I am confident you will continue to do what is best for our City and I strongly believe that you will have a vote of confidence in SPM and that Superior Public Museums will continue to run our museums .

Thank you for your time,

Rebecca Olson

Rebecca Olson
Citizen of Superior
Superior Public Museums Tour Guide

Ellie Leadstrom
University of Wisconsin – Superior
Old Main 110 | PO Box 2000
Superior, WI 54880
leadstr@uwsuper.edu | 715-394-8393
December 9, 2024

Dear City of Superior Administration, City Council, and Finance Committee,

I am writing to express my support for Superior Public Museums and the exceptional work that they do throughout our community. Over the years, I have consistently been impressed by the organization and their dedication to excellence in all aspects of museum management and operations. Superior Public Museums demonstrates outstanding management capabilities across many areas. UW-Superior is one of their long-standing Off-Campus Work Study partners, and we deeply value that connection.

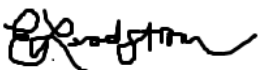
My guest experiences partnering our Off-Campus Work Study program with Superior Public Museum have been nothing short of exceptional. They have always been welcoming and educational. While I have not personally attended one of their events, I have seen it all over social media and have heard countless stories about their success. I know just by interacting with the staff that from the moment you enter any of the sites, it is clear that they are all committed to making each visit enjoyable and informative. The programming and events offered across the three museum locations provide a wide range of experiences that cater to diverse audiences. One of the most notable aspects of Superior Public Museums is their commitment to storytelling. Their staff have a unique ability to make learning a fun, meaningful, and memorable experience.

Additionally, I would like to commend the leadership and staff at Superior Public Museums. The care and preservation of the artifacts housed in each of the museums is evident in their high-quality exhibitions, which reflect a deep commitment to safeguarding our shared history for future generations. The staff's attention to detail and their expertise in conservation and curatorial practices is unmatched. Their leadership has been instrumental in ensuring the success and sustainability of the organization. Their vision, commitment to continuous improvement, and dedication to community engagement is exactly what our community needs.

Finally, my own positive experiences with the Superior Public Museums have left a lasting impact. The museum staff, specifically the museum manager, have always been professional, helpful, and genuinely passionate about their work. Whether working with them through our Off-Campus Work Study program, answering questions, checking in, or providing guidance, they have consistently made my communications and interactions with them very enjoyable. I know I can always count on an immediate response or acknowledgement when working with Superior Public Museums.

In conclusion, I fully support Superior Public Museums and the important role they play in our community. It is in the community's best interest to have Superior Public Museums continue managing Fairlawn Mansion, the S.S. *Meteor*, and the Old Firehouse & Police Museum. Their outstanding management and leadership capabilities, community involvement, and excellent storytelling make them an invaluable asset to Superior. I am confident that they will continue to thrive and make a lasting impact on the cultural landscape of Superior and beyond like they have for the past 25 years.

Sincerely,



Ellie Leadstrom

City Council Members,

I am writing this letter on behalf of the Superior Public Museums' management of the three museums; Fairlawn Mansion, the S.S. Meteor Maritime Museum, and the Old Firehouse & Police Museum.

My name is Janet LeBard, a member of the Lake Superior Master Gardener Association. In 2018 the LSMGA had become involved in the maintenance of the Gardens of Fairlawn. Since then we have replaced fabric, mulch, and plants. This has become possible because of the financial and interest of the Superior Public Museum Board of Directors and staff. The gardens have evolved with the new plants especially the roses. We are working on a small rose garden by the Pattison sign and one by the entrance to the gardens from the parking lot. The staff is there and ready to help with the weekly maintenance

We (LSMGA) as a group, are impressed with the events and tours that show off the gardens. We have our yearly plant sale on site and the helpfulness of the Superior Public Museum (SPM) staff is so very appreciated.

We are worried that if we do not have the SPM staff there on the days we work and their thoughtfulness will make our volunteering not as fruitful. Having a real person on site to talk to, get help, and just be there for support is so important.

The leadership of the Board of Directors and SPM Staff has made it very possible for events, fund raising, and community involvement. All three sites make volunteering and visiting enjoyable. They have made a very positive experience for Superiors' tourism where visitors have a very memorable time. The Tour Staff are friendly, knowledgeable and just so remarkable.

To replace the SPM staff and Board of Directors that have been there so long, know so much about all three sites, and work so well together is hard to comprehend. Please consider awarding the management of all three museums, Fairlawn Mansion, S.S. Meteor Maritime Museum and the Old Firehouse & Police Museum to Superior Public Museums.

Sincerely,


Janet LeBard

Member

Lake Superior Master Gardener Association

8 Dec 2024

To: The City of Superior Mayor, Council, Finance Committee and all others with an interest in the operational management of our City's Museums.

From: David Johnson, Fire Dept., Retired and long time volunteer to the museums.

Since 1984 I have been a volunteer for the three museums in one aspect or another. During that time the Maritime Society disbanded and I became one of the principal committee members who kept the Old Firehouse & Police Museum operational. I have worked with the Chamber of Commerce, the Historical Society and eventually SPM. I also was an original committee member bringing the State of Wisconsin Fire & Police Hall of Fame to Superior and to the museum.

I have been very happy with the operation of the museums under SPM. There has been several transitions as different directors have served the museums and their missions. Often I have been called upon for advice on matters concerning the Old Firehouse and my recommendations have been taken seriously.

My personal take on this is that SPM is best suited to operate the three museums. They have done very good work during the last quarter century and can well serve the museums for the next twenty five years and beyond. I have great respect for the Board of Directors and know their commitment to the community.

What I have not heard is the reasoning behind changing the current management structure. What could be an issue with the current structure that could not be looked at and tweaked if needed?

The simplest plan would be to list the expectations we have of whomever operates the museums and give them a clear plan of what those expectations are. And then provide the support needed to accomplish the same. I have no doubt that the Superior Public Museum Board, staff and volunteers can accomplish this under these simple terms.

Sincerely,
David Johnson
2815 E 4th St.
Superior, WI 54880
(218)591-7725
davidrj@chartermi.net

From Patricia (Pat) Greiner, 15 year SPM Volunteer:

As a participant of Superior Public Museums for (15 years) volunteer work. I want to express my support for the continuation of the solid abilities of SPM to continue the management of the 3 museums.

Not an outside source.

Suggestion: put the money involved directly into hiring staff to run/manage the SPM's.

The museums are in need of additional staff to more efficiently maintain, expand and improve the many programs that are functioning.

Experiences I have been part of include, but are not limited to:

Creating Quiet Santa for families and children with special needs.

The self-guided Christmas tours.

The accessioning of donations at Fairlawn, SS. Meteor and Fire Hall.

The observing of 4 different directors and paid staff that have brought new/different ideas to the museums. Each director has brought change and progress to the museums and should continue to come from the inside the museums and community.

The board of directors have/has been consistently a strong guiding group of people from the community.

The SPM 's are a gift to the community and should be supported more by the City of Superior.

In my opinion, there is absolutely no need for an outside source to manage the museums. Spending money to manage something that has been managed well for 25 years does not make sense to me. Is the City of Superior trying to fix something that does not appear to be broken?

I am also feeling a bit offended that my 15 years of volunteering does not appear to be good enough for the city.

Pat Greiner

**Superior Public Museums
Board of Directors Directory**
Updated Summer 2024

Katelyn Baumann

President

404 24th Ave East, Apt 4
Superior, WI 54880
Work: (715) 394-8429
Cell: (218) 290-5952
Kbauman3@uwsuper.edu
12-31-26 (4th term)

Spencer Miller

Vice-President

806 E. 4th St.
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sr71miller@yahoo.com
12-31-24 (3rd term)

Suzanne Prochazka

Secretary/Treasurer

2204 E. 14th St.
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Cell: (218) 310-3855
Home/Work: (715) 398-7785
Suzanne.prochazka@cancer.org
12-31-26 (3rd term)

Brent Fennessey

City Representative

810 E. 3rd St.
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Fennesseyb@ci.superior.wi.us

Danielle Gondik-Anderson

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Danielle.Gondik@mitchellhamline.edu
12-31-26 (1st Term)

Dale Koziol

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Home: (218) 464-5125
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7-30-26 (2nd Term)

Suzi Olson

724 N. 19th St.
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7-30-26 (2nd Term)

Stewart Platner

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12-31-26 (3rd term)

Emily Schoenborn

31 9th St.
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4-31-25 (1st term)

Sean Tenerelli

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12-31-24 (4th term)

VACANT

Executive Director

906 E. 2nd St.
Superior, WI 54880
Work: (715) 394-5712
Cell: XXX-XXX-XXXX
director@superiorpublicmuseums.org

Jordan Stish

Museum Manager

906 E. 2nd St.
Superior, WI 54880
Work: (715) 394-5712
Cell: (218) 969-2894
manager@superiorpublicmuseums.org

December 10, 2024

Dear Mayor Paine and Councilors,

I am writing in support of Superior Public Museums (SPM) continuing the operation of Fairlawn Mansion, SS *Meteor* Whaleback Ship, and the Old Firehouse and Police Museum.

I have had the unique opportunity for an accumulation of 8 years to have served not only as a volunteer and tour guide, and as the Executive Director (for just under 5 years).

Since SPM took over the operation of Fairlawn Mansion, SS *Meteor*, and Old Firehouse, the museums have evolved, thrived, and become destinations. Fairlawn Mansion has evolved from a stagnant museum with displays and artifacts; it shares the rich lives of the Pattison family and the unique history of the Children's Home through informational tours brought to life with artwork, furnishings, and first-hand stories. Guests always mention how Fairlawn feels like a home and that connection is what brings guests back.

The last remaining whaleback ship designed and built by the genius Captain Alexander McDougall is by far the most important museum in the city and is known worldwide. SPM holds a powerful bond with the Great Lakes Shipwreck Preservation Society. Because of this partnership, the SS *Meteor* has survived the test of time. The original triple expansion steam engine is up and running because of those folks.

The Old Firehouse and Police Museum is taking its stand amongst the other two giants. Close relationships with the Fire and Police Department have allowed SPM to get the Mack Firetruck up and running, along with updated displays in the police exhibit. It is finally getting the attention it deserves.

The SPM Board of Directors is made up of diverse community members that encompass all of the traits required to make a successful board: transparency, trust, passion, governance, communication, financial thinking, and strategic planning. We came out of Covid strong and have retained strong finances while making necessary upgrades to the website, sales system, and so much more. The dedicated staff have made the museums thrive through adversity.

I feel the best future for the 3 museums is for SPM to continue operating them as historic sites that come to life showcasing the life of those who either lived in the home or worked on the ship or in the firehall.

Sincerely,

Megan Meyer

Megan Meyer
meganrmeyer12@gmail.com
920-716-1764

Nikky Farmakes

218-390-4853
nikky.farmakes@gmail.com
611 12th Avenue East
Superior, WI, 54880

December 4, 2024

City of Superior
Superior City Council
Superior City Council Finance Committee

1316 N. 14th Street
Superior, WI 54880

Dear members of the Superior City Council & Superior City Council Finance Committee,

I am writing to express my enthusiastic support for Superior Public Museums and their bid to remain the custodian organization for Fairlawn Mansion, the S.S. Meteor, and the Old Firehouse & Police Museums. Having worked professionally and personally with Superior Public Museums, I can attest to their dedication to the responsible operation, management, and preservation of these landmarks.

For nearly 25 years, Superior Public Museums, its Leadership, and its Board of Directors have continually proven their dedication not only to the properties they manage but also to the restoration, preservation, and highlighting of Superior's history. They have created exhibits and programs that engage the local community and significantly drive tourism. Their years of experience in storytelling, guest experience refinement, structural maintenance, and inclusive programming—such as Silent Santa and the Ice Cream Social—are commendable.

I believe Superior Public Museums has the expertise and commitment necessary to take the management of these museums into the future. They have run this organization with integrity, rising to political, economic, and social challenges with respect and adaptability. Their expertise, compassion, and commitment to responsibly telling the story of these sites and Superior should not be overlooked.

I am proud to support Superior Public Museums in their effort to secure the management contract for the three museums they have guided for the last quarter century.

Thank you for your consideration.

Sincerely,


Nikky Farmakes

December 6, 2024

Dear Superior City Council Members,

What did I find in Superior, WI? History is what I found. I have fallen in love with Fairlawn and its deep roots to this community. Superior Public Museums have been bringing amazing experiences to all people, both local residents and our many visitors.

Superior Public Museums has been managing the 3 properties for 25 years. Just like the sites, it has become an integral part of this town. Quality stands the test of time and Superior, WI deserves the best. Superior Public Museums, working with the City of Superior, is the best way to provide this to the community.

**Sincerely,
Frances Michel
Tour Guide
Superior Public Museum**

December 12, 2024

Dear Mayor Paine and City of Superior Council members,

I am writing you today to share my support for Superior Public Museums continued management and operations of Fairlawn Mansion, the *S.S. Meteor* Maritime Museum, and the Old Firehouse & Police Museum.

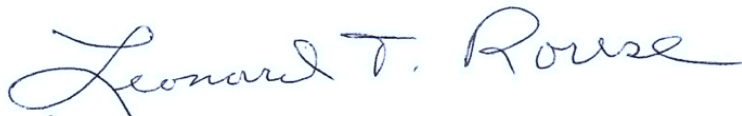
As a resident of the area, I value the importance of meeting the community's needs through education, history, and culture. I served the City of Superior for over 28 years on the fire department, retiring in 1996. Many of those years were in the hall that is now known as the Old Firehouse and Police Museum. Upon its closure as an active fire station in 1982, my father led the effort to turn this beautiful building into a museum dedicated to preserving the stories of our city's firefighters. In 1996, OFPM opened its doors to house the State of Wisconsin Fire and Police Hall of Fame. I am proud to be among the first inductees into this hall in 1998, and feel honored to have my plaque on display in the museum to this day.

Those who started the Old Firehouse and Police Museum still treasure it today. Though we handed the reins over to the very capable Superior Public Museums (SPM) in 1999, we have watched as OFPM, as well as Fairlawn Mansion and the *S.S. Meteor*, have flourished. For the last 25 years, the dedicated leadership staff and Board of Directors have continued restoration efforts, created new exhibits and programs, maintained strong financial stewardship, and welcomed community members and visitors alike to share in the city's history at each museum.

SPM is uniquely positioned with the experience, tenure, and commitment to receive a contract with the City of Superior to continue management and operations of the city's museums (Fairlawn Mansion, the *S.S. Meteor*, and the Old Firehouse & Police Museum). They put on quality fundraising events that provide the community with special opportunities to experience the history and storytelling at each of the sites. Knowing members of SPM's Board of Directors, I am confident that their leadership will maintain and enhance the museums for the years to come.

I look forward to the future of preserving our past with Superior Public Museums.

Sincerely,

A handwritten signature in blue ink that reads "Leonard T. Rouse". The signature is written in a cursive style with a large, flowing "L" and "R".

Leonard Rouse



NEWS

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Contact Us

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Email: relations@uwsuper.edu

Phone: [715-394-8260](tel:715-394-8260)

UW-Superior's Katelyn Baumann a recipient of 2024 Governor's Service Award

**TYPE**

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University of Wisconsin-Superior's [Katelyn Baumann](#), outreach program manager for the [Link Center](#) and co-chair of Academic Staff Senate, has received a 2024 Governor's Service Award as Volunteer of the Year (Arts/Culture).

Governor's Service Awards honor outstanding national service members, volunteers and programs that have helped to address serious social needs in their communities. Those honored by these awards will have made significant contributions to Wisconsin through their service efforts, with their generous service impacting the lives of countless Wisconsinites.

"I am deeply honored and humbled to be selected as this year's Wisconsin Volunteer of the Year Arts/Culture by Governor Evers and serve Wisconsin through my service with Superior

Public Museums, the Duluth Superior Area Community Foundation, and the Children's Memorial Garden," said Baumann. "I grew up with strong values in community engagement and public service and started engaging with and serving in the community at a young age in my parent's special education classrooms. This passion continued throughout my undergraduate years at UW-Superior whereupon I worked for two years as an AmeriCorps*VISTA. I am proud to now be starting my 13th year working professional at UW-Superior."

Baumann's commitment and tireless dedication to community engagement and public service began at a young age while helping within her parents' special education classrooms. This encouraged her to go on to receive a receive her B.A. in international peace studies and mass communication from UW-Superior where upon she graduated summa cum laude in May 2012. During undergrad, she experienced the direct correlation between the foundations of active citizenship and her liberal arts education. Baumann discovered a passion for developing strategies to address and meet community needs through mutually beneficial partnerships.

"Our institution's commitment to community can be seen through our mission; strategic partnerships work; Community Service Volunteer Policy for staff and faculty; and outreach offices like the Link Center, [Center for Continuing Education](#) and [Lake Superior Research Institute](#), to name a few," said Baumann. "Through my work, I am pleased to support our students in engaging with community small businesses, nonprofits, schools and more, through service-learning projects. These experiential learning opportunities help shape and guide a students' experiences at UW-Superior and prepare them for their future careers."

She started her professional career serving for two years as an AmeriCorps*VISTA through Wisconsin Campus Compact. Now as an outreach program manager in the Link Center, Baumann provides leadership, support and resources to faculty and instructors on strategically and sustainably integrating Academic Service-Learning (AS-L) into their courses.

Baumann develops collaborations with nonprofits, schools, service clubs, businesses and other groups to formulate solutions to address serious social needs in the community through AS-L partnerships. She also leads the 'Jackets Vote program, which is UW-Superior's nonpartisan voter and civic engagement program.

Within her role at UW-Superior, Baumann serves on the Board of Trustees with the Duluth Superior Area Community Foundation and is engaged in the foundation's changemaking. As a trustee, she co-chairs the Belonging Committee, is a member of two scholarship committees, a member of the Transformation Grants Committee, and previously Chaired the Young Leaders Fund.

Outside of her work at UW-Superior, Baumann has been active in many nonprofits, boards and service organizations. She has been deeply involved in the creation and development of the Children's Memorial Garden in Superior. The garden's mission to create a garden of hope, healing, and peace for families and friends that have experienced the tragic loss of a child. It is the hope that all will feel welcome to visit this garden and remember their child's life. The garden will be dedicated to all who grieve the loss of a child, regardless of age or reason for passing. This project began in 2014 through Leadership Superior, Douglas County. Over eight years, Baumann spearheaded these efforts, and the garden was officially dedicated in Summer 2022. Her work, with support from her small group during the early years, included securing a location with City Council approval, community outreach, a formal partnership with Superior's Parks & Rec Department, fundraising and development, garden, installation, memorial bricks design and more.

Baumann annually hosts a dedication ceremony for the memorial bricks installed over the year. This includes the annual 'reading of the bricks' to bring voice to each memorial brick and create a place where all can share and support each other.

Since 2015, Baumann has served on the Board of Directors for Superior Public Museums (SPM), which includes Fairlawn Mansion & Museum, the S.S. Meteor Whaleback and the Old Firehouse & Police Museum. Baumann is president of the board of directors and is passionate about local history, tourism, and bringing community together at annual events like the Ice Cream Social, Children's Home Easter, McDougall's Dream, Holiday decorating, Old Fashioned Christmas, Quiet Santa and others.

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Volunteer of the Year

Katelyn Baumann

***Duluth Superior Area Community Foundation,
Superior Public Museums Board, and the
Children’s Memorial Garden***



Katelyn Baumann exemplifies a profound commitment to community service across various initiatives in Superior, Wisconsin. Her service journey began early, assisting in her parents' special education classrooms as a student. After college at UW-Superior, she served there for two years as an AmeriCorps VISTA member through Wisconsin Campus Compact.

In her current role as an Outreach Program Manager in the Link Center, she currently supporting service-learning collaborations between UW-Superior and local nonprofits and other organizations. Within her role at UW-Superior, Katelyn serves on the Board of Trustees with the Duluth Superior Area Community Foundation, co-chairing its Belonging Committee and serving on three additional grant and scholarship committees.

Carrying a spirit of service to her endeavours outside her work, Katelyn has been active in many nonprofits, boards, and service organizations. She is the president of the Board of Directors for Superior Public Museums, serving on its board since 2015. With a passion for local history and bringing the community together, she helps organize numerous cultural and holiday events in support of the Fairlawn Mansion & Museum, the S.S. Meteor Whaleback, and the Old Firehouse & Police Museum.

Katelyn spearheaded the creation of the Children's Memorial Garden in Superior, leading efforts over eight years to secure funding and garner community support, ensuring its realization in Summer 2022 as a place of solace and remembrance for families who have lost children. She annually hosts a dedication ceremony for the memorial bricks installed over the year for a child to bring voice to each memorial brick and create a place where all can share and support each other.

In addition to helping lead these efforts, Katelyn has also spent multiple years volunteering with Mentor North, Rolling Readers, Lake Superior Zoo, and the Superior Area Council Parent Teacher Association. Katelyn has dedicated extensive time to supporting organizations and efforts in her community and she is a driving force behind numerous initiatives that enrich the lives of individuals in Superior and beyond, leaving a lasting impact on the community she serves.





P.O. Box 1083, Superior, WI 54880

wifirepolicehof@gmail.com

<https://www.facebook.com/FireandPolice.Hall.of.Fame>

Dear Mayor Paine and City of Superior Councilors,

We, the Board of Directors of the State of Wisconsin Fire & Police Hall of Fame, write today in support of Superior Public Museums continued management and operations of Fairlawn Mansion, S. S. Meteor Maritime Museum, and the Old Firehouse and Police Museum.

Due to the Hall of Fame's beginnings in Superior, it was decided to house the Hall of Fame (HOF) in the Old Firehouse and Police Museum (OFPM). This was further validated in 1995, by Wisconsin Statute § 213.106, which designates OFPM as the official site for the Hall of Fame. Through the work of volunteers, one room on the second floor of OFPM was remodeled to be a space for the HOF. This effort was completed with collaboration and support of Superior Public Museums (SPM), who had taken over management of OFPM.

Since the Hall of Fame's inception, our organization has hosted 12 induction ceremonies. Ten of these ceremonies have taken place in Superior with the assistance of Superior Public Museums. They have been instrumental in the planning, outreach, and execution of these events. By graciously facilitating an open house after each ceremony for the inductees and families, SPM has showcased the hospitality of our city and the historic museum where these remarkable public servants are honored.

Working together with SPM, we find their experience and dedication unmatched. They have made many improvements to the museum space over the years and have a strategic vision for taking the museum into the future. We are grateful for our mutually beneficial relationship with Superior Public Museums, providing the firefighters and law enforcement officers of our state with a proper home to honor their service. Because of this, we implore you to select SPM to continue managing Fairlawn Manion, S.S. Meteor Maritime Museum, and the Old Firehouse and Police Museum.

On behalf of the Board,

Chad C. La Lor
Secretary/Treasurer

Physical Location of the Hall of Fame:
Co-located with Superior's Old Firehouse and Police Museum
402 23rd Avenue East, Superior, WI 54880 (open seasonally).



Annual Report

Superior Public Museums:
Fairlawn Mansion
SS Meteor Whaleback Ship
Old Firehouse & Police Museum

SUPERIOR PUBLIC MUSEUMS
THREE MUSEUMS • ONE HERITAGE

Another Year in History

Special Message from Executive Director, Megan Meyer

"Wow!" is all I can come up with as I reflect on 2021. Our visitors, members, sponsors, and so many more came though again for us during year 2 of the pandemic. Our sites would not be where they are today without the ongoing support and love of Fairlawn Mansion, the SS Meteor, and the Old Firehouse and Police Museum. This year continued to be another year of growth and change with added exhibits, adjustments to events and changes in staffing.

While I will highlight in detail of all of our accomplishments in the annual report, there are a few that stand out! The SS Meteor Whaleback Ship celebrated 125 years of its launch! She truly is a treasure and I am honored that Superior Public Museums was chosen to keep her history alive. Re-opening the Old Firehouse and Police Museum after being closed and undergoing renovations during 2020 makes the list as well. It was wonderful seeing familiar faces at the Ice Cream Social and at our Fairlawn holiday events. And of course, Superior Public Museums being on Discover Wisconsin must be mentioned!

We hosted the first Museums Crawl right here in Superior and we continue to offer the library pass program along with the Richard I. Bong Veterans Historical Center.

What would life be without a few hurdles along the way? Due to a staffing shortage, we did have to temporarily delay our newsletters. We love them just as much as our readers, so they will be back in 2022.

Our long-time Collections Manager, Maggie Scheibe, PhD, retired at the end of 2020. After many years of working diligently to organize collections of 3 sites, she chose to embrace retirement. But don't worry, we not let her wander far! She has volunteered to undertake a big collections project, which will be revealed to the public in April of 2022.

So what is in store for next year? Special projects you won't want to miss, return of many pre-Covid events, and much more! Follow us on Facebook, sign-up for our newsletters, and become a member! Your continued support is what keeps our museums open and enjoyable for all to see.



Megan Meyer
Executive Director

Mission of Superior Public Museums, Inc.:

The mission of Superior Public Museums is to preserve, maintain & develop Fairlawn Mansion & Museum, the Old Firehouse & Police Museum & the SS Meteor Maritime Museum & to provide an educational program to bring about a better understanding & appreciation of the history & heritage of each museum.

Superior Public Museums, Inc. was established in 1999 as a 501(c)3 not for profit organization & through a memorandum of understanding with the City of Superior, Wisconsin, was given the responsibility to operate the three city-owned museums: Fairlawn Mansion & Museum, the Old Firehouse & Police Museum & the SS Meteor Maritime Museum.

Board Members, Officers & Their Affiliations

Katelyn Baumann (President), At-large
Spencer Miller (Vice-President), At-large
Mitchell A. Routh (Treasurer), At-large
Suzanne Prochazka (Secretary), At-large
Nick Ledin, City of Superior Board Representative
Dale Koziol, At-Large
Suzi Olson, At-large
Matt Osterlund, At-large
Kelly Peterson, At-large
Stewart Platner, At-large
Sean Tenerelli, At-large

Full Time Staff Members

Megan Meyer, Executive Director
Brittany Plachecki, Museum Coordinator

Regular Part-Time Staff Members

Clayton Tanner, Collections
Cindy Smith, Purchasing & Memberships

SPM Memberships

Thank you to all of our members, near & far, for your ongoing support of the museums. All of our members are highlighted in our quarterly newsletters.

Benefactor Members

Kathryn & Gordon Coleman
Mary Jo & John Manion

Corporate Members

Happy Tails Animal Hospital
Charter Next Generation
DiscoverPC.net
Superior Choice Credit Union
Campbell Lumber
Scott Wallin CPA
LHB

2021 Memberships

143 total memberships
of various levels

Community Support from Superior Public Museums, Inc.

Many fundraising efforts were supported with a donation of passes & baskets by Superior Public Museums: Gales of November, Wishes & More, Minnesota Adul

Programs, Conferences & Event Overview

Our museums hosted a variety of activities in addition to regular tours, private rentals & group tours. Staff also participated in off-site events & activities.

Fairlawn

Garden Talks (virtual)

Align Yoga Classes

Ice Cream Social

Holiday Decorating

Quiet Santa

Members Only Night

Holiday Sampler

Twinkling Evenings

UWS Continuing Education Tour (virtual)

Shop Small Business Week

Trick-or-Treating

Superstition Tours

Annual Master Gardeners Plant Sale

East Bunny Meet & Greet

SS Meteor

Annual Work Weekend

125th Anniversary Event

McDougall's Dream

Align Yoga classes

OFPM

Grand Re-Opening

All 3 Sites

Museums Crawl

Half-Price Tours

Virtual School Tours

Other/Misc.

Lake Superior Ice Festival

Dining to Donate

Memorial Blood Center Blood Drives

Douglas County Leadership

Wisconsin Historical Society Conference (virtual)

Wisconsin Tourism Conference (virtual)

Boo at the Zoo

Boarder Town Betties Photo Sessions

UMSAT Show (virtual)

American Alliance of Museums Conference (virtual)

America in Bloom

Douglas County Historical Society Cemetery Tour

Highlights from 2021

- The Captain's bedroom restoration, which included plaster repair, painting & wood floor restoration, was completed. A Chamber of Commerce ribbon cutting ceremony was held at the grand re-opening event on June 24.
- An all new phone system was installed at Fairlawn Mansion. This new system also included phone and internet connection to the SS Meteor.
- Hosted a 125th celebration at the SS Meteor, which included free tours & mocktails in the bar.
- SPM received a second PPP Loan.
- We received a grant from the Wisconsin Historical Society to purchase Past Perfect, which is a collections management software.
- The Pattison Elementary School sign was being stored behind the shed, so it was relocated to the main garden at Fairlawn Mansion for display. Several teachers stopped by to visit & took photographs.
- Eric Paulsen from Discover Wisconsin toured the SS Meteor & Fairlawn Mansion. The episode aired on September 17.
- A Duluth Harbor Cam was installed in the tower at Fairlawn, which allows people to view Barker's Island.
- We hosted virtual garden talks & included presenters from Australia, New York & California.
- We participated in the first Superior Museums Crawl from September 10-12. Visitors were able to tour all of the Superior museums at a discounted rate.
- As part of the Douglas County Historical Society Cemetery Tour, Megan & Cindy acted as Lois Pattison & Grace Pattison, respectively.
- UW-Superior invited us to virtually discuss superstitions & ghost stories of Fairlawn Mansion for the free educational series.
- The Ice Cream Social was back with wonderful attendance & the addition of a magician. Other in-person events included McDougall's Dream, Quiet Santa, Holiday Sampler & Twinkling Holiday Evenings.
- The City of Superior completed patching of the Fairlawn parking lot & completed drainage work on the south side of the mansion.
- All staff offices were consolidated to the back section of the 2nd floor, allowing us to close off a smaller section of the mansion. The relocations will allow us to expand tour areas in 2022! We also moved the Children's Home Office to the 3rd floor.
- Alexander McDougall & the SS Meteor gained global recognition in the "History Scotland" magazine publication. The SS Meteor was also featured in a "Lake Superior Magazine" article.
- A new membership program was implemented, including a family option & corporate membership levels.
- Our gift shops now offer personalized museum logo & souvenir wear, including mugs, prints, clothing, stickers & more.
- Added a 3 Museum visit pass and continued to offer library passes through the Superior Public Library.

Overall Attendance

2021

2020

2019

2018

Fairlawn

Tours: 4,675*
Events: 772
Total: 5,447

Tours: 6,087
Events: 1,029
Total: 7,116

Tours: 5,112
Events: 1,946
Total: 7,058

Tours: 5,484
Events: 3,326
Total: 8,810

SS Meteor

Tours: 3,632*
Events: 57
Total: 3,689

Tours: 2,388
Events: 72
Total: 2,460

Tours: 4,698
Events: 195
Total: 4,893

Tours: 5,056
Events: 462
Total: 5,518

OFPM

Tours: 784
Events: 75
Total: 859

Tours: 79
Events: 0
Total: 79

Tours: 1,039
Events: 73
Total: 1,382

Tours: 1,023
Events: 137
Total: 1,160

All 3 Sites

Tours: 9,091
Events: 904
Total: 9,995

Tours: 8,554
Events: 1,101
Total: 9,655

Tours: 11,119
Events: 2,214
Total: 13,333

Tours: 11,563
Events: 3,925
Total: 15,488

*Due to changes with walk-in & online booking tour reporting, reported attendance numbers are low. New processes for tracking attendance will be incorporated in 2022. Walk-in includes comp passes, library passes, etc.

SPM Library Passes

Fairlawn Mansion: 140 passes circulated

SS Meteor: 66 passes circulated

OFPM: 94 passes circulated

Total: 300 passes circulated

Note: Passes that were circulated through the Library were not always redeemed at the tour site.

Financial Information

2021

2020

2019

2018

Fairlawn

Admissions: \$47,167	Admissions: \$31,171	Admissions: \$40,798	Admissions: \$44,130
Gift Shop: \$10,835	Gift Shop: \$8,284	Gift Shop: \$10,793	Gift Shop: \$13,713
Total: \$58,002	Total: \$39,455	Total: \$51,590	Total: \$57,802

SS Meteor

Admissions: \$27,989	Admissions: \$15,836	Admissions: \$28,278	Admissions: \$31,067
Gift Shop: \$8,594	Gift Shop: \$5,735	Gift Shop: \$8,323	Gift Shop: \$7,407
Total: \$36,583	Total: \$21,571	Total: \$36,601	Total: \$38,474

OFPM

Admissions: \$3,642	Admissions: \$548	Admissions: \$1,050	Admissions: \$761
Gift Shop: \$1,878	Gift Shop: \$0.00	Gift Shop: \$1,604	Gift Shop: \$1,088
Total: \$5,520	Total: \$548	Total: \$1,850	Total: \$1,969

All 3 Sites

Admissions: \$78,798	Admissions: \$47,555	Admissions: \$70,126	Admissions: \$75,958
Gift Shop: \$21,307	Gift Shop: \$14,019	Gift Shop: \$20,720	Gift Shop: \$22,208
Total: \$100,105	Total: \$61,574	Total: \$90,844	Total: \$98,166

Revenue vs Expenses

	2021	2020	2019	2018
Revenue*	\$303,760*	\$264,967	\$293,929	\$303,407
Expenses	\$285,536	\$259,018	\$303,914	\$300,169
Difference	\$198,224	\$5,949	(\$9,985)	\$3,238
	*\$315,574-\$11,814 (Cost of goods)			

Grants & Loans Received in 2021

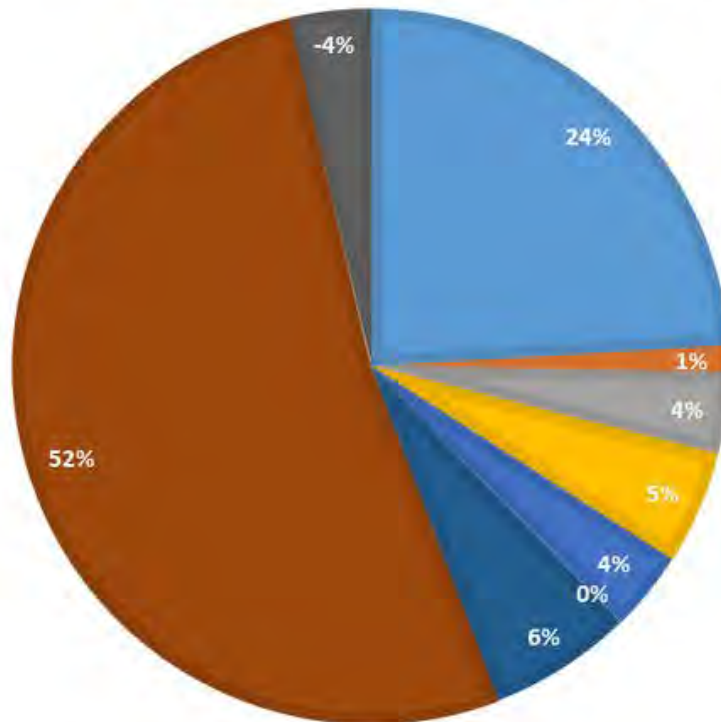
Paycheck Protection Program (PPP) - 2nd: \$33,780 (forgiven)
 Wisconsin Historical Society Mini Grant for Past Perfect: \$640

Revenue 2021

Admissions: \$78,798
Rentals: \$3,961
Fundraisers & Events: \$11,970
Sponsorships & Donations: \$16,758
Memberships: \$11,764
Miscellaneous Income: \$145
Gift Shop: \$21,306
City of Superior & Hotel/Motel Tax: \$170,873
Cost of Goods Sold (\$11,814)
Gross Profit: \$303,761

REVENUE 2021

- Admissions
- Rentals
- Fundraisers & Events
- Sponsorships & Donations
- Memberships
- Miscellaneous Income
- Gift Shop
- City of Superior & Hotel/Motel Tax
- Cost of Goods Sold

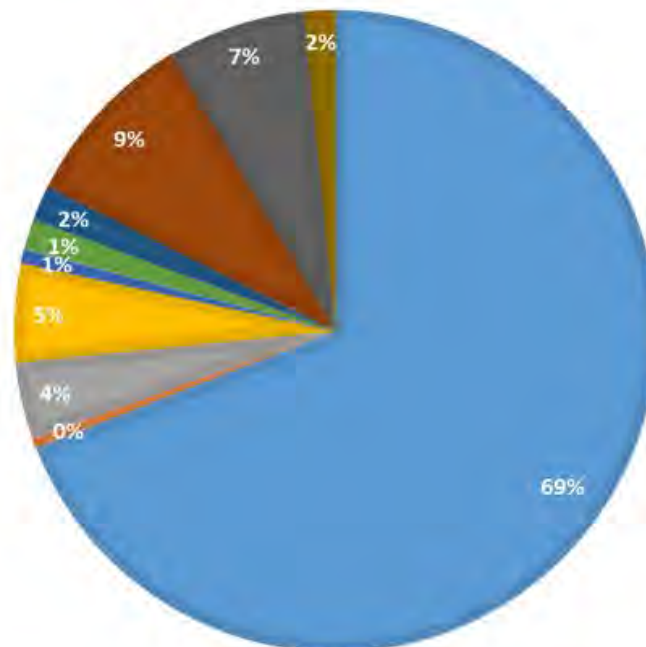


Expenses 2021

Payroll, Workers' Comp & Liability Ins.: \$197,164
Collections & Exhibits: \$1,265
Legal, Accounting & Banking/CC Fees: \$11,162
Office Operations: \$14,110
Travel & Training: \$2,025
Rentals, Fundraising & Events: \$4,291
Advertising, Marketing & Memberships: \$5,153
Utilities & Security: \$25,863
Building Maintenance Supplies & Repairs: \$19,954
Depreciation & Misc. Expenses: \$4,409
Total Expenses: \$285,536

EXPENSES 2021

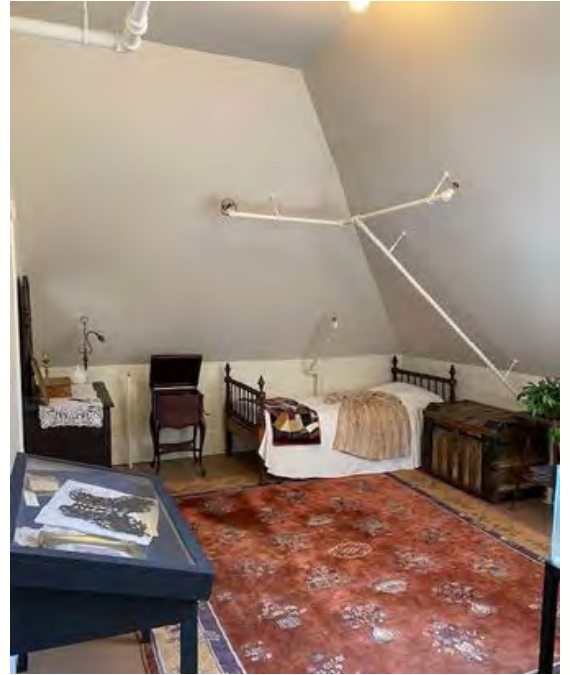
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- Collections & Exhibits
- Legal, Accounting & Banking/CC Fees
- Office Operations
- Travel & Training
- Rentals, Fundraising & Events
- Advertising, Marketing & Memberships
- Utilities & Security
- Building Maintenance Supplies & Repairs
- Depreciation & Misc. Expenses



2021 in Pictures



Pattison Elementary School sign moved to the Fairlawn garden.



Additional personal items from Sigrid Bolinder, Fairlawn Maid, added to our collection.



Completion of the Captain's Bedroom at the Old Firehouse & Police Museum.



Superior-Douglas County Chamber of Commerce ribbon cutting at the Old Firehouse & Police Museum Grand Re-opening in June.

2021 in Pictures



Addition of new Fairlawn merchandise in the Gift Shop.



Alexander McDougall & the SS Meteor were featured in the "History Scotland" magazine.



Return of the SS Meteor Work Weekend with a smaller crew.

2021 in Pictures



Celebrated 125 years of the SS Meteor launch.



The City of Superior completed minor repairs to the parking lot & dredging along the south lawn.



Similar Dogs played at our annual Holiday Sampler.



Discover Wisconsin visited!



The Ice Cream Social returned with great success & the addition of a magician.



Annual Report

Superior Public Museums:
Fairlawn Mansion
SS Meteor Whaleback Ship
Old Firehouse & Police Museum

SUPERIOR PUBLIC MUSEUMS
THREE MUSEUMS • ONE HERITAGE

Another Year in History

Special Message from Executive Director, Megan Meyer

As I reflect on 2022, I am filled with many emotions. We enjoyed seeing many familiar faces back at our events and having attendance similar to pre-Covid. The rooms were filled with excitement during our Annual Valentine's Day Murder Mystery, visitors enjoyed special Halloween activities, and more rooms were opened for tours at Fairlawn Mansion. We joined forces and hosted two successful PorchFest gatherings at the SS Meteor and Old Firehouse and Police Museum. All 3 of our sites are now listed on the local historic register!

Our dedicated Board of Directors said good-bye to two members this year, Mitchell Routh and Matt Osterlund. They were an asset to our Museums and we wish them well with their future endeavors.

Sadly, our long-time volunteer/tour guide, Joe Mann, passed away after a sudden and brief health complication on December 21, 2023. His smile would light up the room and he loved sharing stories with the guests and staff. Dedicated staff are the bones of our museums, and he will be truly missed.

Our greatest collections treasure, the original tapestry that hung on the main landing, was brought out for public viewing in May. Guests were delighted to observe a tapestry that is as old as the United States of America. My hope is to continue this important preservation project in 2023.

Be ready to see the 1944 Mack Fire Truck out and about this summer! Thank you to the Superior Fire Department crew and retirees for getting the truck up and running. ABB Motors and Mechanical, Inc. donated the drive and motor for the SS Meteor engine project. That puts us one step closer to having the original triple expansion steam engine running during tours. Make sure to check out the SS Thomas Wilson Bell at the SS Meteor that was donated by Marvin and Sharon Beckman. Finally, we are finishing up a Pattison exhibit and opening additional rooms at Fairlawn Mansion. You will not want to miss out on seeing all the excitement coming in 2023!

As always, follow Superior Public Museums on Facebook and Instagram, and check-out our website for all of our events, tours, programs, and more. Sign-up for our newsletters, become a member, and visit us today to learn about Superior's unique history.

Sincerely,



Megan Meyer, Executive Director

Mission of Superior Public Museums, Inc.:

The mission of Superior Public Museums is to preserve, maintain & develop Fairlawn Mansion & Museum, the Old Firehouse & Police Museum, & the SS Meteor Maritime Museum, & to provide an educational program to bring about a better understanding & appreciation of the history & heritage of each museum.

Superior Public Museums, Inc. was established in 1999 as a 501(c)3 not for profit organization & through a memorandum of understanding with the City of Superior, Wisconsin, was given the responsibility to operate the three city-owned museums: Fairlawn Mansion & Museum, the Old Firehouse & Police Museum & the SS Meteor Maritime Museum.

Board Members, Officers & Their Affiliations

Katelyn Baumann (President), At-large
Spencer Miller (Vice-President), At-large
Mitchell Routh (Treasurer), At-large
Suzanne Prochazka (Secretary), At-large
Nick Ledin, City of Superior Board Representative
Dale Koziol, At-Large
Suzi Olson, At-large
Matt Osterlund, At-large
Kelly Peterson, At-large
Stewart Platner, At-large
Emily Schoenborn, At-Large
Sean Tenerelli, At-large

Full Time Staff Members

Megan Meyer, Executive Director
Brittany Plachecki, Museum Coordinator

Regular Part-Time Staff Members

Clayton Tanner, Collections
Cindy Smith, Purchasing & Memberships
Aaron Kivisto, Maintenance Coordinator

SPM Memberships

Thank you to all of our members, near & far, for your ongoing support of the museums. All of our members are highlighted in our quarterly newsletters.

Benefactor Members

Kathryn Coleman
Terry Lundberg
Leonard T. Rouse (Jr.)
Roderic Campbell

Corporate Members

Happy Tails Animal Hospital	Campbell Lumber
Charter Next Generation	Scott Wallin, CPA
Graymont WI, LLC	DiscoverPC.net
Superior Choice Credit Union	LHB
Midwest Energy Resources	

2022 Memberships

104 total memberships of various levels

Community Support from Superior Public Museums, Inc.

Many fundraising efforts were supported with a donation of passes & baskets by Superior Public Museums: Gales of November, St. Luke's Foundation, Young Life, LSMMA, St. Francis, Four Corners PTA, Douglas County Humane Society, St. Jude's Carlton County, Fit4Mom Twin Ports, Chequamegon Humane Society, Sunrise Rotary, Cathedral School, Rotary Club of Superior, Just Kids Dental, Olympic Steel, UWS Transportation & Logistics, Silver Bay PTO, Happy Sleeper, UMSAT, Superior Evening Lions, Minnesota Zoo Foundation, SAVE, SS Milwaukee Clipper Museum Ship, Lake Superior Zoo, William Kelley High School Athletics, St. Peter LCMS, Superior High School, Boys & Girls Clubs of the Northland, Wishes & More, Superior Fire Department, CASDA, MN Adult & Teen Challenge, UWS Athletics, Kolar Chevy Buick GMC, UMD Alworth International Studies

Events, Programs, & Conferences Overview

Our museums hosted a variety of activities in addition to regular tours, private rentals, & group tours. Staff also participated in off-site events & activities.

Fairlawn

Garden Talks
Align Yoga Classes
Murder Mystery Dinner
Ice Cream Social
Holiday Decorating
Quiet Santa
Members Only Night
Holiday Sampler
Old Fashioned Christmas
Shop Small Business Week
Adult & Youth Halloween Parties
Superstition Tours
Annual Master Gardeners Plant Sale
Children's Home Easter
Tapestry Unveiled
Twin Ports Festival of History

SS Meteor

Annual Work Weekend
PorchFest
Viking Cruise Ship Tours
Lake Superior Days
WI Historical Society Marine Archeology Program

OFPM

PorchFest
UWS ASL Project

All 3 Sites

Half-Price Tours
School, Bus & Group Tours
UWS Coffee Break Courses

Conferences & Off-Site Activities

Upper Midwest Scuba & Adventure Travel Show	Boo at the Zoo
Superior/Douglas County Leadership	Duluth Wedding Show
Wisconsin Historical Society Conference	Lake Superior Ice Festival
Wisconsin Tourism Conference	Rotary Presentations
Associate for Great Lakes Maritime History Conference	Gales of November
Wisconsin Historical Society Maritime Program Meeting	

Highlights from 2022

- ABB Motors & Mechanical, Inc. donated the drive and motor for the SS Meteor engine & we hope to have it operate again during tours in 2023.
- The SS Thomas Wilson whaleback bell was donated by Marvin & Sharon Beckman, & is on display at the SS Meteor.
- The 1944 Mack Fire Truck is up & running. Thank you to SFD Mechanic Jason Kind, Retired Captain Chris Opheim, current Superior Firefighters Local 74 Member Jon Freer, SPM Board Member & SFD Captain Suzi Olson, & Lake City Towing for helping complete this project.
- The original tapestry that hung on the main landing at Fairlawn Mansion was out for display in May. We hope to continue with this restoration project in 2023.
- We upgraded our Gift Shop registers to Square & updated our rack cards.
- We expanded our offerings of museum merchandise in the gift shops, including Children's Home t-shirts.
- Along with Siggy's Musical Garden, Inc., we hosted two Superior PorchFest events: one at the SS Meteor & one at the Old Firehouse & Police Museum.
- The Lake Superior Master Gardener Association volunteers worked diligently to add new mulch to our gardens & they look wonderful!
- We hosted a talk for the first annual Twin Ports Festival of History in April.
- We hosted amazing students from Superior High School's Project Life program.
- After relocating storage items, we opened a bathroom on the 3rd floor of Fairlawn, so guests could see fixtures that were present during the Pattison time.
- Renovation began in the display case that is located in what would have been Martin Pattison's changing room. Sherwin Williams donated the wallpaper & the new Pattison exhibit will open in Spring of 2023.
- Upon doing more research in Grace's Bedroom, we discovered the doorway in her room is not hidden behind the fireplace like previously thought.
- Our 3 sites were featured on UW-Superior's Coffee Break courses, & we participated in an Academic Service Learning Project: Communicating Arts Digital Storytelling at the Old Firehouse & Police Museum.
- All 3 of our sites are now listed on the local historic registry with the City of Superior.
- A 3-D shipwreck display is now located in the SS Meteor exhibit area.
- At Gales of November, Megan Meyer presented about the SS Meteor.
- Guests from Viking Cruises toured the SS Meteor during June, July, & August.
- The Midwest Documentary Center, Inc. filmed a documentary about Oscar Wilde at the SS Meteor.
- During our Old Fashioned Christmas events, we had a dog sled team on site.
- Sister City Superior was present at several of our events for origami crafts.
- Halloween was filled with fun events & we were guests on the Attracted to Duluth podcast to talk about Halloween & folklore.
- In the Maid's Bedroom at Fairlawn, we added more of Sigrid Bolinder's personal items, including sewing kits, pocket books, items she had sewn, & photos.
- The lifeboats on the SS Meteor boat deck now have canvas covers to protect them from the weather.

Overall Attendance

2022

2021

2020

2019

Fairlawn

Tours: 5,521
Events: 1,767
Total: 7,288

Tours: 4,675*
Events: 772
Total: 5,447

Tours: 6,087
Events: 1,029
Total: 7,116

Tours: 5,112
Events: 1,946
Total: 7,058

SS Meteor

Tours: 3,457
Events: 154
Total: 3,611

Tours: 3,632*
Events: 57
Total: 3,689

Tours: 2,388
Events: 72
Total: 2,460

Tours: 4,698
Events: 195
Total: 4,893

OFPM

Tours: 569
Events: 120
Total: 689

Tours: 784
Events: 75
Total: 859

Tours: 79
Events: 0
Total: 79

Tours: 1,039
Events: 73
Total: 1,112

All 3 Sites

Tours: 9,547
Events: 2,041
Total: 11,588

Tours: 9,091
Events: 904
Total: 9,995

Tours: 8,554
Events: 1,101
Total: 9,655

Tours: 11,119
Events: 2,214
Total: 13,063

*2021: Due to changes with walk-in & online booking tour reporting, attendance numbers are off.

SPM Library Passes

Fairlawn Mansion: 147 passes circulated (2021: 140)

SS Meteor: 129 passes circulated (2021: 66)

OFPM: 88 passes circulated (2021: 94)

Total: 364 passes circulated (2021: 300)

Note: Passes that were circulated through the Library were not always redeemed at the tour site.

Financial Information

2022

2021

2020

2019

Fairlawn

Admissions: \$42,107	Admissions: \$47,167	Admissions: \$31,171	Admissions: \$40,798
Gift Shop: \$9,588	Gift Shop: \$10,835	Gift Shop: \$8,284	Gift Shop: \$10,793
Total: \$51,695	Total: \$58,002	Total: \$39,455	Total: \$51,591

SS Meteor

Admissions: \$28,196	Admissions: \$27,989	Admissions: \$15,836	Admissions: \$28,278
Gift Shop: \$7,454	Gift Shop: \$8,594	Gift Shop: \$5,735	Gift Shop: \$8,323
Total: \$35,650	Total: \$36,583	Total: \$21,571	Total: \$36,601

OFPM

Admissions: \$1,992	Admissions: \$3,642	Admissions: \$548	Admissions: \$1,050
Gift Shop: \$923	Gift Shop: \$1,878	Gift Shop: \$0.00	Gift Shop: \$1,604
Total: \$2,915	Total: \$5,520	Total: \$548	Total: \$2,654

All 3 Sites

Admissions: \$72,295	Admissions: \$78,798	Admissions: \$47,555	Admissions: \$70,126
Gift Shop: \$17,965	Gift Shop: \$21,307	Gift Shop: \$14,019	Gift Shop: \$20,720
Total: \$90,260	Total: \$100,105	Total: \$61,574	Total: \$90,8446+

Revenue vs Expenses

	2022	2021	2020	2019
Revenue	\$298,349	\$303,760*	\$264,967	\$293,929
Expenses	\$274,735	\$285,536	\$259,018	\$303,914
Difference	\$23,614	\$198,224	\$5,949	(\$9,985)

*\$308,425-\$10,076
(Cost of goods)

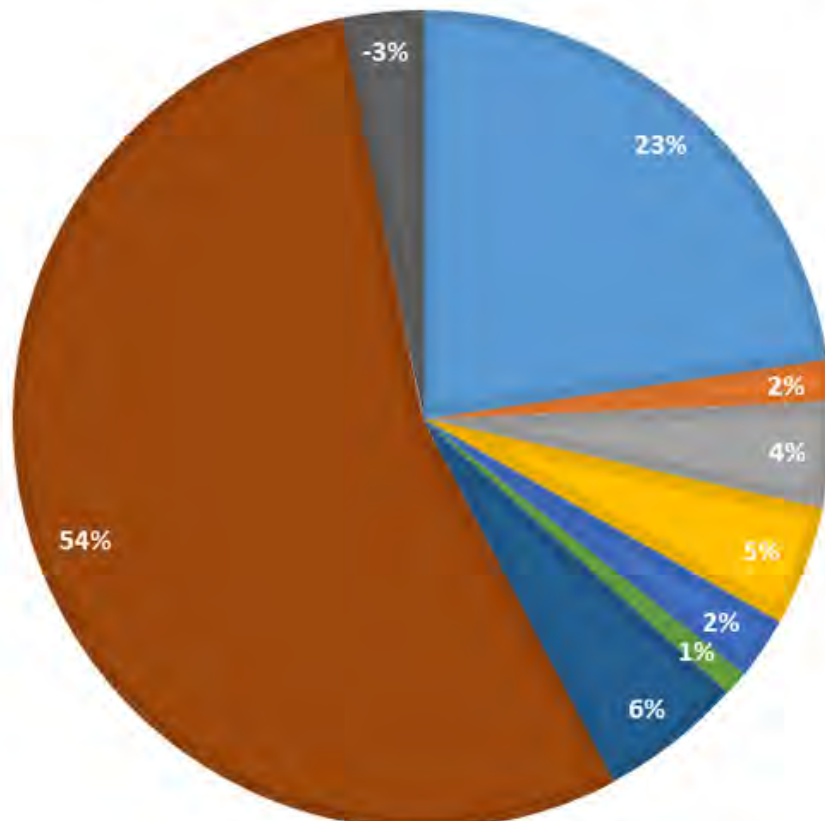
*\$315,574-\$11,814
(Cost of goods)
Note: PPP Loan

Revenue 2022

Admissions: \$72,295
Rentals: \$5,082
Fundraisers & Events: \$13,441
Sponsorships & Donations: \$14,977
Memberships: \$7,820
Miscellaneous Income: \$3,090
Gift Shop: \$17,965
City of Superior & Hotel/Motel Tax: \$173,755
Cost of Goods Sold (\$10,076)
Gross Profit: \$298,349

REVENUE 2022

- Admissions
- Rentals
- Fundraisers & Events
- Sponsorships & Donations
- Memberships
- Miscellaneous Income
- Gift Shop
- City of Superior & Hotel/Motel Tax
- Cost of Goods Sold



Expenses 2022

Payroll, Workers' Comp & Liability Ins.: \$180,365

Collections & Exhibits: \$691

Legal, Accounting & Banking/CC Fees: \$11,434

Office Operations: \$11,842

Travel & Training: \$4,626

Rentals, Fundraising & Events: \$9,267

Advertising, Marketing & Memberships: \$7,171

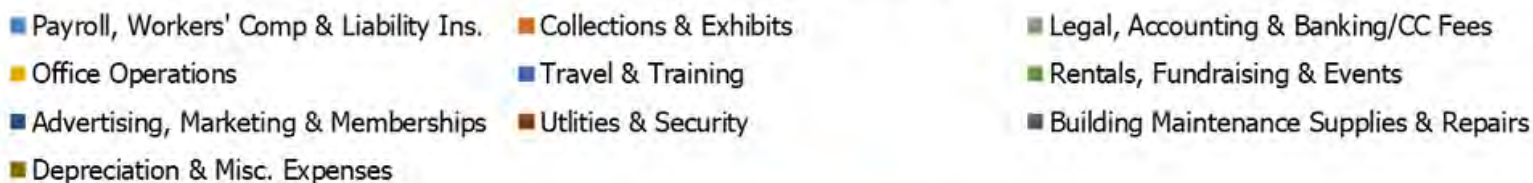
Utilities & Security: \$26,337

Building Maintenance Supplies & Repairs: \$22,406

Depreciation & Misc. Expenses: \$598

Total Expenses: \$274,737

EXPENSES 2022



2022 in Pictures



SS Thomas Wilson Bell



1944 Mack Fire Truck Restoration



Quiet Santa



Martens' Dog Sled Team during Fairlawn's Old Fashioned Christmas



Lake Superior Ice Festival Sculpture



New lifeboat covers





Porchfest at the SS Meteor & OFPM



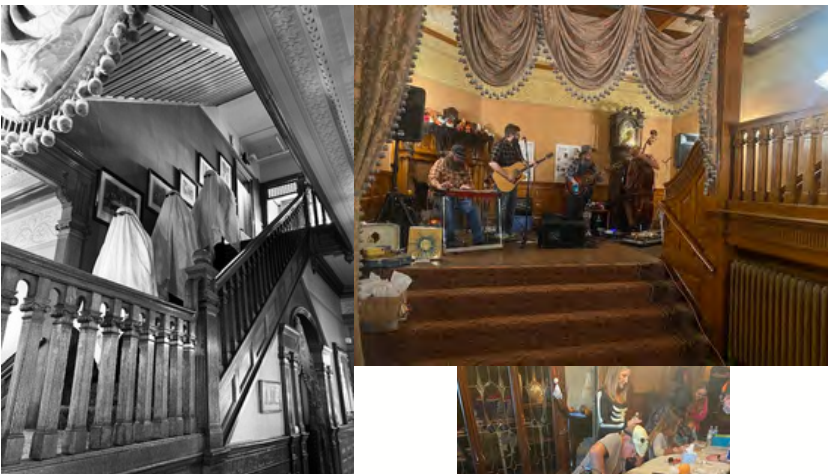
Door to Grace's bedroom



3rd floor bathroom at Fairlawn



Holiday Sampler



Halloween at Fairlawn



Original Tapestry



Annual Report 2023

Superior Public Museums:
Fairlawn Mansion
SS Meteor Whaleback Ship
Old Firehouse & Police Museum

SUPERIOR PUBLIC MUSEUMS
THREE MUSEUMS • ONE HERITAGE

superiorpublicmuseums.org

Past, Present & Future

Special Message from Executive Director, Megan Meyer

Each year, time seems to move faster and 2023 was no exception! Our staff loves to explore our sites just as much as our guests, which leads to fun discoveries. This year's highlight was removing paneling to reveal the structure of the original lift/elevator at Fairlawn Mansion. Archived Pattison pieces are now displayed in a new exhibit on the 2nd floor, and visitors can now wander into Lois' bedroom.

Did you attend the City of Superior 4th of July Parade? If so, you probably saw the 1944 Mack fire truck with retired Fire Captain Chris Opheim behind the wheel. We also shared the life and legacy of Captain Alexander McDougall at the Spirit Room where we held the annual McDougall's Dream with scotch tasting. We even auctioned off a one-of-a-kind SS Meteor painting from Tori Zupancich.

The Board of Directors wishes to sincerely thank Kelly Peterson, long-time board member and past-president. During her 4 term tenure, she supported the museums in a million different ways. We wish her the best with her future endeavors!

We formed a great new partnership with Culver's for the Ice Cream Social. While the weather forced us to move the event to September, we had a festive day with custard and are looking forward to hosting some fundraising nights in 2024 at the restaurant. This spring, we will be at White Winter Winery one Sunday a month to talk history. We also have Superior High School Project Life students coming to our sites to assist with a variety of cleaning and decorating tasks.

I can finally say we are in the last stages of getting the original SS Meteor triple expansion steam engine running again for demonstrations during tours. We plan to have a grand unveiling this summer, and we promise you will not want to miss it! One of our SS Meteor volunteers also took the engine clock under his wing, and it is ticking again in a timely fashion.

2024 is a big year for our staff and Board of Directors as we are undergoing the strategic plan process! We are deep in the process of looking at our past, present and future. There are also some very exciting events planned: author fair, tea parties, paranormal investigation talks, Victorian folklore presentations, and more.

As always, follow Superior Public Museums on Facebook and Instagram, and check-out our website for all of our events, tours, programs, and more. Sign-up for our newsletters, become a member, and visit us today to learn about Superior's unique history.

Sincerely,



Megan Meyer, Executive Director



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2023 Board Members, Officers & Their Affiliations

Katelyn Baumann (President), At-large
Spencer Miller (Vice-President), At-large
Suzanne Prochazka (Treasurer/Secretary), At-large
Brent Fennessey, City of Superior Board Representative
Dale Koziol, At-large
Suzi Olson, At-large
Kelly Peterson, At-large
Stewart Platner, At-large
Emily Schoenborn, At-large
Sean Tenerelli, At-large

Full Time Staff Members

Megan Meyer, Executive Director
Brittany Plachecki, Museum Coordinator

Regular Part-Time Staff Members

Valerie Burke, Office Assistant
Cindy Smith, Purchasing & Memberships
Aaron Kivisto, Maintenance Coordinator

SPM Memberships

Thank you to all of our members, near & far, for your ongoing support of the museums. All of our members are highlighted in our quarterly newsletters.

2023 Memberships

124 total memberships of various levels (2022: 104 memberships)

Benefactor Members

MaryJo & John Manion
Zygmund Jablonski
Leonard Rouse, Jr.
Terry Lundberg
Katie & Gordon Coleman

Fairlawn Mansion was honored to receive a donation from the Swenson Family Trust. The funds will be used to restore the original tapestry & other historic projects at the mansion. SPM is truly honored to be a recipient of their generosity.

Corporate Members



Event Sponsors



Living up to our name.



Community Support from Superior Public Museums, Inc.

Many fundraising efforts were supported with a donation of passes & baskets by Superior Public Museums: Superior High School, AAD Shrine, Rotary Club of Superior, Lake Superior Zoo, St. Peter Lutheran Church, Silver Bay M-Club Athletic Booster, County Seat Theater Company, St. Luke's Foundation, Minnesota Zoo, YWCA, Silver Bay PTO, CAP Services-Seymour, Indigo, UW-Superior Athletics, Olympic Steel, Catholic Parishes of Resurrection, St. Joseph School-Rice Lake, UW-Superior Alumni, Cancer Benefit for Linde Moder, Harold's Fiasco Events for St. Jude Hospital-Cloquet, State of Wisconsin Fire & Police Hall of Fame Induction Banquet, Douglas County Historical Society, Superior Fire Department, Our Lady of the Lake Catholic Community, Holiday Inn, Lake Superior Marine Museum Association, Cathedral School, Chequamegon Humane Society, Four Corners Elementary School PTA, Wishes & More, Spooktacular, & Center Against Sexual & Domestic Abuse.

Events, Programs, & Conferences Overview

Our museums hosted a variety of activities in addition to regular tours, private rentals, & group tours. Staff also participated in off-site events & activities.

Fairlawn

Align Yoga Classes
Valentine's Day Murder Mystery
Halloween Murder Mystery
Ice Cream Social
Holiday Decorating
Quiet Santa
Members Only Night
Holiday Sampler
Old Fashioned Christmas
Shop Small Business Week
Youth Trick-or-Treating
Superstition/Flashlight Tours
Annual Master Gardeners Plant Sale
Children's Home Easter & Peep Art
Twin Ports Festival of History
Lake Superior Ice Festival

SS Meteor

Annual Work Weekend
Superior PorchFest
Viking Cruise Ship Tours
Lake Superior Days
McDougall's Dream (held at Spirit Room)

Old Firehouse & Police Museum

Family Fun Day with Superior Porchfest
UW-Superior Academic Service Learning
Hall of Fame Induction Open House
Align Yoga Youth Classes

All 3 Sites

Half-Price Tours
School, Bus & Group Tours

Conferences & Off-Site Activities

Upper Midwest Scuba & Adventure Travel Show
Superior/Douglas County Leadership History Day
Wisconsin Historical Society Conference
Associate for Great Lakes Maritime History Conference
Wisconsin Historical Society Maritime Program Meeting

Boo at the Zoo
Duluth Wedding Show
Gales of November

Highlights from the Year

- ABB Motors & Mechanical, Inc. donated the drive & motor for the SS Meteor engine & they have been installed for spring 2024 opening. The clock on the engine has also been repaired.
- A new ramp was built over the existing ramp in the SS Meteor fuel bunker, making it more pedestrian friendly.
- The paneling & shelving unit were removed from the area where the original lift is located at Fairlawn Mansion on the 2nd floor. The original structure was revealed, which gives us clues as to how the lift operated. Lois' bedroom was also de-cluttered & made viewable during tours.
- We continued to host students with Superior High School's Project Life program.
- While our Ice Cream Social was moved to September due to weather, we partnered with Culver's for custard & had a wonderful event.
- McDougall's Dream was hosted at Spirit Room, with scotch tasting and artwork from Tori Zupancich.
- The Annual Meteor Preservation Weekend was back in full force with lots of painting, welding & cleaning taking place over the course of 3 days. The bar area was readied for fun events in 2024.
- The Board of Directors and Executive Staff started the process of completing a strategic plan with Superior Effect Marketing.
- Along with Sterling Silver Studios & Humane Society of Douglas County, we hosted royalty & the Pet Contest Coronation at Fairlawn during the Lake Superior Ice Festival. All the royalty came back for a Princess Tea Party in March!
- In Memory of Joe Mann, we revamped the display case in Martin's dressing room to showcase Pattison pieces that had not been viewable by guests before. Items included Martin's night shirt, silver tea set, embroidered clutch, parasol & more.
- The 1944 Mack Fire Truck was up & running for the City's 4th of July Parade. Staff & board member handed out candy to bystanders & onlookers asked many questions about the truck. Retired Fire Captain Chris Opheim was behind the wheel, with the executive director along for the ride.
- For October, the Mansion was decorated as a house in mourning. We showcased how the Pattison family would have mourned the passing of Martin by covering mirrors & pictures, put out roses, etc.
- Throughout the year, staff visited many historic locations, such as Glensheen Mansion, SS Irvin, homes in Galena, Illinois; La Crosse, Wisconsin; & Sioux Falls, South Dakota. We visited the sites to gain new ideas for our sites & network with others in the field.
- We continued to work with UW-Superior Academic Service Learning students at the Old Firehouse & Police Museum.
- The State of Wisconsin Fire & Police Hall of Fame Induction Ceremony & Banquet was held at UW-Superior, & we hosted an open house at the museum the following day.
- A trip was made to the Leisure Lodge to collect historic mattresses to be used on beds at Fairlawn. The Pattison descendants also came to Superior to visit the mansion & tune the grandfather clock.

Overall Attendance

2023

2022

2021

2020

Fairlawn

Tours: 5,914
Events: 2,395
Total: 8,309

Tours: 5,521
Events: 1,767
Total: 7,288

Tours: 4,675*
Events: 772
Total: 5,447

Tours: 6,087
Events: 1,029
Total: 7,116

SS Meteor

Tours: 3,067
Events: 254
Total: 3,321

Tours: 3,457
Events: 154
Total: 3,611

Tours: 3,632*
Events: 57
Total: 3,689

Tours: 2,388
Events: 72
Total: 2,460

OFPM

Tours: 597
Events: 155
Total: 752

Tours: 569
Events: 120
Total: 689

Tours: 784
Events: 75
Total: 859

Tours: 79
Events: 0
Total: 79

All 3 Sites

Tours: 9,578
Events: 2,804
Total: 12,382

Tours: 9,547
Events: 2,041
Total: 11,588

Tours: 9,091
Events: 904
Total: 9,995

Tours: 8,554
Events: 1,101
Total: 9,655

*2021: Due to changes with walk-in & online booking tour reporting, attendance numbers are off.

Superior Public Library Pass Program

We continued our partnership with the Superior Public Library to offer free museum passes for library patrons. In 2023, a total of 215 passes were checked out for our sites, with 107 of those redeemed. In 2022, 364 passes were checked out, and 225 were redeemed.

Financial Information

2023

2022

2021

2020

Fairlawn

Admissions: \$45,126	Admissions: \$42,107	Admissions: \$47,167	Admissions: \$31,171
Gift Shop: \$11,229	Gift Shop: \$9,588	Gift Shop: \$10,835	Gift Shop: \$8,284
Total: \$56,355	Total: \$51,695	Total: \$58,002	Total: \$39,455

SS Meteor

Admissions: \$25,032	Admissions: \$28,196	Admissions: \$27,989	Admissions: \$15,836
Gift Shop: \$9,404	Gift Shop: \$7,454	Gift Shop: \$8,594	Gift Shop: \$5,735
Total: \$34,436	Total: \$35,650	Total: \$36,583	Total: \$21,571

OFPM

Admissions: \$2,091	Admissions: \$1,992	Admissions: \$3,642	Admissions: \$548
Gift Shop: \$1,856	Gift Shop: \$923	Gift Shop: \$1,878	Gift Shop: \$0.00
Total: \$3,947	Total: \$2,915	Total: \$5,520	Total: \$548

All 3 Sites

Admissions: \$72,249	Admissions: \$72,295	Admissions: \$78,798	Admissions: \$47,555
Gift Shop: \$22,489	Gift Shop: \$17,965	Gift Shop: \$21,307	Gift Shop: \$14,019
Total: \$94,738	Total: \$90,260	Total: \$100,105	Total: \$61,574

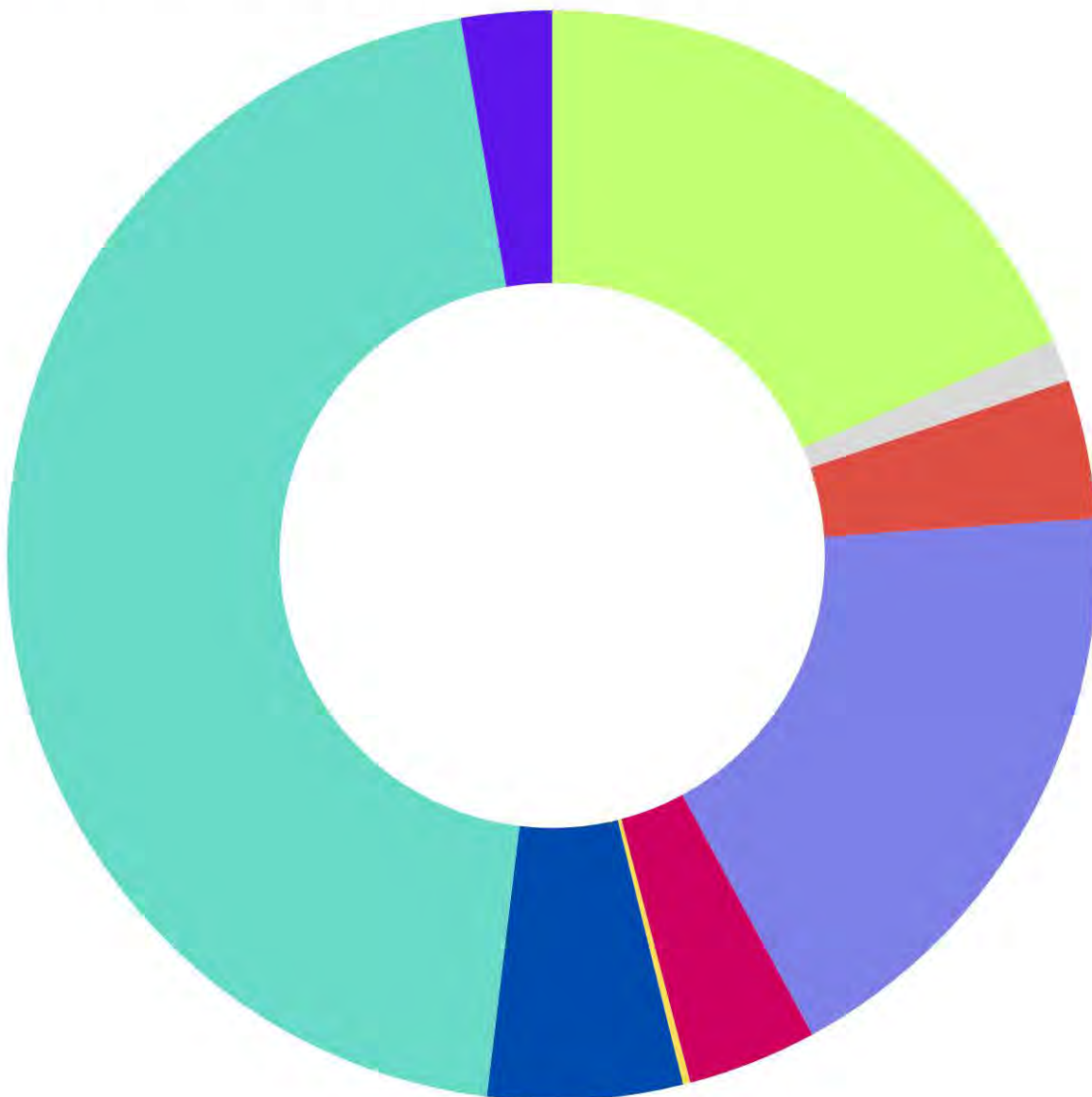
Revenue vs Expenses

	2023	2022	2021	2020
Revenue	\$368,274*	\$298,349*	\$303,762*	\$264,967
Expenses	\$353,192	\$274,737	\$285,396	\$259,018
Difference	\$15,082	\$23,612	\$18,366	\$5,950
	*\$378,745-\$10,471 (Cost of goods)	*\$308,425-\$10,076 (Cost of goods)	*\$315,576-\$11,814 (Cost of goods) Note: PPP Loan	Note: PPP Loan

Operating Revenue 2023

Gross Profit: \$368,275

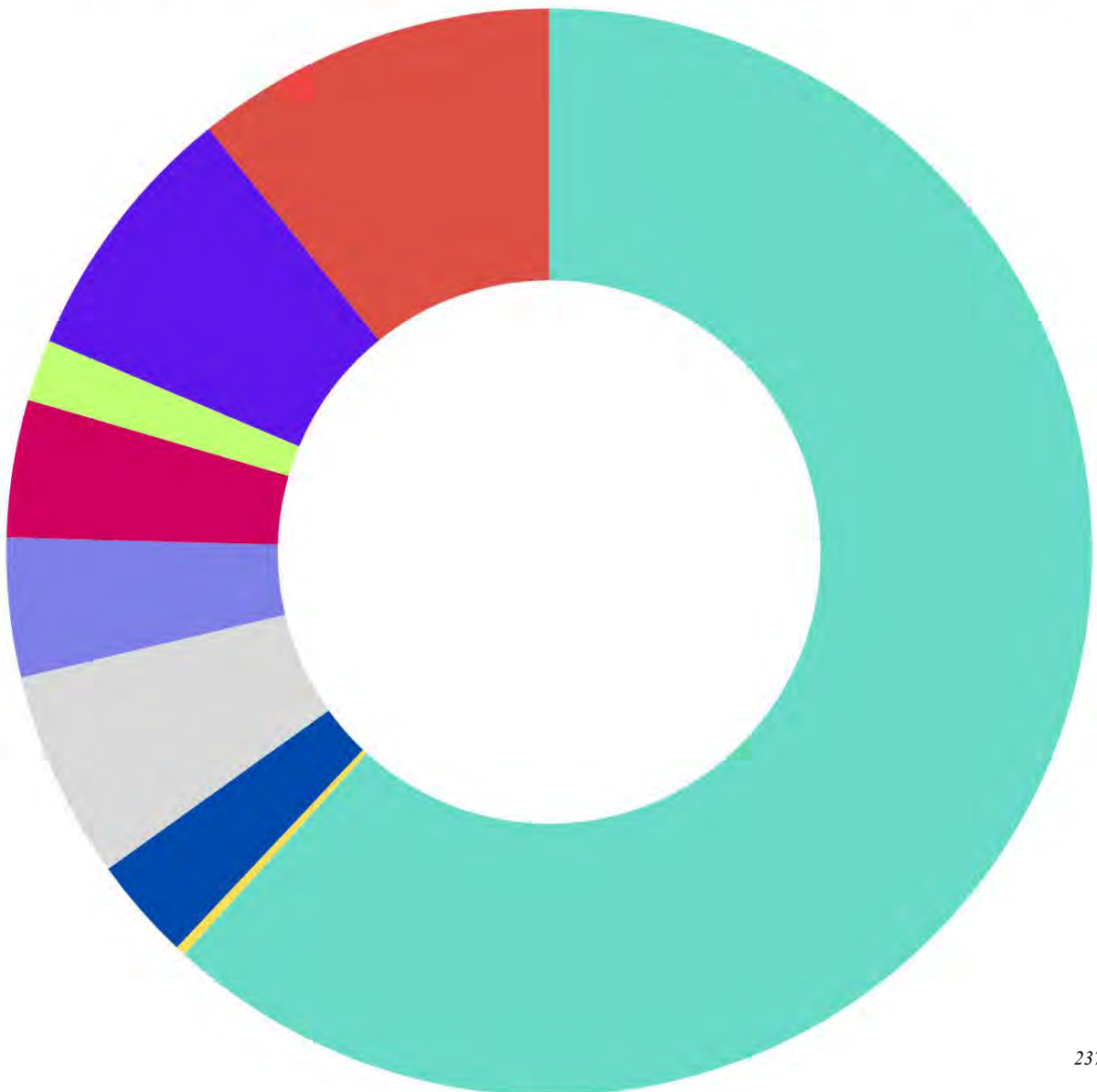
- Admissions \$72,249 (18.6%)
- Rentals \$4,810 (1.2%)
- Fundraisers & Events \$16,030 (4.1%)
- Sponsorships & Donations \$70,715 (18.2%)
- Memberships \$14,937 (3.8%)
- Miscellaneous Income \$846 (0.2%)
- Gift Shops \$22,488 (5.8%)
- City of Superior & Hotel/Motel Tax \$176,671 (45.4%)
- Cost of Goods Sold -\$10,471 (2.7%)



Operating Expenses 2023

Total Expenses: \$353,192

- Payroll, Workers' Comp & Liability Ins. \$218,029 (61.7%)
- Collections & Exhibits \$1,065 (0.3%)
- Legal, Accounting & Banking/CC Fees \$10,815 (3.1%)
- Office Operations \$21,879 (6.2%)
- Travel, Training & Board \$14,618 (4.1%)
- Rentals, Fundraising & Events \$14,457 (4.1%)
- Advertising, Marketing & Memberships \$6,484 (1.8%)
- Utilities & Security \$27,729 (7.9%)
- Building Maintenance, Supplies & Repairs \$38,116 (10.8%)



Year in Pictures

Santa came to Member's Only Night



Superior High School String Quartet



Illuminating the vent chimney to showcase the original stained glass



Fairlawn in Mourning



New Madeira Shipwreck Exhibit at Split Rock Lighthouse



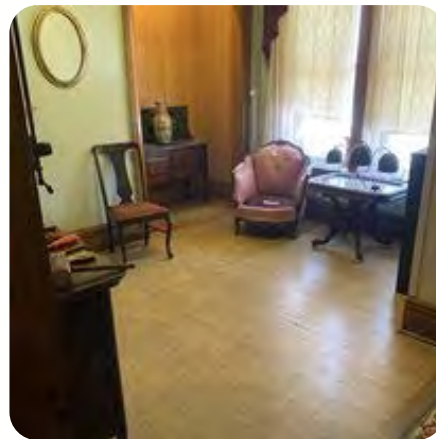
Unveiling the original lift at Fairlawn



Peep Art Contest during Easter event



Lois' Bedroom now viewable during tours



Visiting the Leisure Lodge to bring back family mattresses for use at Fairlawn



Year in Pictures

Lake Superior Ice Festival Royalty & Coronation



Revitalized gardens by the Lake Superior Master Gardeners Association & staff



Princess Tea Party



Year in Pictures

Family Fun Day at the Old Firehouse & Police Museum with Superior Porchfest



Superior Porchfest at the SS Meteor



Year in Pictures

1944 Mack Fire Truck was back in the 4th of July Parade



Ice Cream Social in September



Year in Pictures

New Pattison exhibit

Rebuilt walkway in the Meteor



Tuning the grandfather clock with Pattison descendants



Santa & Mrs. Claus
visiting for
Quiet Santa



Year in Pictures

Valentines Day & Halloween Murder Mystery Dinners



Holiday Sampler



McDougall's Dream at the Spirit Room Artist Tori Zupancich—original SS Meteor painting



SUPERIOR PUBLIC MUSEUMS
THREE MUSEUMS • ONE HERITAGE



Collections Policy

Collections policy approved by the Superior Public Museums Board of
Directors on December 9, 2024

Superior Public Museums Collection Policy

A museum's collections are its most important asset. It is the purpose of this policy to direct the collecting activities of Superior Public Museums in a manner consistent with its organizational purposes, objectives, and responsibilities and to specify the delegation of responsibility and authority regarding the development of museum collections all in accordance with the City of Superior.

“The small history museum which is primarily concerned with the story of the community in which it is located is most likely to succeed as a public service institution if it restricts the scope of its collections to objects having local historical significance. The quality of these collections will be determined by the relative historic value of the individual articles in them.”

Carl E. Guthe, The Management of Small History Museums, AASLH, 1959

I. Introduction:

Superior Public Museums (SPM) is a not-for-profit 501c3 organization. SPM is charged with the management of three public museums owned by the City of Superior. These public museums are: Fairlawn Mansion, The Old Firehouse & Police Museum, and the *S. S. Meteor* Maritime Museum. The purpose of this policy is to provide clear guidelines for the management of the historical artifacts collections in each museum.

II. Mission Statement for Superior Public Museums:

The mission of Superior Public Museums is to preserve, maintain and develop the City of Superior Museums, including but not limited to: The Fairlawn Mansion, The Old Firehouse and Police museum and the *SS Meteor* Maritime Museum, and to provide an educational program whose purpose is to bring about a better understanding and appreciation of history and heritage for the citizens and visitors to the City of Superior, Douglas County and the State of Wisconsin.

III. Statement of Authority:

Superior Public Museums Collection policy is an approved policy of the Board of Directors of Superior Public Museums and the City of Superior. The collections staff works under the direction and guidance of the Executive Director and with the support and guidance of the SPM Board of Directors. All collections are the property of the City of Superior.

IV. Definition of Collection:

The collections of the City of Superior that are managed by Superior Public Museums fall into three categories. These are defined by their location and relevance to the three individual museums. While Superior Public Museums categorizes the collections into site-specific collection categories, each site's collections have specialized sub-categories related to the story the artifacts tell and their relationship to the sites and city as a whole.

IV.1a Fairlawn Mansion:

The Fairlawn Mansion collection consists of artifacts, objects, and information that support the interpretation of Fairlawn Mansion. The sub-collections for Fairlawn Mansion are as follows:

Pattison Collection: Includes artifacts, objects, materials and information that inform and support the interpretation of Fairlawn Mansion during the Pattison family ownership. These are original objects from Fairlawn Mansion, original objects owned by members of the Pattison family, and information regarding the Pattison family both historical and current. Objects included in this collection date from 1820 to present.

Victorian Collection: Includes artifacts, objects, materials and information that support the interpretation of Fairlawn Mansion during the Victorian Era and more specifically, during the time of the Pattison family ownership. Objects included in this collection date from 1840-1920. Many Victorian-era artifacts within this sub-collection have been donated by residents of the City of Superior and Northern Wisconsin. These objects further tell the story of Victorian-era life in this specific region and in the United States as a whole.

Superior Children's Home and Refuge Association Collection: Includes artifacts, objects, materials and information that support the interpretation of Fairlawn Mansion during the ownership of the Superior Children's Home and Refuge Association. Objects in this collection date from 1900 to present. Many artifacts in this sub-collection are genuine Children's Home artifacts. Additionally donated items, photographs, and oral histories have been collected from former Children's Home residents. In addition to genuine Children's Home artifacts, this sub-collection includes era-appropriate toys, clothing, and childcare materials.

IV.1b Old Firehouse and Police Museum Collection (OFPM)

The OFPM collection consists of artifacts, objects, materials, information that support the mission and reflect the history of the OFPM. These date from 1898 to present. The Old Firehouse & Police museum collection also supports the history of firefighting and the evolution of equipment used by firefighters across the region. The collection also documents the history of the Superior Police Department and their relationship with the community over time. The sub-collections for OFPM are as follows:

State of Wisconsin Fire & Police Hall of Fame Collection: Housed on the second floor of the Old Firehouse & Police Museum, the collection includes plaques and other items that showcase firefighters and law enforcement officers from all of the the state of Wisconsin. These items are owned and managed by the Hall of Fame Board of Directors.

Fire Department Collection: Includes artifacts, objects, materials, information that support the fire fighting activities of the OFPM, Superior Fire Department past and present, and other local and regional fire fighting organizations.

Police Department Collection: Includes artifacts, objects, materials and information that support the law enforcement activities of the city of Superior, Douglas County, and the State of Wisconsin.

Leonard Rouse Collection: Includes fire-fighting and law enforcement artifacts, objects, materials and information collected and donated by Leonard Rouse, the original founder of the museum.

Robert Doucet Collection: Includes fire-fighting memorabilia, vintage fire-fighting toys, helmets, and other miscellaneous objects donated by Robert Doucet.

IV.1c SS METEOR Museum Collection:

The collections of the *S.S. Meteor* are expansive and tell various stories. The *S.S. Meteor* collection consists of several loaned items from the Great Lakes Shipwreck Preservation Society, the United States Navy, United States Coast Guard, as well as donated items by various donors, maritime historians, and former whaleback ship operators. The sub-collections aboard the *S.S. Meteor* are as follows:

Maritime History Collection: Includes artifacts, materials, objects, and information that support maritime history in Superior, Wisconsin, Duluth, Minnesota, and the Great Lakes region.

Whaleback Collection: Includes artifacts, materials, objects and information that support the interpretation of the vessel *S.S. Meteor* and other whaleback ships.

Lake Superior Shipping Industry Collection: Includes artifacts, photographs, and oral histories regarding the history of the shipping industry on the Great Lakes, particularly focused on the port cities of Duluth and Superior and their role in shipping of timber, iron ore, oil, and cars.

The S.S. Meteor itself is a piece of history. It is a historic vessel and the only remaining above-ground whaleback ship in the world. The ship is a member of the Wisconsin Register of Historic Places.

V. Acquisition Policy

V.1 Objects may be acquired by gift, bequest, exchange, loan, or purchase. Superior Public Museums maintains the right to consider all or part of an acquisition for acceptance into the collection. Objects acquired by Superior Public Museums may be accessioned into any of the three museum collections, archived for future display or research or presented in any display or exhibit SPM staff deems appropriate.

V.2 Objects selected for accession into the Superior Public Museums collections will meet one or more of the following criteria:

V.2a. Objects must relate to the mission of Superior Public Museums.

V.2b. The object fills a void in the collections of Superior Public Museums, replaces an object of lesser value or condition, or further expands or enhances an existing collection or exhibit. This also includes acquisitions that will expand the storytelling of each site and engage visitors in a new, meaningful way.

V.2c. If the object in question does not fit into a defined category, the Executive Director and/or Museum Manager must obtain approval from the Superior Public Museums Board of Directors prior to acquisition.

V.2d. Superior Public Museums can properly archive and maintain the preservation of the object.

V.2e. The object is in sound physical condition as recommended by the American Association for State and Local History and the Wisconsin Historical Society industry standards.

V.2f. No object whose acquisition would be a clear violation of local, state, or federal law will be acquired, including but not limited to, the Native American Grave Protection and Repatriation Act (NAGPRA)¹, the Antiquities Act², and the Archaeological Resources Protection Act (ARPA)³. Superior Public Museums remains up-to-date on all guidelines and procedures set forth by the American Alliance of Museums.

¹ The Native American Grave Protection and Repatriation Act is a Federal law that was enacted in 1990. The legislation has provided for the protection and return of Native American human remains, funerary objects, sacred objects, and objects of cultural patrimony. See US Senate Report 101-473: <https://www.nps.gov/subjects/nagpra/upload/SR101-473.pdf>.

² The Antiquities Act is Federal legislation first enacted in 1906 and is also known as An Act for the Preservation of American Antiquities. This legislation provides general legal protection of cultural and natural resources of historic or scientific interest on federal lands. See the recodified Antiquities Act from 54 USC 320301-320303: <https://www.govinfo.gov/app/details/USCODE-2014-title54/USCODE-2014-title54-subtitleIII-divsnC-chap3203-sec320301>

³ The Archaeological Resources Protection Act of 1979 was enacted to secure the protection of archaeological resources and sites which are on public and Native American lands. See US Code 16 USC

V.3 Transfer of title to the City of Superior through Superior Public Museums is considered unconditional and outright. All sellers or donors must complete a Bill of Sale, Deed of Gift, Loan Agreement, or other appropriate document on a form. That form will demonstrate the donor's or seller's clear title to the object, the transfer of ownership, and the acknowledgement of the unrestricted and unconditional ownership of the City of Superior.

V.4 Objects with restrictions require the approval of the Executive Director or Museum Manager before the item may be accepted. If an object is accepted with restrictions or limitations, it shall be clearly stated in the standard form, formally transferring title to the City of Superior. Superior Public Museums will make all reasonable efforts to adhere to any articulated restrictions as stated in the standard form and agreed upon by the donor and Superior Public Museums.

V.5 Superior Public Museums does not accept objects on indefinite loan.

V.6 Superior Public Museums reserves the right to determine the use of objects in various displays, exhibits, and activities.

V.7 Superior Public Museums reserves the right to display, archive, loan or otherwise use any and all objects in its collections.

V.8 Objects given to the City of Superior may be tax deductible under State and Federal law for the value of the property as determined by appraisal, receipt, or other valid document. It is the responsibility of the donor to obtain any assessment of value. Superior Public Museums are restricted by law from appraising objects donated to it. It is the responsibility of the donor to select an appraiser and obtain a formal and legal appraisal prior to donating the object to the City of Superior.

V.9 The City of Superior and Superior Public Museums accept no responsibility for objects left without authorization.

VI. Loans

VI.1 Loans from the City of Superior Collections

VI.1a Superior Public Museums may lend objects to qualified institutions upon receipt of reasonable written request. All loans from the City of Superior collections are subject to the methods and conditions as outlined.

47aa through 470mm: <https://www.govinfo.gov/content/pkg/USCODE-2013-title16/html/USCODE-2013-title16-chap1B.htm>

VI.1b Superior Public Museums does not make personal loans to private individuals, including donors, trustees, staff, volunteers, member or corporate sponsor representatives with the exception of Educational Study collections at the discretion and with the approval of the Executive Director, the Superior Public Museums Board of Directors, and the City of Superior.

VI.1c Superior Public Museums and the City of Superior reserve the right to refuse any outgoing loan.

VI.1d Superior Public Museums and the City of Superior do not make permanent loans or loans for an indefinite period.

VI.1e Superior Public Museums and the City of Superior do not make third party loans.

VI.1f All requests for loan(s) or renewal(s) of objects from the City of Superior collections will be reviewed by Superior Public Museums. The Executive Director and/or Museum Manager must approve all loans or loan renewals.

VI.1g Permission to photograph, photocopy or in any form reproduce an object loaned from the City of Superior collections will be negotiated on a per object basis.

VI.1h The borrower must provide insurance coverage for each borrowed object during the entire period in which each borrowed object is on loan. If a borrowed object is damaged, lost or destroyed, the borrower shall be liable for the resultant losses and cost including restoration or conservation and loss in value of each damaged object.

VI.1i Each object loaned by Superior Public Museums must be preserved in the same condition in which it was received by the borrower. It shall not be cleaned, retouched, repaired or altered in any way. If damage or loss occurs Superior Public Museums shall be notified immediately. The borrower is liable for losses and costs including restoration or conservation and loss in value of each damaged or lost item.

VI.1j Acknowledgement must be given to Superior Public Museums, its respective partner organizations and the appropriate sub-collection in any and all displays of a loaned object.

VI.2 Loans to Superior Public Museums

VI.2a Loans to Superior Public Museums are accepted for exhibition, research and programming. All loans undertaken by Superior Public Museums must be approved by the Executive Director and/or Museum Manager.

VI.2b All loans undertaken by Superior Public Museums must be photographed, documented and transferred to Superior Public Museums through the completion of a Loan to Superior Public Museums Form completed by the lender.

VI.2c If the lender has knowledge of special conditions governing the objects loaned to Superior Public Museums, such as liens, copyright, ownership disputes, etc., the lender is responsible to inform Superior Public Museums of such conditions.

VI.2d The lender is responsible for notifying Superior Public Museums if there is a change of ownership. The new owner is required to provide proof of ownership and complete all Superior Public Museums loan documentation materials.

VI.2e Permission to photograph, photocopy or, in any form, reproduce an object loaned to Superior Public Museums will be made on a per case basis by the Executive Director and/or Museum Manager.

VI.2f Each object on loan to Superior Public Museums will be given reasonable care to prevent damage or loss. If loss or damage should occur to an object loaned to Superior Public Museums, the lender will be notified immediately.

VI.2g Superior Public Museums agrees to provide insurance on any properly accepted loan object while that object is in the possession of Superior Public Museums.

VI.2h All loans will be returned repackaged in the same or similar material. If the loan was received in an inappropriate method of packaging, the lender will be notified and consulted about return packaging requirements.

VII. Purchasing on behalf of the City of Superior

VII.1 There are instances in which Superior Public Museums may intend to purchase an item meant for a specific collection. While purchases are rare, they can be warranted on a case-by-case basis.

VII.2 Only the Executive Director or Museum Manager may inquire about collection purchases.

VII.2a Purchases must be thoroughly researched, and clear communication with the object owner must take place throughout the process.

VII.2b The object must be professionally assessed by a professional to determine the object's worth as well as a fair price for purchase. Superior Public Museums pays for the assessment. Superior Public Museums reserves the right to make a purchase offer that does not match the professional's assessment.

VII.2c The Executive Director and/or Museum Manager must present their purchase request, no matter the cost, to the Board of Directors. The Executive Director and/or Museum Manager must explain the object's provenance, condition, and worth as well as the museum's inherent need for the object. After review of this information, the Board of

Directors will vote upon the decision to purchase the object.

VII.2d Upon purchase, a legally-binding contract between the owner and Superior Public Museums must be signed by both parties. Once the document is signed and payment is made, the original seller forgoes any and all rights to the object, and it officially becomes the property of the City of Superior.

VIII. Deaccessioning

VIII.1 Deaccessioning is the process in which an object in the permanent collection of the City of Superior or its partner organizations is permanently removed from the collection.

VIII.2 No object that has been donated to the City of Superior or its partner organizations may be deaccessioned, for any reason, for a period of two years after the acquisition date. (US Tax Reform Act of 1984 and current IRS regulations.)

VIII.3 The disposal of deaccessioned objects will comply with all local, state, and federal tax and financial restrictions and regulations.

VIII.4 Superior Public Museums has created a Collections Acquisitions Account. This shall be repository for the proceeds from the sale of deaccessioned objects, donor monetary gifts, bequests and Superior Public Museums designated funds. The income and principal of the account shall be used only for the acquisition, management, storage and archiving of objects for the museums and archival collections of the City of Superior and its partner organizations.

VIII.5 The object must be clearly owned by the City of Superior or its partner organizations. Proof of ownership is determined by documents such as signed letters, formal Deeds of Gift, and other formal transfer of ownership to the City of Superior or a partner organization, a formal letter of acknowledgement from Superior Public Museums to the donor, and/or an formal document of purchase such as receipt, purchase order, canceled check or other formal proof.

VIII.6 De-accessioning of objects of unconfirmed ownership will be determined on an individual, per item basis in compliance with the American Alliance of Museums and Wisconsin Historical Society guidelines.

VIII.7 Before an object can be considered by museum staff for deaccessioning, one or more of the following criteria must be met:

VIII.7a The object is no longer relevant to the mission or activities of Superior Public Museums.

VIII.7b The object lies outside the scope and purpose of Superior Public Museums' collections.

VIII.7c The object can no longer be properly stored, preserved or exhibited.

VIII.7d The object is a fake, forgery or it is otherwise compromised in its physical integrity, identity, and authenticity.

VIII.7e The object is redundant with other objects or materials in existing City of Superior collections.

VIII.8 The object must be approved for deaccessioning by the Executive Director and/or Museum Manager in communication with the Superior Public Museums Board of Directors and the City of Superior.

VIII.9 Superior Public Museums will dispose of an object that has been de-accessioned using the following criteria:

VIII.9a The object may be offered to an institution of cultural or historical heritage for donation, sale, or trade.

VIII.9b The object may be offered to the original donor or donor's family.

VIII.9c The object may be offered for public sale. Any such sale will follow all IRS regulations, City of Superior Code of Ordinances, Chapter 2, and State of Wisconsin regulations concerning the sale or trade of items donated for tax advantage.

VIII.9d Whenever de-accessioned object(s) are offered for public auction or sale, a public notice of that auction or sale will be published in the *Superior Telegram* or any successor local newspaper.

VIII.9e Superior Public Museums will not offer deaccessioned objects to Superior Public Museums staff members, City of Superior employees, donors, volunteers, members of the Board of Directors, or immediate family members of any of the above.

IX. Disposal of City of Superior non-accessioned collection items

IX.1 An object in the permanent non-accessioned collection of the City of Superior or its partner organizations is permanently removed from the collection by following the same procedure as an accessioned object.

IX.2 No object that has been donated to the City of Superior or its partner organizations may be removed from the collection or disposed of, for any reason, for a period of two years after the acquisition date. (US Tax Reform Act of 1984 and current IRS regulations)

IX.3 The disposal of objects removed from the collection will comply with all local, state, and federal tax and financial restrictions and regulations.

IX.4 Superior Public Museums has created a Collections Acquisitions Account. This account is a repository for the proceeds from the sale of deaccessioned objects, donor monetary gifts, bequests and Superior Public Museums designated funds. The income and principal of the account shall be used only for the acquisition, management, storage and archiving of objects for the museums and archival collections of the City of Superior and its partner organizations.

IX.5 Removal from collection will be considered only for those objects that fail to meet the criteria for permanent retention.

IX.6 The object must be clearly owned by the City of Superior or its partner organizations. Proof of ownership is determined by documents such as signed letters, formal Deeds of Gift, and other formal transfer of ownership to the City of Superior or a partner organization, a formal letter of acknowledgement from Superior Public Museums to the donor, and/or an formal document of purchase such as receipt, purchase order, canceled check or other formal proof.

IX.7 Removal of objects of unconfirmed ownership will be determined on an individual basis.

IX.8 Before an object can be considered for removal, one or more of the following criteria must be met:

IX.8a The object is no longer relevant to the mission or activities of Superior Public Museums.

IX.8b The object lies outside the scope and purpose of City of Superior collections.

IX.8c The object can no longer be properly stored, preserved or exhibited.

IX.8d The object is a fake, forgery or it is otherwise compromised in its physical integrity, identity, and authenticity.

IX.8e The object is redundant with other objects or materials in existing City of Superior collections.

IX.9 The object must be approved for removal by the Executive Director and/or Museum Manager in consultation with the Superior Public Museums Board of Directors and City of Superior.

IX.10 Superior Public Museums will dispose of an object that has been removed from the collection using the following criteria:

IX.10a The object may be offered to an institution of cultural or historical heritage for donation, sale, or trade.

IX.10b The object may be offered to the original donor or donor's family. Superior Public Museums will return the item to the donor.

IX.10c The object may be offered for public sale. Any such sale will follow all IRS regulations, City of Superior Code of Ordinances, Chapter 2, and State of Wisconsin regulations concerning the sale or trade of items donated for tax advantage.

IX.10d Whenever removed object(s) are offered for public auction or sale, a public notice of that auction or sale will be published in the *Superior Evening Telegram*.

IX.10e Superior Public Museums will not offer removed objects to Superior Public Museums staff members, City of Superior employees, donors, volunteers, members of the Board of Directors, or immediate family members of any of the above.

X. Reproductions of Objects and Images from the Collection

X.1 The manufacture and sale of replicas or reproductions adapted from objects in the City of Superior collections is subject to the approval of the Board of Directors and the Executive Director and/or the Museum Manager of Superior Public Museums. All reproductions from the City of Superior Collections must be clearly marked as such.

X.2 Permission to reproduce photographs from the City of Superior collections must be requested in writing to the Executive Director and/or Museum Manager of Superior Public Museums who have the sole responsibility for approving or denying the request.

X.3 Permission to publish photographs from the City of Superior collections must be requested in writing to the Executive Director and/or Museum Manager of Superior Public Museums who have the sole responsibility for approving or denying the request.

X.4 Acknowledgement must be given to Superior Public Museums, its partner organizations and the appropriate sub-collection. Captions must indicate any and all changes to the original image, such as cropping, superimposition of images, tinting, etc.

X.5 Permission is for a one-time use only. The City of Superior retains the copyright to all photographs, images, maps and other documents in its collection. Reproductions must not be used for any purpose other than those in the formal request and approved by the Executive Director.

X.6 Superior Public Museums reserves the right to refuse any request for reproduction of objects in any City of Superior collection.

X.7 Any profit earned from the sale and/or reproductions of objects, images, audio/visual materials, textiles, and/or archival materials will be deposited in the Collections Acquisition Account.

XI. Code of Ethics

All staff members, volunteers and members of the Board of Directors are encouraged to adopt and abide by the standards established in the most recent Code of Ethics of the American Alliance of Museums. This Code of Ethics for Museums is attached and available on the American Alliance of Museums website.

AAM Code of Ethics for Museums

Adopted 1993 by the AAM Board of Directors and amended in 2000

Please note that the Code of Ethics for Museums references the American Association of Museums (AAM), now called the American Alliance of Museums.

Ethical codes evolve in response to changing conditions, values and ideas. A professional code of ethics must, therefore, be periodically updated. It must also rest upon widely shared values. Although the operating environment of museums grows more complex each year, the root value for museums, the tie that connects all of us together despite our diversity, is the commitment to serving people, both present and future generations. This value guided the creation of and remains the most fundamental principle in the following Code of Ethics for Museums.

○ **Code of Ethics for Museums**

Museums make their unique contribution to the public by collecting, preserving and interpreting the things of this world. Historically, they have owned and used natural objects, living and nonliving, and all manner of human artifacts to advance knowledge and nourish the human spirit. Today, the range of their special interests reflects the scope of human vision. Their missions include collecting and preserving, as well as exhibiting and educating with materials not only owned but also borrowed and fabricated for these ends. Their numbers include both governmental and private museums of anthropology, art history and natural history, aquariums, arboreta, art centers, botanical gardens, children's museums, historic sites, nature centers, planetariums, science and technology centers, and zoos. The museum universe in the United States includes both collecting and non-collecting institutions. Although diverse in their missions, they have in common their nonprofit form of organization and a commitment of service to the public. Their collections and/or the objects they borrow or fabricate are the basis for research, exhibits, and programs that invite public participation.

Taken as a whole, museum collections and exhibition materials represent the world's natural and cultural commonwealth. As stewards of that wealth, museums are compelled to advance an understanding of all natural forms and of the human experience. It is incumbent on museums to be resources for humankind and in all their activities to foster an informed

appreciation of the rich and diverse world we have inherited. It is also incumbent upon them to preserve that inheritance for posterity.

Museums in the United States are grounded in the tradition of public service. They are organized as public trusts, holding their collections and information as a benefit for those they were established to serve. Members of their governing authority, employees and volunteers are committed to the interests of these beneficiaries. The law provides the basic framework for museum operations. As nonprofit institutions, museums comply with applicable local, state, and federal laws and international conventions, as well as with the specific legal standards governing trust responsibilities. This Code of Ethics for Museums takes that compliance as given. But legal standards are a minimum. Museums and those responsible for them must do more than avoid legal liability, they must take affirmative steps to maintain their integrity so as to warrant public confidence. They must act not only legally but also ethically. This Code of Ethics for Museums, therefore, outlines ethical standards that frequently exceed legal minimums.

Loyalty to the mission of the museum and to the public it serves is the essence of museum work, whether volunteer or paid. Where conflicts of interest arise—actual, potential or perceived—the duty of loyalty must never be compromised. No individual may use his or her position in a museum for personal gain or to benefit another at the expense of the museum, its mission, its reputation and the society it serves.

For museums, public service is paramount. To affirm that ethic and to elaborate its application to their governance, collections and programs, the American Association of Museums promulgates this Code of Ethics for Museums. In subscribing to this code, museums assume responsibility for the actions of members of their governing authority, employees and volunteers in the performance of museum-related duties. Museums, thereby, affirm their chartered purpose, ensure the prudent application of their resources, enhance their effectiveness and maintain public confidence. This collective endeavor strengthens museum work and the contributions of museums to society—present and future.

- **Governance**

Museum governance in its various forms is a public trust responsible for the institution's service to society. The governing authority protects and enhances the museum's collections and programs and its physical, human and financial resources. It ensures that all these resources support the museum's mission, respond to the pluralism of society and respect the diversity of the natural and cultural commonwealth.

Thus, the governing authority ensures that:

- all those who work for or on behalf of a museum understand and support its mission and public trust responsibilities
- its members understand and fulfill their trusteeship and act corporately, not as individuals
- the museum's collections and programs and its physical, human and financial resources are protected, maintained and developed in support of the museum's mission
- it is responsive to and represents the interests of society
- it maintains the relationship with staff in which shared roles are recognized and separate responsibilities respected
- working relationships among trustees, employees and volunteers are based on equity and mutual respect
- professional standards and practices inform and guide museum operations
- policies are articulated and prudent oversight is practiced
- governance promotes the public good rather than individual financial gain.

○ **Collections**

The distinctive character of museum ethics derives from the ownership, care and use of objects, specimens, and living collections representing the world's natural and cultural commonwealth. This stewardship of collections entails the highest public trust and carries with it the presumption of rightful ownership, permanence, care, documentation, accessibility and responsible disposal.

Thus, the museum ensures that:

- collections in its custody support its mission and public trust responsibilities

- collections in its custody are lawfully held, protected, secure, unencumbered, cared for and preserved
- collections in its custody are accounted for and documented
- access to the collections and related information is permitted and regulated
- acquisition, disposal, and loan activities are conducted in a manner that respects the protection and preservation of natural and cultural resources and discourages illicit trade in such materials
- acquisition, disposal, and loan activities conform to its mission and public trust responsibilities
- disposal of collections through sale, trade or research activities is solely for the advancement of the museum's mission. Proceeds from the sale of nonliving collections are to be used consistent with the established standards of the museum's discipline, but in no event shall they be used for anything other than acquisition or direct care of collections.
- the unique and special nature of human remains and funerary and sacred objects is recognized as the basis of all decisions concerning such collections
- collections-related activities promote the public good rather than individual financial gain
- competing claims of ownership that may be asserted in connection with objects in its custody should be handled openly, seriously, responsively and with respect for the dignity of all parties involved.

○ **Programs**

Museums serve society by advancing an understanding and appreciation of the natural and cultural common wealth through exhibitions, research, scholarship, publications and educational activities. These programs further the museum's mission and are responsive to the concerns, interests and needs of society.

Thus, the museum ensures that:

- programs support its mission and public trust responsibilities
- programs are founded on scholarship and marked by intellectual integrity
- programs are accessible and encourage participation of the widest possible audience consistent with its mission and resources

- programs respect pluralistic values, traditions and concerns
- revenue-producing activities and activities that involve relationships with external entities are compatible with the museum's mission and support its public trust responsibilities
- programs promote the public good rather than individual financial gain.

○ **Promulgation**

This Code of Ethics for Museums was adopted by the Board of Directors of the American Association of Museums on November 12, 1993 and revised in 2000. The AAM Board of Directors recommends that each nonprofit museum member of the American Association of Museums adopt and promulgate its separate code of ethics, applying the Code of Ethics for Museums to its own institutional setting.

A Committee on Ethics, nominated by the president of the AAM and confirmed by the Board of Directors, will be charged with two responsibilities:

- establishing programs of information, education and assistance to guide museums in developing their own codes of ethics
- reviewing the Code of Ethics for Museums and periodically recommending refinements and revisions to the Board of Directors.

○ **Afterword**

Each nonprofit museum member of the American Association of Museums should subscribe to the AAM Code of Ethics for Museums. Subsequently, these museums should set about framing their own institutional codes of ethics, which should be in conformance with the AAM code and should expand on it through the elaboration of specific practices. This recommendation is made to these member institutions in the belief that engaging the governing authority, staff and volunteers in applying the AAM code to institutional settings will stimulate the development and maintenance of sound policies and procedures necessary to understanding and ensuring ethical behavior by institutions and by all who work for them or on their behalf.

The Code of Ethics for Museums serves the interests of museums, their constituencies, and society. The primary goal of AAM is to encourage institutions to regulate the ethical behavior of members of their governing authority, employees and volunteers. Formal adoption of an institutional code promotes higher and more consistent ethical standards.

Deed of Gift

to the

City of Superior

Superior Public Museums

906 East 2nd Street

Superior, Wisconsin 54880

DONOR(S):

Name(s)

Address _____

City

State

Zip

Telephone _____

Email _____

AGREEMENT: The donor(s) listed above irrevocably assigns, gives, and transfers all rights and interests in the items listed below to the City of Superior, through Superior Public Museums and its partner organizations.

I hereby understand that the property described above is an unrestricted gift to the City of Superior through Superior Public Museums and its partner organizations to use, retain or dispose of pursuant to its mission and responsibility to the public trust of the people of Superior.

Donor Signature: _____ Date _____

SPM Representative Signature: _____ Date _____

Superior Public Museums hereby accepts the gift described above to use, retain or dispose of pursuant to its mission and responsibility to the public trust for which it was created.

Disposal Worksheet

City of Superior

Superior Public Museums

906 East 2nd Street

Superior, Wisconsin 54880

Accession Number: _____

Artifact Name: _____

Description of Artifact:

Reason for Deaccessioning Artifact:

Person Recommending Deaccessioning:

Recommended Means of Disposal:

_____ Exchange

_____ Donation

_____ Private Sale

_____ Auction

_____ Return to Donor or Donor Family

_____ Destroy

Date: _____

Executive Director Approval

Date:

Board of Director Approval

Date:

City of Superior Approval and Release of Ownership

Date:

Artifact Disposal Date: _____

Method of Disposal:

Name of Organization or Person:

Address of Organization or Person:

Organization Contact Person:

Phone: _____

Email: _____

Sale price (if applicable) _____

Item Marked: _____ DOG Marked: _____ Ledger Marked: _____

Form Completed by: _____

City of Superior

Superior Public Museums

906 East 2nd Street

Superior, Wisconsin 54880

Incoming Loan Agreement

AGREEMENT: Superior Public Museums hereby accepts a loan of the object/s identified and described herein for the purposes and subject to the terms and conditions set forth in this document.

LENDER:

Name

Title

Organization

Address

Telephone _____ Email: _____

Additional Contact (if applicable):

Name

Title

OBJECT:

Object name: _____

Dimensions of object: Height _____, Width _____, Length _____

Notes:

EXHIBITION:

Period of loan from _____ to _____

Purpose of the loan

Special conditions of exhibition:

INSURANCE:

Insurance value \$ _____

Borrower is responsible for insurance.

SHIPPING/PACKING: Unless otherwise specified, all objects will be sent from and returned to the lender address listed above. All items to be returned in original packing or packing of equal quality.

SIGNATURES:

Lender

Date

Superior Public Museums

Date

Loan Return Form

City of Superior

Superior Public Museums

906 East 2nd Street

Superior, Wisconsin 54880

Loan date: _____

Artifact Name: _____

Description of Artifact:

Reason for Returning Artifact:

Person Requesting Return of Artifact:

Recommended Means of Disposal:

_____ Return to Donor or Donor Family

Date: _____

Artifact Return Date: _____

Person Accepting the Returned Artifact:

Name of Organization or Person:

Address of Organization or Person:

Organization Contact Person:

Phone: _____

Email: _____

Signature of Artifact Owner: _____

Date: _____

Signature of SPM Staff: _____

Date: _____

Form Completed by:

Non-accessioned Item Information:

The information for non-accessioned items is in the worksheet binder for the year of acquisition or in a “found in collection” file in the donor file cabinet. Non-accessioned items that are not in use in the museum are generally stored in the attic storage area at Fairlawn. Non-accessioned items that are used as “props” are stored in Lois’s bedroom on the second floor.

Description:

Museum Collection:

Donor Name if known:

Date of Worksheet completion:

Item is:

stored in use available as a prop other photographed

Notes:

Please check with the Executive Director or Collection staff before accessioning this item.

Non-accessioned Item Information:

The information for non-accessioned items is in the worksheet binder for the year of acquisition or in a “found in collection” file in the donor file cabinet. Non-accessioned items that are not in use in the museum are generally stored in the attic storage area at Fairlawn. Non-accessioned items that are used as “props” are stored in Lois’s bedroom on the second floor.

Description:

Museum Collection:

Donor Name if known:

Date of Worksheet completion:

Item is:

stored in use available as a prop other photographed

Notes:

Please check with the Executive Director or Collection staff before accessioning this item.

City of Superior

Superior Public Museums

906 East 2nd Street

Superior, Wisconsin 54880

Outgoing Loan Agreement

AGREEMENT: Superior Public Museums hereby lends to the borrower identified below the object(s) described herein for the purposes and subject to the terms and conditions set forth in this document.

BORROWER:

Name _____

Title _____

Organization _____

Address _____

Telephone _____ Email _____

Additional Contact (if applicable):

Name _____

Title _____

OBJECT:

Accession Number _____

Dimensions of object: Height _____, Width _____, Length _____

Notes: _____

EXHIBITION:

Period of loan from _____ to _____

Purpose of the loan _____

INSURANCE:

Insurance value \$ _____

Borrower is responsible for insurance.

SHIPPING/PACKING: Unless otherwise specified, all objects will be sent from and returned to:
Superior Public Museums, 906 East 2nd Street, Superior, Wisconsin, 54880. All items to be returned
in original packing or packing of equal quality.

SIGNATURES:

Superior Public Museums

Date

Borrower

Date

Catalogue Worksheet
City of Superior
Superior Public Museums

Accession Number: _____

Category: _____

Date of Acquisition: _____

Classification: _____

Date of Accession: _____

Object Term: _____

Object Name: _____

Donor: _____

Location: _____

Dimensions: Length _____

Width _____

Height _____

Photo if
Available

Description:

Manufacture (if known): _____

Inscriptions (If any):

Notes: _____

Association:

Conservation notes: _____

Worksheet: _____ Photo: _____ Ledger: _____ Marked: _____

Form Completed by: _____

Date: _____

12-12-2024

Mayor Paine and City of Superior City Council City Hall; 1316 N 14th St, Superior, WI 54880

Dear Mayor Paine and City Council Members,

I am pleased to express my strong support for **Superior Public Museums (SPM)** as the ideal candidate to continue managing and operating the City of Superior's three historical sites: Fairlawn Mansion, the S.S. Meteor Maritime Museum, and the Old Firehouse & Police Museum.

SPM has a proven track record of excellence in museum management and operations. Their dedicated staff and Board of Directors have successfully overseen the restoration, preservation, and public engagement of these historical assets for nearly 25 years.

Key strengths of SPM include:

- **Deep-rooted Community Engagement:** SPM has fostered strong relationships with the community through engaging programs, educational initiatives, and special events for over 2 decades.
- **Proven Financial Stewardship:** SPM has demonstrated a commitment to sound financial practices, ensuring the long-term sustainability of the museums.
- **Expertise in Historical Preservation:** SPM's staff possesses the knowledge and skills to preserve and protect these valuable historical resources.
- **Innovative Programming:** SPM continues to develop innovative and engaging programs that attract visitors of all ages. Their events have created family traditions across our community, often bringing in many visitors to our area, exposing them to our city's history.

Being a leader of another stand-alone non-profit organization in Superior, the Superior Public Library Foundation, I am confident that by selecting SPM to manage these historical sites, the City of Superior can ensure the continued preservation, accessibility, and public enjoyment of these invaluable assets.

We urge you to consider SPM's proposal and support their continued stewardship of these important cultural institutions.

Sincerely,

James C. Purvis

Jim Purvis

11766 E. Blueberry Road, Maple, WI. 54854

M – 507-261-7278

Email: jpurvis5575@gmail.com

December 13, 2024

City of Superior Administration, City Council, and Finance Committee:

My name is Julie Fruehauf and I am writing this letter to express my fervent support of having Superior Public Museums (SPM) continue to manage Fairlawn Mansion, the S.S. *Meteor* Maritime Museum, and the Old Firehouse & Police Museum. I believe these local treasures belong under the excellent care of passionate professionals that live and work in our community.

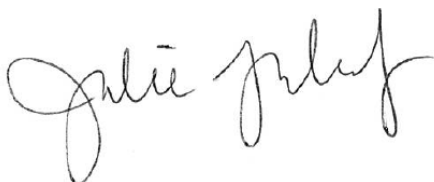
I have lived in Superior for nearly 20 years and in that time have seen this community focus on revitalization and building pride in our surroundings. In my experience, shifting management of three museums with tremendous legacy and heritage to external bidders would be directly opposed to our Superior values, and certainly does not exemplify “living up to our name.” History matters. Allowing outside organizations to take control of these precious and meaningful landmarks when there are already deeply invested individuals pleading to continue their critical work seems unnecessary and improper.

I have personally enjoyed several events at Fairlawn Mansion, including a murder mystery dinner fundraiser for Mentor Superior, multiple ice cream socials, holiday tours, and Halloween celebrations. I have even had family photos taken on the grounds of Fairlawn Mansion (with permission) as my in-laws live 2 doors down from the majestic building. I understand the magnitude of meticulous care that such a relic requires, and would hate to see overall maintenance, programming, or community access be altered under different leadership. I have also enjoyed live music events on Barker’s Island with the S.S. *Meteor* as the backdrop, and it was a truly special experience. I believe local organizations are leaning into showcasing Superior’s natural history, and shifting management of these museums could hinder such progress.

I am passionate about building relationships and celebrating community, as evidenced by my professional work at UW-Superior in the Link Center and my personal commitment to serving on the outreach committee for Mentor North. Superior Public Museums (SPM) serve as activity pass partners for Mentor North matches, which means local youth and their mentors are able to take tours and attend events for free, learning about these wonderful artifacts while honoring tradition.

In closing, I want to applaud the current Superior Public Museums (SPM) Board of Directors and leadership staff for their dedication and resilience in navigating this difficult process. I am struck by the depth of their passion and understanding what this important work requires. These museums mean so much to them and the broader community—thus I want to reiterate my eager support of keeping the management and operation of Fairlawn Mansion, the S.S. *Meteor* Maritime Museum, and the Old Firehouse & Police Museum under their highly capable care for the indefinite future.

Thank you,

A handwritten signature in black ink, appearing to read "Julie Fruehauf". The signature is written in a cursive, flowing style.

Attendance Numbers

		2023	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013
Fairlawn	Tours	5,914	5,521	4,675	6,087	5,112	5,484	5,775			4,885	
	Events	2,395	1,767	772	1,029	1,946	3,326	3,656			3,338	
	Total	8,309	7,288	5,447	7,116	7,058	8,810	9,431	0	0	8,223	0
S.S. Meteor	Tours	3,067	3,457	3,632	2,388	4,698	5,056	3,543			3,299	
	Events	254	154	57	72	195	462	320			182	
	Total	3,321	3,611	3,689	2,460	4,893	5,518	3,863	0	0	3,481	0
OFPM	Tours	597	569	784	79	1,309	1,023	1,418			1,146	
	Events	155	120	75	0	73	137	87			30	
	Total	752	689	859	79	1,382	1,160	1,505	0	0	1,176	0
Overall	Tours	9,578	9,547	9,091	8,554	11,119	11,563	10,736	10,834	10,409	9,330	9,165
	Events	2,804	2,041	904	1,101	2,214	3,925	4,063	4,050	4,402	3,572	3,550
	Total	12,382	11,588	9,995	9,655	13,333	15,488	14,799	14,884	14,811	12,902	12,715

City Council Members,

I am writing to you today in support of Superior Public Museums' continued management of Fairlawn Mansion, the S.S. Meteor Maritime Museum and the Old Firehouse & Police Museum. The last 25 years has seen SPM operate these three museums, and their exemplary management style has led these three sites to become staples in the tourism sphere in the Twin Ports.

The leadership at Superior Public Museums is exceptional. Both the Leadership Staff and Board of Directors, which includes Museums Manager Jordan Stish, have fostered a supportive and welcoming environment for staff, community partners and guests. SPM has created meaningful relationships with staff members at the University of Wisconsin-Superior, including myself through Yellowjacket Athletics. It has been a great privilege to partner with SPM, and their museum experience is unmatched.

Recently, our baseball student-athletes volunteered at the Spooktacular Saturday at Fairlawn Mansion. This free, family-friendly event proved to be a hit with all of its attendees, and Yellowjacket Athletics was proud to aid Superior Public Museums in this event. Furthermore, the "Quiet Santa" event has touched the lives of so many children and families. This sensory-friendly event doesn't exist anywhere in the Northland to my knowledge, and the fact SPM keeps this event free for anyone in the region to attend is a true testament to their dedication to inclusivity.

As a proud supporter of Superior Public Museums, I am excited to see what their next steps are. I'm quite confident the next phase of SPM will include more enhancements that elevate the visitor experience. With the new specialty tour at the S.S. Meteor and reintroducing the Flashlight Tours at Fairlawn Mansion that arose in the last year, I'm sure this only scratches the surface of what's to come from Superior Public Museums.

Please consider awarding the management contract of Fairlawn Mansion, the S.S. Meteor Maritime Museum, and the Old Firehouse & Public Museum to Superior Public Museums. They have done a wonderful job, and their experience, expertise, and vision for the future is the best possible option for the management of these three great sites.

Best Regards,

Ryan Castaneda

UW-Superior Athletics





December 13, 2024

To the City of Superior,

We write in support of Superior Public Museums' proposal to continue managing the City's three publicly owned museums. This letter comes from a joint perspective: one of us is a thirty-year faculty member in History at the University of Wisconsin-Superior, and the other is the recently hired historian in the UW-Superior History Program with experience in public history and museum work. Our primary interaction with Superior Public Museums has been through the placement of UW-Superior History students as interns at Fairlawn Museum. This partnership between UW-Superior and Superior Public Museums has been a fruitful one, and in our interactions with SPM staff, we have found them to be professional, responsive, and collaborative. Christina Matzen, the newly hired historian, was especially impressed during her recent tour of Fairlawn Museum, where she admired its beautiful decorations and appreciated the knowledgeable and welcoming tour guide.

In our internship program, the UW-Superior History Program is careful to avoid a "college credit for free labor" model. Instead, we work closely with our internship partners to set clear learning outcomes and professional development goals for the student interns, and we make sure that our students achieve those goals under the supervision of public history professionals. These expectations are clearly delineated in a required internship outline that each partner organization drafts and that we review. About a decade ago, we worked with SPM to establish an internship opportunity at Fairlawn Museum. SPM staff put together an excellent experience that met our programmatic expectations in every way. We have had several students complete internships at Fairlawn all of whom spoke highly of the experience.

As of this fall, Dr. Matzen has taken responsibility for building up our History internship program with the goal of strengthening and regularizing our internship opportunities, increasing the number of students who participate in internships, and marketing our internships to prospective students. We have identified Superior Public Museums as one of our main partners in developing our internship program and look forward to continuing to work with the organization should they receive the contract to operate Superior's city-owned museums.

It is worth noting that Jordan Stish, SPM's recently hired Museum Manager, is an alumna of the UW-Superior History Program who completed an internship at Fairlawn Museum as an undergraduate. Ms. Stish went on to earn a Masters in Public History at UW-Eau Claire. She is a true public history professional who brings with her exactly the sort of passions and skills that the Superior needs to provide leadership to its city-owned museums. Our decision to identify SPM as a main partner in developing our public history internships program is based, in part, on Ms. Stish's role as SPM's museum manager. In October, Dr. Matzen and Ms. Stish eagerly launched the initial stages of planning, with the goal of finalizing and distributing internship program guidelines by

DEPARTMENT OF SOCIAL INQUIRY

3061 Swenson Hall · 1610 Weeks Ave. · Superior, WI 54880 · Phone: 715-394-8465 · FAX: 715-394-8412
Anthropology · History · Philosophy · Political Science · Sociology · Gender Studies

January to prepare for the upcoming summer internship cohort. The city can be confident that SPM has in place the professional expertise to successfully manage the three museum properties.

Sincerely,

Christina Matzen
Assistant Teaching Professor of History

Joel M. Sipress
Professor of History



Wisconsin Sales and Use Tax Exemption Certificate Form S-211

Do not send this certificate to the Department of Revenue

Purchaser: Complete this certificate and give it to the seller.

Seller: If this certificate is not fully completed, you must charge sales tax. Keep this certificate as part of your records.

Check One Single Purchase Continuous

Purchaser Information		Type of Business	
Business Name SUPERIOR PUBLIC MUSEUMS		Nonprofit organization	
Business Address 906 E. 2ND STREET		City SUPERIOR	State WI
Purchaser's Tax ID Number 046114		ZIP Code 54880	State of Issue WI
If no Tax ID Number, enter one of the following:	FEIN 391950618	Driver's License Number/State Issued ID Number	State of Issue
Seller Information			
Name			
Address		City	State ZIP Code

Reason for Exemption

Resale (Enter purchaser's seller's permit or use tax certificate number) _____

Manufacturing and Biotechnology

- Tangible personal property (TPP) or item under s.77.52(1)(b) that is used exclusively and directly by a manufacturer in manufacturing an article of TPP or items or property under s.77.52(1)(b) or (c) that is destined for sale and that becomes an ingredient or component part of the article of TPP or items or property under s.77.52(1)(b) or (c) destined for sale or is consumed or destroyed or loses its identity in manufacturing the article of TPP or items or property under s.77.52(1)(b) or (c) destined for sale.
- Machines and specific processing equipment and repair parts or replacements thereof, exclusively and directly used by a manufacturer in manufacturing tangible personal property or items or property under s.77.52(1)(b) or (c) and safety attachments for those machines and equipment.
- The repair, service, alteration, fitting, cleaning, painting, coating, towing, inspection, and maintenance of machines and specific processing equipment, that the above purchaser would be authorized to purchase without sales or use tax, at the time the service is performed. Tools used to repair exempt machines are not exempt.
- Fuel and electricity consumed in manufacturing tangible personal property or items or property under s.77.52(1)(b) or (c) in this state.
Percent of fuel exempt: _____ % Percent of electricity exempt: _____ %
- Portion of the amount of fuel converted to steam for purposes of resale. Percent of fuel exempt: _____ %
- Property used exclusively and directly in qualified research, by persons engaged in manufacturing at a building assessed under s. 70.995, by persons engaged primarily in biotechnology in Wisconsin, or a combined group member conducting qualified research for another combined group member that meets these requirements.

Farming (To qualify for this exemption, the purchaser must use item(s) exclusively and directly in the business of farming, including dairy farming, agriculture, horticulture, floriculture, silviculture, beekeeping or custom farming services.)

- Tractors (except lawn and garden tractors), all-terrain vehicles (ATV) and farm machines, including accessories, attachments, and parts, lubricants, nonpowered equipment, and other tangible personal property or items or property under s.77.52(1)(b) or (c) that are used exclusively and directly, or are consumed or lose their identities in the business of farming. This includes services to the property and items above.
- Feed, seeds for planting, plants, fertilizer, soil conditioners, sprays, pesticides, and fungicides.
- Breeding and other livestock, poultry, farm work stock, bees, beehives and bee combs.
- Containers for fruits, vegetables, bee products, grain, hay, and silage (including containers used to transfer merchandise to customers), and plastic bags, sleeves, and sheeting used to store or cover hay and silage. Baling twine and baling wire.
- Animal waste containers or component parts thereof (may only mark certificate as "Single Purchase").
- Animal bedding, drugs for farm livestock or on bees, and milk house supplies.

Exempt Entities

Enter CES No., if applicable

046114

and instrumentalities.

tribe or band in this state.

units, including the State of Wisconsin or any agency thereof, Wisconsin counties, cities, schools, school districts, universities, or technical college districts.

exclusively for religious, charitable, scientific, or educational purposes, or for the prevention of erosion. (Required for Wisconsin organizations).

Number 046114

ing, and shipping materials, used to transfer merchandise to customers of the purchaser.

, parts, supplies, materials, and service for motor trucks, tractors, and trailers which are not under LC, IC, or MC No. (if applicable)

equipment used exclusively and directly in a fertilizer blending, feed milling, or grain drying operation, and safety attachments.

and used solely in the construction or repair of holding structures used for weighing and storage of such grain, if such structures are used in a fertilizer blending,

by a person who is licensed to operate a commercial radio or television station in Wisconsin, directly in the origination or integration of various sources of program material for commercial radio or television generally available to the public free of charge without a subscription or service agreement.

origination or integration of various sources of program material for commercial radio or television generally available to the public free of charge without a subscription or service agreement.

Percent of electricity exempt: _____ %

property and goods under s.77.52(1)(b), (c), and (d) to be resold by _____ on my behalf where _____

tax to the Department of Revenue on such sales.

items and goods under s.77.52(1)(b), (c), and (d), or services purchased by a Native American, who is enrolled with and resides on the _____ session of such property, items, goods, or services.

and property under s.77.52(1)(b) and (c) becoming a component of an industrial or municipal facility. Cement, lime, and supplies used or consumed in operating the facility. Caution: See top of page 1.

natural gas used or consumed in an industrial waste treatment facility. _____ %

oil, coal, steam, corn, and wood (including wood pellets which are 100% wood) used for fuel

% of Electricity Exempt	% of Natural Gas Exempt	% of Fuel Exempt
.. _____ %	_____ %	_____ %
.. _____ %	_____ %	_____ %

solely for out-of-state use. _____ %

the catalogs are mailed, that are designed to advertise and promote the sale of merchandise from small business firms.

(DETACH AND PRESENT TO SELLER)

Request for Taxpayer Identification Number and Certification

**Give Form to the
requester. Do not
send to the IRS.**

▶ Go to www.irs.gov/FormW9 for instructions and the latest information.

Print or type.
See Specific Instructions on page 3.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank. Superior Public Museums, Inc.	
2 Business name/disregarded entity name, if different from above	
3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes.	4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3): Exempt payee code (if any) _____ Exemption from FATCA reporting code (if any) _____ <i>(Applies to accounts maintained outside the U.S.)</i>
<input type="checkbox"/> Individual/sole proprietor or single-member LLC <input checked="" type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ _____ Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner. <input type="checkbox"/> Other (see instructions) ▶ _____	
5 Address (number, street, and apt. or suite no.) See instructions. 906 E. 2nd St.	Requester's name and address (optional)
6 City, state, and ZIP code Superior, WI 54880	
7 List account number(s) here (optional)	

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number									
or									
Employer identification number									
3	9	-	1	9	5	0	6	1	8

Part II Certification

- Under penalties of perjury, I certify that:
- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
 - I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
 - I am a U.S. citizen or other U.S. person (defined below); and
 - The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here	Signature of U.S. person ▶	Date ▶ 7-10-2023
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General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
 - Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
 - Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
 - Form 1099-S (proceeds from real estate transactions)
 - Form 1099-K (merchant card and third party network transactions)
 - Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
 - Form 1099-C (canceled debt)
 - Form 1099-A (acquisition or abandonment of secured property)
- Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.
- If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.*

SUPERIOR PUBLIC MUSEUMS
THREE MUSEUMS • ONE HERITAGE



Business Plan

Operational outline for Superior Public Museums' continued management and operation of Fairlawn Mansion, The *S.S. Meteor* Maritime Museum, and the Old Firehouse & Police Museum

Executive Summary

Fairlawn Mansion, the Old Firehouse & Police Museum, and the *S.S. Meteor* Maritime Museum represents the cultural heritage of the City of Superior. The three historic sites are home to the city's collections of historic objects, photographs, artifacts, manuscripts, and audio-visual materials. For the past twenty-five years (since January 1, 1999), Superior Public Museums has been entrusted to support, manage, and operate these three sites. Superior Public Museums has continued to provide educational and engaging experiences for visitors of all ages, while contributing to the cultural enrichment and economic vitality of the local community. This business plan outlines the museum's objectives, target audience, revenue model, marketing strategies, and operational plan.

Mission Statement

The mission of Superior Public Museums is to preserve, maintain, and develop the City of Superior's Museums, including, but not limited to, Fairlawn Mansion and Museum, the Old Firehouse & Police Museum, and the *S.S. Meteor* Maritime Museum and to provide an educational program whose purpose is to bring about a better understanding and appreciation of their history and heritage for the citizens of the City of Superior, Douglas County, and the State of Wisconsin.

Objective

The objective of this business plan is to highlight the organizational and operational structures of Superior Public Museums as the management organization for the City of Superior's three museums, Fairlawn Mansion, the *S.S. Meteor* Maritime Museum, and the Old Firehouse & Police Museum. In 2023, Superior Public Museums partnered with Superior Effect Marketing to construct a community-driven strategic plan to map out the next three to five years of management of the City's museums. Through community feedback, focus groups, surveys, and market research, Superior Public Museums and Superior Effect Marketing developed a comprehensive plan for organizational structure, staffing and volunteer retention, fundraising and diversified cash flow, and programming that includes expanded storytelling and visitor engagement. This strategic plan was officially unveiled in December 2024 and implementation has already begun. This strategic plan, in conjunction with the following business plan, policies, leadership structures, and metrics for success detail the objectives of Superior Public Museums to effectively manage the City of Superior's three museums.

Organizational Overview

Location(s):

- 906 E 2nd St Superior WI 54880 (address for Fairlawn Mansion and Superior Public Museums' administrative offices)
- 200 Marina Dr Superior, WI 54880 (address for the *S.S. Meteor* Maritime Museum)
- 402 23rd Ave E Superior, WI 54880 (address for the Old Firehouse & Police Museum)

Description: Superior Public Museums currently operates and manages Fairlawn Mansion and Museum, the *S.S. Meteor* Maritime Museum, and the Old Firehouse & Police Museum.

Collections: Each museum houses its own collections. Fairlawn Mansion houses artifacts, objects, manuscripts, publications, and photographs from the Pattison collection, a Victorian Era collection, and the Superior Children's Home and Refuge Association Collection. The *S.S. Meteor* Maritime Museum houses artifacts, objects, manuscripts, photographs, and audiovisual materials representing maritime history, the history of the whaleback ship, and the *S.S. Meteor* collection. The Old Firehouse & Police Museum's collection houses objects, artifacts, manuscripts, and photographs documenting the history of firefighting and law enforcement in the City of Superior and beyond. The collection also houses commemorative plaques and photographs from the State of Wisconsin Fire and Police Hall of Fame.

Key Services:

- Curated exhibits
- Educational programs for schools and families
- Special events and temporary exhibitions
- Membership and volunteer opportunities
- Preservation and restoration projects

Market Analysis

Target Audience:

- **General Public:** Families, tourists, art enthusiasts, history buffs, and lifelong learners.
- **Students:** K-12 and university groups, focusing on educational programming.
- **Local Community:** Residents, schools, senior citizens, and local organizations and business partners.

- **Tourists:** National and international visitors interested in the region's culture and heritage, as well as site specific historical interest.

Market Research:

Demand: According to Global market Insights, museums have seen a steady growth in attendance, and the industry continues to grow. The museum industry is expected to register a CAGR of over 6% growth between 2024 and 2032. Growth drivers include digital tools, collaborative efforts with schools and universities, strong community support of preserving cultural heritage, and the rising tourism industry across the globe.¹ More locally, the City of Superior published key themes about the city's Agricultural, Cultural, Natural, and Recreational goals in the 2040 Comprehensive Plan. Key themes include:²

- Connection between Superior's community spaces and people is important.
- There is a desire to increase and strengthen community relationships through events and entertainment.
- People are proud of Superior's cultural and historic resources and look for opportunities to celebrate it.

Superior Public Museums continues to match these growth drivers. We have implemented video educational exhibits at the *S.S. Meteor* during our September special event, Revitalize the *Meteor*. In 2024 alone, Museum Manager Jordan Stish has established meaningful connections with the University of Wisconsin-Superior, reinstating the summer internship program with the help of faculty in the Social Inquiry department, and she established the Off-Campus Work Study program with the Student Employment department. Superior Public Museums is also actively supporting the UWS Athletics department by volunteering at athletic events and promoting game schedules. Additional partnerships include organizations across the Twin Ports, including, but not limited to, the Lake Superior Zoo, the University of Wisconsin-Superior Link Center, the Great Lakes Shipwreck Preservation Society, Split Rock Lighthouse, the College of Saint Scholastica, Studio One, The Humane Society of Douglas County, Sterling Silver Studios, Superior High School, Denfeld High School, East High School, and the Superior Fire Department. In July 2024, Superior Public Museums conducted a focus group and community survey to understand the needs of the community. Overwhelmingly, respondents reported a support for cultural and historic preservation of Fairlawn Mansion, the *S.S. Meteor*, and the Old Firehouse & Police Museum.

Competition: The city of Superior is fortunate to have several diverse cultural and historical organizations within its limits. Superior Public Museums is proud to serve in telling our area's history along with The Harrington Arts Center, Douglas County Historical Society, and the Richard I. Bong Veterans Historical Center. In Duluth, several museums contribute to the Twin Ports' cultural sphere, including Glensheen Mansion, Lake Superior Marine Museum, the Duluth

¹<https://www.gminsights.com/industry-analysis/museums-market#:~:text=Museums%20Market%20size%20was%20valued,additions%20and%20new%20exhibitions%20worldwide>

² City of Superior, 2040 Comprehensive Plan, Section 6: Agricultural, Cultural, Natural, and Recreational goals, page 62.

Children’s Museum, the William A. Irvin, the Lake Superior Railroad Museum, The Depot, The Karpeles Manuscript Museum, and the Tweed Museum of Art. Superior Public Museums has supported and promoted events and organizational updates from each of the other organizations on the Superior Public Museums Facebook Page, and Superior Public Museums proudly shares brochures and informational cards for all organizations in the Fairlawn Mansion gift shop. Superior Public Museums is expressly interested in collaborative efforts and is willing to co-create exhibits, programs, and events for the community to enjoy. While there is business competition, it is imperative to work together to boost tourism and area history storytelling for the entire city. All tourist organizations within the city of Superior and Duluth are on the same ‘team,’ and Superior Public Museum is enthusiastically supportive of collaborative efforts.

Trends: Growing demand for immersive, experiential exhibits (e.g., virtual reality, hands-on interactions), as well as an increasing desire for sustainability in cultural institutions. Museum Manager Jordan Stish has been classically trained in experiential exhibits at the University of Wisconsin-Eau Claire, where she earned a graduate degree with distinct honors in Public History. Jordan has successfully designed experiential and immersive exhibits for the City of Chippewa Falls, WI at the Irvine Park Welcome Center, a cultural organization that sees upwards of 200 visitors per day. Jordan is trained in K-12 and adult exhibit development and has successfully created several exhibits across various mediums. Sustainability in cultural organizations is also increasingly important, and Superior Public Museums has implemented several sustainability efforts, including an increase in the organization’s recycling program.

Revenue Model

Superior Public Museums generates income at Fairlawn Mansion, the Old Firehouse & Police Museum, and the *S.S. Meteor* Maritime Museum through the following channels:

1. Admissions:

- Ticket sales (general admission, special exhibits, and events).
 - 2023: 12,382 tickets sold, totalling \$72,249
 - 2022: 11,588 tickets sold, totalling \$72,295
 - 2021: 9,995 tickets sold, totalling \$78,798
- Discounted rates for students, seniors, and military personnel.
- *See the Operations Schedule section of this document for more detailed information regarding admission pricing.*

2. Memberships:

- Annual memberships, with benefits such as free admission, exclusive events, and discounts in the museum shop. Superior Public Museums offers six different membership options for varying costs and benefits. The membership options are as follows and can be designated by each site:
 - Supporter Membership: \$25
 - Friendship Membership: \$60
 - Family Membership: \$150

- Patron Membership: \$250
- Corporate Membership: \$250-\$5000
- Benefactor Membership: \$500
- Superior Public Museums currently has eight corporate members and four non-corporate benefactors.

2024 Corporate Members



3. Grants and Donations:

- In previous years, Superior Public Museums has applied for and been awarded grant funding from the following organizations: Duluth Superior Area Community Foundation, Wisconsin Historical Society, Wisconsin Humanities Council, the Jeffris Foundation, and the Swenson Family Foundation.

- Superior Public Museums administrative staff has explored future granting opportunities from the Leinenkugels Foundation, the Culvers Foundation, the Wisconsin Federation of Museums, the Wisconsin Public Service Foundation, the Allen Foundation, The Bud and Sue Selig Charitable Foundation, The National Endowment for the Arts, and Ruth Arts. Superior Public Museums' staff is committed to diversifying funding through various local, statewide, and federal grantmaking organizations.
- Over the years, Superior Public Museums has been the recipient of large donations from organizations and individual donors, due to Superior Public Museums' affiliations with the sites and the leadership team's reputation for stewardship. Going forward, SPM leadership and administration will continue to pursue donor engagement and cultivation to steward more large gifts.

4. Fundraising Campaigns and Events

- In 2024, Superior Public Museums operated four major fundraising events: Revitalize the *Meteor*, The Ice Cream Social, The Twelve Days of Giving, and The Holiday Sampler.
- The Ice Cream Social is an annual event in July. The event collaborates with Superior Porchfest to incorporate live music, vendors, games, and free tours of Fairlawn Mansion. In 2024, the Ice Cream Social had its largest attendance and fundraising record. Over 1,500 people attended the event, and Superior Public Museums raised \$2,360.64 for the restoration of Fairlawn Mansion.
- Revitalize the *Meteor* was a fundraiser event in September 2024 aimed at restoration of the ship's Engine Room, new exhibit creation, and expansion of the annual Work Weekend event in April. This one-day fundraiser raised over \$5,000 for the *S.S. Meteor*.
- The Twelve Days of Giving was an online fundraising campaign aimed at highlighting the programs, staff, board members, volunteers, and community partners of Superior Public Museums. The fundraiser showcased completed projects and highlighted future projects and goals for 2025. Running in tandem with Giving Tuesday, this online fundraiser raised over \$1,200.
- The Holiday Sampler is Fairlawn Mansion's premier fundraising event. This major fundraiser raises funds for restoration, exhibits, and signage to expand the storytelling at Fairlawn. In 2024, this fundraiser raised \$5,583.31.
- Fundraising in previous years has included a mini golf event to support the Old Firehouse & Police Museum, McDougall's Dream scotch tasting event & art show, A Children's Home Easter to support the Children's Home exhibit at Fairlawn Mansion, and other silent auction events.

5. Museums Gift Shop:

- Retail sales of branded merchandise, educational materials, and art reproductions. Merchandise reflects the overall storytelling and themes of each museum. For example, maritime, Lake Superior, and whaleback merchandise is at the forefront of the S.S. Meteor Gift Shop. Historic home, Victorian Era, and Fairlawn Mansion merchandise is featured at the Fairlawn Mansion Gift Shop. Firefighting and police merchandise are the focal point of the Old Firehouse & Police Museum Gift shop. Gift Shop administrative staff select a majority of local and Wisconsin-based vendors along with some Minnesota-based vendors. On average, all three gift shops generate \$21,000 worth of revenue each year.

6. Private Bookings & Events:

- Hosting private events such as weddings, corporate meetings, and educational workshops. Private events generate on average, about \$4,000 per year.

7. Stipend from City of Superior

- The City of Superior provides a \$12,916 monthly stipend to support the upkeep and operation of the three sites as stated in the previously-terminated Memorandum of Understanding, first signed in 2002 and amended in 2017 . The language stating the quarterly stipend is as follows:
 - “In consideration for the routine maintenance, operation and staffing of the Premises, the City agrees to grant the Public Museums an annual stipend. The Level of funding provided in the grant will be determined annually through the regular City Budgeting Process.”
- The total annual amounts of this stipend are as follows:
 - 2024: \$154,992
 - 2023: \$154,992
 - 2022: \$154,992
 - 2021: \$154,992

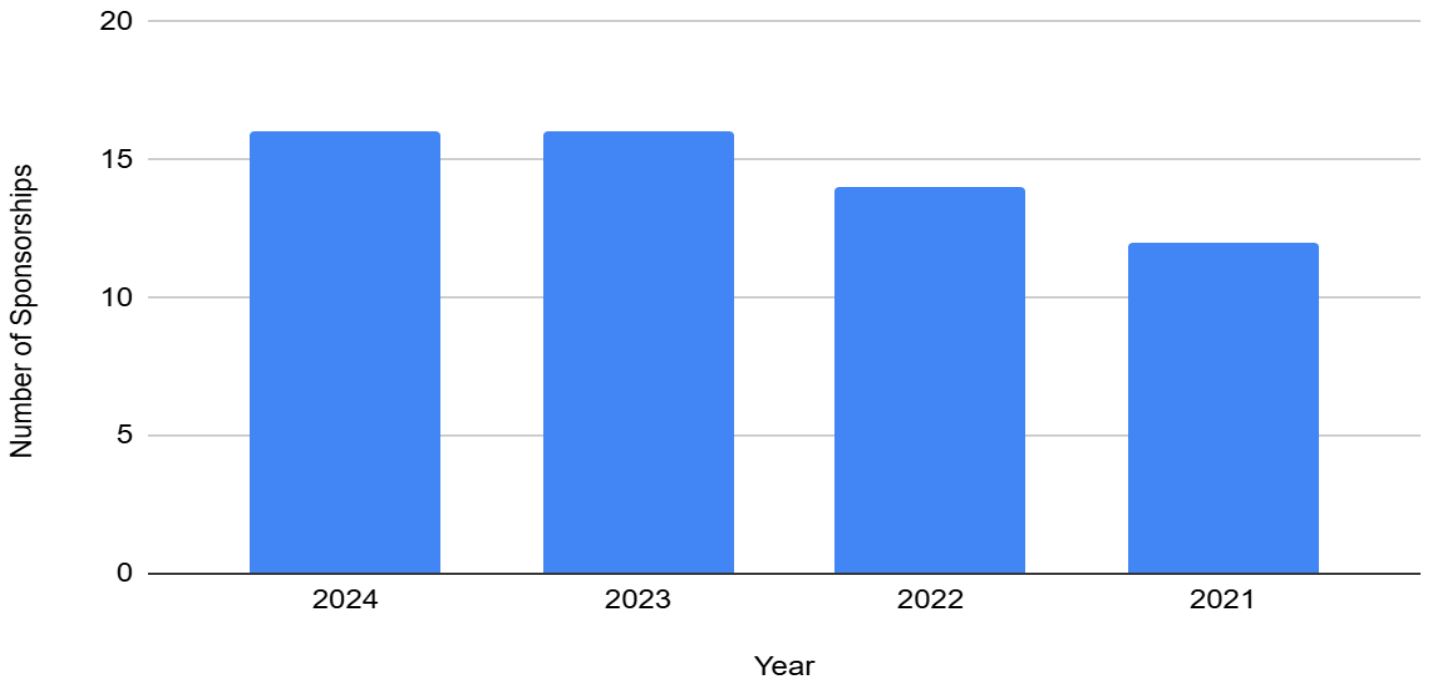
8. Hotel/Motel Tax

- Each quarter, Superior Public Museums receives a dividend of the city’s hotel/motel tax based on Chapter 74 of the City of Superior Code of Ordinances. Through this ordinance in Article III. Room Tax, Section 74-62. Tax Levied; Amount, Superior Public Museums shall receive an allocation of 5.7% each quarter.
- The total annual amounts from this dividend are as follows:
 - 2024: \$18,420.43
 - 2023: \$21,780.07
 - 2022: \$41,348.63
 - 2021: \$14,873.01

9. Corporate Sponsorships:

- Partner with local businesses for exhibition sponsorships or event promotions.
 - In 2024, Superior Public Museums received 16 sponsorships from local organizations and businesses. 2024 follows the upward trend of event sponsorships over the past four years. See the below chart:

Number of Sponsorships vs. Year



2024 Event Sponsorships and Donation Partners





Marketing Strategy

Brand Identity:

- Superior Public Museums successfully utilizes a unique and cohesive brand identity that reflects each museum’s mission. The logo and tagline of “Three Museums, One Heritage” definitively encapsulates the values of Superior Public Museums. Distinct images of each museum are used in all branding, and each museum is easily recognizable by viewers. A comprehensive brand and marketing strategy has been established across Facebook and Instagram platforms, and cohesive branding has been maintained across all mail, email, and physical advertisements.
 - Since May 2024, the Superior Public Museums Facebook page has earned over 78,800 views and reached over 52,200 unique individuals, up 240% from previous years.
 - On Instagram, the Superior Public Museums page has reached over 19,400 views, up 664.4% from previous years. On Instagram, all views and content interactions have come from organic posts, not purchased ads.

Digital Marketing:

- A strong online presence via a user-friendly website, social media platforms (Facebook and Instagram). Superior Public Museums implements a monthly email campaign to update subscribers on upcoming events and promotions, and email newsletters are also sent to those who request them.
- Superior Public Museums owns and operates a comprehensive website that includes an overview of each site, ticketing information, opportunities to purchase memberships, gift cards, and make donations, community information and events, and opportunities for volunteer work and employment. The website is updated regularly in connection with Bear North Digital.
- In addition to the monthly email campaign, Superior Public Museums also sends quarterly newsletters that have a digital option. Subscribers receive digital updates from the museums, event promotions, new member recognition, and site based historical content.

Community Engagement:

- In 2024, Superior Public Museums established partnerships with the University of Wisconsin-Superior across several departments, including the Department of Social Inquiry, Center for Continuing Education, TRIO, and UW-Superior Athletics, and the UW-Superior Link Center. At Superior High School, Superior Public Museums has supported high school students by creating volunteer opportunities so that students may fulfill their volunteer requirements. Within the community, Superior Public Museums has created meaningful and mutually beneficial relationships with the Superior Public Library, the Duluth Entertainment and Convention Center (DECC), William A. Irvin Ship, and Barko Hydraulics. Museum Manager Jordan Stish is an active supporter of Leadership Superior Douglas County, and has hosted participant members with tours and programs at Fairlawn Mansion and the S.S. Meteor Maritime Museum. Superior Public Museums has also partnered with various businesses for event programming, including, but not limited to, Holden Insurance Agency, National Bank of Commerce, Superior Choice Credit Union, and Enbridge.
- Throughout the previous three years, former Superior Public Museums Executive Director Megan Meyer developed meaningful connections with other local, state-based, and national organizations and groups that are maintained today. Those groups include the Great Lakes Shipwreck Preservation Society, “Boat Nerds of Facebook,” Superior Rotary Club, Master Gardeners of Douglas County, Wisconsin, Gales of November, Wishes & More, Superior-Douglas County Chamber of Commerce, and Discover Wisconsin.
- Superior Public Museums offers several free admission opportunities for all community members to enjoy each year. Every year, Superior Public Museums partners with the Superior Public Library to offer free passes to each museum. If an individual is a library card holder, they may check out a museum pass for free and exchange it for a tour at any

of the three sites. Traditionally, free tours of the *S.S. Meteor* Maritime Museum are offered during Lake Superior Days in July, and free tours of Fairlawn Mansion are offered during the annual Ice Cream Social event in July. Fairlawn Mansion is also open for free admission during the annual Spooktacular Saturday at Fairlawn Mansion event in October. Superior Public Museums also offers discounted rates and free admission to all Superior Public Museums membership holders.

- Superior Public Museums provides community engagement at two of their well-attended community events: The Ice Cream Social and Spooktacular Saturday. The Ice Cream Social is a free event that hosts vendors, games, a magic show, and a free concert on the lawn. Spooktacular Saturday at Fairlawn Mansion is another free community event inside Fairlawn Mansion. Guests can play games, create crafts, and participate in a costume contest while enjoying a self-guided tour of the mansion, free of charge.
- Superior Public Museums has also created additional programming opportunities, including Yoga at Fairlawn Mansion with Align Yoga, Valentine's Day Murder Mystery with Murder Mystery Ink., Youth Trick-or-Treating, the Master Gardeners Plant Sale, Twin Ports Festival of History, Viking Cruise Ship Tours, Superior Porchfest, and Youth Yoga at the Old Firehouse & Police Museum.

Public Relations:

- Superior Public Museums works with local news organizations for press releases and event announcements. In 2024, Superior Public Museums worked directly with The Superior Telegram, Northern News Now, WDIO, *Lake Superior Magazine*, *Visit Duluth*, the *Price County Review*, and *The Woman Today Magazine* to advertise and share updates with the public on a broad scope.
- Annually, Superior Public Museums hosts a VIP event for all membership holders called Members Only Night. This exclusive event allows members to visit Fairlawn to view the famous holiday decorations before the mansion opens to the public.
- Superior Public Museums recognizes all corporate donors and members as well as non-corporate benefactors in the quarterly newsletter and annual report.
- Several SPM staff members have been affiliated with public service groups, including Superior Rotary, League of Women Voters of Douglas County Wisconsin, and Emerging Leaders.

Advertising:

- Superior Public Museums has cultivated a targeted advertising strategy to engage with locals, tourists, and visitors across the region. To reach the widest audience with the most success, Superior Public Museums has utilized the following mediums to advertise for guided tours, events, fundraisers, and campaigns:
 - Digital ads on social media and Google
 - DECC Bathroom Signage
 - Canal Park Visitors Guide Signage

- Visit Duluth Magazine Ads
 - Gotta Be Superior! Campaigns
 - Lake Superior Magazine Ads
 - Price County Review Ads
 - The Woman Today articles
 - Lake Superior Ice Festival Sculptures and participation
 - Local radio, TV, and print advertising, particularly during key seasonal events
-

Operational Plan

Staffing/Governance Structure:

- **Board of Directors:** According to Superior Public Museums' Bylaws, the Board shall consist of up to 15 Directors (one of which is a representative of the City of Superior's Common Council). The Officers shall be the President, Vice President, and Secretary-Treasurer.
- **Staff Executive Team:** Executive Director (currently a vacant position) and Museum Manager. Both the Executive Director and Museum Manager are responsible for maintaining the daily operations of Superior Public Museums. They are charged with exhibit development, collections management, programming, fundraising and alternative revenue production, hiring and personnel management, and other administrative duties as assigned.
- **Support Staff:** Administrative Assistant, Gift Shop and Membership Coordinator, and Maintenance Coordinator. The Administrative Assistant is responsible for QuickBooks accounting management and check production on behalf of Superior Public Museums, as well as making weekly deposits of Superior Public Museums revenue, paying Superior Public Museums bills, and preparing monthly deposit reports for accounting purposes. The Gift Shop and Membership Coordinator is responsible for the operations and inventory of each of the three gift shops, in addition to overseeing the recruitment and renewal process of museum membership holders. The Maintenance Coordinator is responsible for the general upkeep of each site. For all tasks that do not require a licensed technician, the Maintenance Coordinator is the lead facilitator.
- **Part Time Staff:** Tour Guides are an integral part of Superior Public Museums. In addition to giving guided tours at Fairlawn Mansion and the *S.S. Meteor*, tour guides operate the gift shop at each site. They also assist with site cleaning, newsletter distribution, and other duties as assigned. At peak tourism season, Superior Public Museums employs roughly 25 part-time tour guides. During slower months, that number reduces to 15 regular tour guides.

- **Interns and Work Study Students:** In 2024, Superior Public Museums established a partnership with the University of Wisconsin-Superior's Off Campus Federal Work Study Program through the Student Employment Office at the University. One student employee from the university works 10-20 hours per week at Fairlawn Mansion completing collections-related administrative work. UW-Superior pays 75% of the student's salary and SPM reimburses the university for the other 25%.
- **Volunteers:** There are several volunteer opportunities for individuals and groups. Superior Public Museums' key volunteer groups are the Great Lakes Shipwreck Preservation Society, Superior Fire Department, Master Gardeners of Douglas County, and the University of Wisconsin-Superior Athletics Department. Volunteers can work on restoration projects, event promotion and participation, research, cataloguing, gardening, and more. Superior Public Museums hosts over 50 volunteers during various events throughout the year.

Note: Currently, SPM does not have an Executive Director (we paused this process at the request of the City). We recognize this is not ideal, however, and in absence of this role, the Museum Manager and Support Staff are operating under a wider scope of job duties. The Superior Public Museums Board of Directors recognizes this time of transition and aims to fill the vacant Executive Director position in early 2025, once a contract with the City of Superior has been established.

Operations Schedule:

Fairlawn Mansion

- Open to the public seven days per week from May to September. Between the months of October to April, Fairlawn Mansion is open to the public Tuesdays-Sundays. Guided tours run at the top of every hour between 10:00 AM and 4:00 PM. Additional late-night and extended hours events are offered periodically. Regular schedule of rotating exhibits, with a dedicated team for curating, installing, and maintaining displays. New permanent exhibits are updated annually. Plans are in place to establish a quarterly temporary exhibit program at Fairlawn Mansion to expand the site's storytelling.
- Admission prices for regular guided tours at Fairlawn Mansion are as follows:
 - Adults: \$12
 - College/Military/Seniors: \$10
 - Youth (6-17): \$6
 - Children 5 & Under: Free

S.S. Meteor Maritime Museum

- Open to the public seven days per week from May to August. During the month of September, the *S.S. Meteor* is open on weekends. The seasonal museum officially closes in mid-October for the winter months. Guided tours run at the bottom of the hour every

hour between 8:30 AM and 2:30PM. During the months of June and July, evening tours are offered from 4:30 PM through 7:30 PM. The self-guided exhibit is open to the public at any time during operating hours. Specialty tours and events are offered throughout the summer, and additions to the current exhibits are updated at the beginning of each season.

- Admission prices for regular guided tours at the *S.S. Meteor* Maritime Museum are as follows:
 - Adults: \$12
 - College/Military/Seniors: \$10
 - Youth (6-17): \$6
 - Children 5 & Under: Free

Old Firehouse & Police Museum

- Open to the public for self-guided tours Thursdays through Sundays between the months of May to October. The Museum is open between 12:00 PM and 4:00 PM each operating day. Additional programming and exhibits are implemented throughout the operating season and while the museum is closed for the winter.
- Admission prices for regular self-guided tours at the Old Firehouse & Police Museum are as follows:
 - Guests 13 & Up: \$6
 - Guests 12 & Under: Free

Technology Integration:

- Develop a virtual tour that offers educational content to enhance the visitor experience of those individuals who may not be able to climb the stairs at each site.
- Upgrade online ticketing and booking software to enhance the visitor experience.

Sustainability:

- Incorporate sustainable practices in all museum operations, including energy-efficient lighting, waste reduction, recycling programs, and eco-friendly materials in exhibits.

Strategic Plan Initiatives

During the summer of 2023, Superior Public Museums' leadership staff and Board of Directors began the process of investigating options to create a strategic plan for the organization. The

formal process officially began in the fall of 2023 and included community surveys, focus groups, soliciting feedback, and a comprehensive review of the organization's structures. Creating a comprehensive strategic plan ensures that the next three to five years at Superior Public Museums are filled with cultivation, growth, and development. Superior Public Museums partnered with Superior Effect Marketing to develop a comprehensive strategic plan for the overall success and financial stability of each of the three sites across four key areas: Establishing Direction, Staffing & Volunteerism, Funding, and Individual Location Growth. The plan itself is extensive, and Superior Public Museums developed the following goals, with work on them to begin immediately.

Establishing Direction

- Increase annual visitor numbers to the Old Firehouse & Police Museum by 20% within 2 years and 35% within 5 years.
- Increase annual visitor numbers to the SS Meteor by 15% within 2 years and 30% within 5 years.

Superior Public Museums is committed to increasing interest and improving the guest experience at all three sites. To meet the aforementioned objectives for Establishing Direction, Superior Public Museums plans to do the following:

- Implement two additional tour types at Fairlawn Mansion.
- Enhance visitor engagement and satisfaction through interactive exhibits and unique experiences.
- Strengthen community partnerships to promote the museums and their impact.
- Develop sustainable funding strategies to support ongoing operations and future endeavors.
- Expand the Board of Directors' role and responsibility within the organization.

Staffing & Volunteers

- Increase volunteer engagement by 15% within the next two years.
- Increase short term/seasonal staff retention and support current staff members to remain employed for the museums for at least five years on average.

Superior Public Museums has a committed team of tour guides who have served the organization for several years. In addition to long term staff, Superior Public Museums has dedicated strategies to recruit talented staff. To enhance the staffing and volunteer pool, Superior Public Museums has created the following strategies:

- Develop a comprehensive training program for staff and volunteers to enhance professional growth and development.
- Define the responsibilities between staff, management, and the Board of Directors to foster ownership and shared responsibility
- Empower staff to engage with the histories of each location, so they are able to provide interesting and insightful tours for new and returning guests.

- Integrate visitor feedback into operational practices and staff training.

Funding

- Increase total fundraising by 20% over the next two years.

Superior Public Museums is capable of implementing diversified fundraising strategies to enhance the capital growth of the organization. The following steps are being taken to increase fundraising:

- Expand grant opportunities, increase fundraising events, and further explore business partnerships and sponsorships.
- Develop sustainable giving programs through increased engagement and retention, such as membership drives.
- Leverage technology to streamline fundraising effort and maximize ROI.
- Recognize and demonstrate the museum's impact on the community and its value proposition to funders.

Individual Location Growth

- Increase total annual museum visits by 20% within 2 years and 35% within 5 years.

Risk Analysis

Superior Public Museums has identified four key areas for potential risk that may impact long term growth and management of museums.

- **Economic Factors:** Economic downturns can impact discretionary spending, affecting attendance and donations.
- **Competition:** New museums or other cultural institutions may provide similar services, requiring constant innovation to stay competitive. While Superior Public Museums sees other museums and historical entities as an opportunity for collaborative efforts, it is understood that competition drives innovation, and all innovation benefits the community of Superior.
- **Operational Costs:** Costs for staffing, collection care, and maintenance of the building may exceed projections, particularly in the early years. Continuing the restoration efforts at all three sites could account for unforeseen operational costs.
- **External Events:** Natural disasters, pandemics, or other unforeseen events could disrupt operations and attendance.

Risk Mitigation:

- Diversify funding sources to include grants, membership, and partnerships to reduce reliance on admissions.
 - Develop a strong digital presence to attract global visitors and offer virtual programming.
 - Maintain a flexible staffing model and control costs through partnerships. Utilize volunteers and service-learning students to offset some labor costs.
-

Conclusion

Superior Public Museums has effectively managed operations of Fairlawn Mansion, the *S.S. Meteor* Maritime Museum, and Old Firehouse & Police Museum for the past 25 years. Fiscal responsibility, operational enhancements, and a strong staff-volunteer structure over these years has ensured our stability and growth, even through the pandemic and external challenges. We have a commitment to expanding programming and events, as well as using innovation to tell the story of our area's heritage and history. This commitment and these strategies will establish the City's three premier museum sites as destinations for community members and visitors alike. With a solid strategic plan, our operations and marketing efforts are poised for long-term success. This plan not only outlines, but also demonstrates Superior Public Museums' dedication to sharing the history of our area and our interest in a strong partnership with the City. Our continued focus on diverse programming, strong community ties, and financial sustainability will ensure Fairlawn Mansion, the Old Firehouse & Police Museum, and the *S.S. Meteor* Maritime Museum remain landmark destinations for learning, creativity, and cultural exploration.

Superior Public Museums (SPM)

Balance Sheet

As of December 31, 2023

	JAN - DEC 2021	JAN - DEC 2022	JAN - DEC 2023
ASSETS			
Current Assets			
Bank Accounts			
10050 Cash on hand	0.00	600.00	400.00
10100 Checking	313,358.54	348,985.68	376,557.89
10105 Checking 2	0.00	0.00	0.00
Total Bank Accounts	\$313,358.54	\$349,585.68	\$376,957.89
Other Current Assets			
11000 Inventory	21,986.55	21,986.55	11,927.13
12000 Undeposited Funds	630.22	0.00	0.00
13000 Deposits in Transit		12,916.00	162.03
Total Other Current Assets	\$22,616.77	\$34,902.55	\$12,089.16
Total Current Assets	\$335,975.31	\$384,488.23	\$389,047.05
Fixed Assets			
15000 Building Improvements	17,005.74	18,150.74	18,150.74
15500 Murphy Garden	450.00	450.00	450.00
16000 Equipment & Furniture	91,263.96	96,919.35	96,919.35
17000 Accumulated Depreciation	-70,489.06	-82,034.06	-91,690.06
Total Fixed Assets	\$38,230.64	\$33,486.03	\$23,830.03
TOTAL ASSETS	\$374,205.95	\$417,974.26	\$412,877.08
LIABILITIES AND EQUITY			
Liabilities			
Current Liabilities			
Credit Cards			
Credit Card		2,581.97	2,678.31
Total Credit Cards	\$0.00	\$2,581.97	\$2,678.31
Other Current Liabilities			
20000 Accounts Payable	0.00	0.00	0.00
20100 Accrued Wages Payable	0.00	0.00	0.00
20105 PPP Loan	0.00	0.00	0.00
20200 Payroll Tax Payable	0.00	0.00	0.00
20300 Sales Tax Payable	0.00	114.30	126.92
20400 Payroll Clearing	0.00	0.00	0.00
20500 Uncleared Checks	0.00	0.00	0.00
Square Sales Tax Payable		0.00	0.00
Total Other Current Liabilities	\$0.00	\$114.30	\$126.92
Total Current Liabilities	\$0.00	\$2,696.27	\$2,805.23
Total Liabilities	\$0.00	\$2,696.27	\$2,805.23

Superior Public Museums (SPM)

Balance Sheet

As of December 31, 2023

	JAN - DEC 2021	JAN - DEC 2022	JAN - DEC 2023
Equity			
30000 Fund Balance	253,216.68	304,438.08	345,510.12
30100 Reserve for Children's Garden	479.26	479.26	479.26
30200 Reserve for Collections and Exhibits	316.35	316.35	316.35
30300 Reserve for Restoration - Fairlawn	41,611.79	41,611.79	41,611.79
30400 Reserve for Restoration - Meteor	26,210.47	26,210.47	26,210.47
30500 T/R - Alan Marshall Fund	1,150.00	1,150.00	1,150.00
31000 Opening Balance Equity			-10,540.56
Net Income	51,221.40	41,072.04	5,334.42
Total Equity	\$374,205.95	\$415,277.99	\$410,071.85
TOTAL LIABILITIES AND EQUITY	\$374,205.95	\$417,974.26	\$412,877.08

Superior Public Museums (SPM)

Profit and Loss

January 2021 - December 2023

	JAN - DEC 2021	JAN - DEC 2022	JAN - DEC 2023	TOTAL
Income				
40000 Admissions Income	78,797.48	72,295.38	72,248.90	\$223,341.76
41000 Memberships	11,564.00	7,820.00	14,937.00	\$34,321.00
42000 Gift Shop Income	21,306.08	17,965.28	22,488.26	\$61,759.62
44000 Donations	15,040.62	12,627.38	5,864.50	\$33,532.50
44010 In Memory of Joe Mann			1,100.00	\$1,100.00
Total 44000 Donations	15,040.62	12,627.38	6,964.50	\$34,632.50
45000 Fundraisers and Events	11,970.01	13,440.53	16,030.42	\$41,440.96
46000 Gift Certificate Income	0.00	0.00		\$0.00
49000 Miscellaenous		0.00	23.02	\$23.02
49100 Rental Income	3,961.00	5,081.50	4,810.00	\$13,852.50
49200 Sponsorships - All Sites (deleted)	1,717.42	2,350.00	1,250.00	\$5,317.42
49300 City of Superior	155,000.00	154,997.00	155,000.00	\$464,997.00
49400 Hotel/Motel Tax	15,873.01	18,758.30	21,670.70	\$56,302.01
49500 Miscellaneous Income	144.80	3,089.79	822.53	\$4,057.12
49700 Swenson Family Foundation			62,500.00	\$62,500.00
Total 49000 Miscellaenous	176,696.23	184,276.59	246,076.25	\$607,049.07
49990 Uncategorized Income		0.00		\$0.00
Discount Income		0.00		\$0.00
Square Deposits	0.00	0.00		\$0.00
Total Income	\$315,374.42	\$308,425.16	\$378,745.33	\$1,002,544.91
Cost of Goods Sold				
50000 Purchases - Shops	11,814.26	10,075.72	10,471.31	\$32,361.29
Total Cost of Goods Sold	\$11,814.26	\$10,075.72	\$10,471.31	\$32,361.29
GROSS PROFIT	\$303,560.16	\$298,349.44	\$368,274.02	\$970,183.62
Expenses				
60000 Payroll Expenses				\$0.00
60100 Wages & Salaries	0.00	0.00		\$0.00
60200 Wages - Full-Time	84,249.14	95,503.72	108,411.39	\$288,164.25
60300 Wages - Part-Time	48,455.41	23,037.01	27,183.79	\$98,676.21
60400 Wages - Seasonal	39,284.37	44,765.98	56,999.44	\$141,049.79
Total 60100 Wages & Salaries	171,988.92	163,306.71	192,594.62	\$527,890.25
60900 Payroll Taxes Expense				\$0.00
60950 Payroll Taxes Expense	13,979.58	13,085.39	15,517.91	\$42,582.88
Total 60900 Payroll Taxes Expense	13,979.58	13,085.39	15,517.91	\$42,582.88
Total 60000 Payroll Expenses	185,968.50	176,392.10	208,112.53	\$570,473.13
61500 Contractors	140.00			\$140.00
62000 Insurance		2.84		\$2.84
62100 Workman's Compensation	8,597.00	2,334.45	8,604.50	\$19,535.95
62200 Liability Insurance	2,598.25	1,635.75	1,311.81	\$5,545.81
Total 62000 Insurance	11,195.25	3,973.04	9,916.31	\$25,084.60

Superior Public Museums (SPM)

Profit and Loss

January 2021 - December 2023

	JAN - DEC 2021	JAN - DEC 2022	JAN - DEC 2023	TOTAL
63000 Operating Expenses				\$0.00
63075 Collections & Exhibits	1,265.08	690.51	1,065.42	\$3,021.01
63100 Legal & Accounting	6,794.50	7,904.00	7,929.00	\$22,627.50
63150 Office Supplies	6,223.95	5,916.27	8,769.71	\$20,909.93
63200 Bank Charges & Credit Card Fees	4,205.16	3,130.00	2,886.45	\$10,221.61
63250 Travel & Training	2,025.13	4,004.80	7,098.20	\$13,128.13
63300 Telephone & Internet Expenses	4,684.87	3,258.29	3,555.23	\$11,498.39
63350 Board Expenses			7,500.00	\$7,500.00
63400 Postage	1,963.13	2,116.50	1,858.27	\$5,937.90
63450 Rental Expense	56.94	366.47	94.06	\$517.47
63500 Advertising & Marketing	3,708.49	6,260.58	6,048.68	\$16,017.75
63550 Fundraising & Events Expenses	4,233.79	9,232.51	14,363.34	\$27,829.64
63600 Dues & Subscriptions	1,245.00	910.00	435.50	\$2,590.50
63700 Meals & Entertainment (deleted)	102.48	268.70	19.32	\$390.50
63750 Utilities	23,335.04	22,300.04	22,240.74	\$67,875.82
63800 Maintenance Supplies	7,737.09	3,368.07	4,915.84	\$16,021.00
63850 Website/Computer	1,298.12	1,559.99	7,695.69	\$10,553.80
63900 Repairs & Maintenance	12,216.71	19,045.12	32,754.04	\$64,015.87
63950 Security	2,527.62	4,036.52	5,487.98	\$12,052.12
63960 Fairlawn Gardens Expenses			445.64	\$445.64
63990 Depreciation	5,207.24	11,545.00	9,656.00	\$26,408.24
Total 63000 Operating Expenses	88,830.34	105,913.37	144,819.11	\$339,562.82
69990 Ask My Accountant			0.00	\$0.00
Total Expenses	\$286,134.09	\$286,278.51	\$362,847.95	\$935,260.55
NET OPERATING INCOME	\$17,426.07	\$12,070.93	\$5,426.07	\$34,923.07
Other Income				
48000 Interest Income	15.33	16.89	20.03	\$52.25
48100 PPP Loan Forgiveness Income	33,780.00			\$33,780.00
48200 Employee Retention Credit		19,205.71		\$19,205.71
70000 Temp. Restricted - Alan Marshall Fund				\$0.00
70100 T/R Income - Alan Marshall Fund		64.00		\$64.00
Total 70000 Temp. Restricted - Alan Marshall Fund		64.00		\$64.00
73000 Temp. Restricted - Tapestry Restoration		70.00		\$70.00
73100 T/R Income - Tapestry Restoration		587.00		\$587.00
Total 73000 Temp. Restricted - Tapestry Restoration		657.00		\$657.00
74000 Temp. Restricted - Fairlawn Restricted Funds				\$0.00
74100 T/R Income - Fairlawn Restricted Funds		5,000.00		\$5,000.00
Total 74000 Temp. Restricted - Fairlawn Restricted Funds		5,000.00		\$5,000.00
75000 Joe Mann Donation Expense			-109.78	\$ -109.78
75100 T/R Income - SS Meteor Repairs		4,057.51		\$4,057.51
Total Other Income	\$33,795.33	\$29,001.11	\$ -89.75	\$62,706.69

Superior Public Museums (SPM)

Profit and Loss

January 2021 - December 2023

	JAN - DEC 2021	JAN - DEC 2022	JAN - DEC 2023	TOTAL
Other Expenses				
79990 Reconciliation Discrepancies			1.90	\$1.90
Total Other Expenses	\$0.00	\$0.00	\$1.90	\$1.90
NET OTHER INCOME	\$33,795.33	\$29,001.11	\$ -91.65	\$62,704.79
NET INCOME	\$51,221.40	\$41,072.04	\$5,334.42	\$97,627.86

Admissions & Gift Shop Revenue												
		2023	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013
Fairlawn	Admissions	\$ 45,126.00	\$ 42,107.00	\$ 47,167.00	\$ 31,171.00	\$ 40,798.00	\$ 46,801.00	\$ 46,900.00	47,997.75	43,159.01		
	Gift Shop	\$ 11,229.00	\$ 9,588.00	\$ 10,835.00	\$ 8,284.00	\$ 10,793.00	\$ 14,741.00	\$ 12,226.00	12,689.81	14,834.62		
	Total	\$ 56,355.00	\$ 51,695.00	\$ 58,002.00	\$ 39,455.00	\$ 51,591.00	\$ 61,542.00	\$ 59,126.00	\$ 60,687.56	\$ 57,993.63	\$ -	\$ -
S.S. Meteor	Admissions	\$ 25,032.00	\$ 28,196.00	\$ 27,989.00	\$ 15,836.00	\$ 28,278.00	\$ 31,462.00	\$ 21,373.00	22,064.70	20,187.56		
	Gift Shop	\$ 9,404.00	\$ 7,454.00	\$ 8,594.00	\$ 5,735.00	\$ 8,323.00	\$ 7,878.00	\$ 6,263.00	8,555.61	7,412.13		
	Total	\$ 34,436.00	\$ 35,650.00	\$ 36,583.00	\$ 21,571.00	\$ 36,601.00	\$ 39,340.00	\$ 27,636.00	\$ 30,620.31	\$ 27,599.69	\$ -	\$ -
OFPM	Admissions	\$ 2,091.00	\$ 1,992.00	\$ 3,642.00	\$ 548.00	\$ 1,050.00	\$ -	\$ -	\$ -	\$ -		
	Gift Shop	\$ 1,856.00	\$ 923.00	\$ 1,878.00	\$ -	\$ 1,604.00	\$ 1,907.00	\$ 1,509.00	\$ 1,510.78	\$ 1,207.76		
	Hall of Fame							\$ 198.00	\$ 135.20			
Total	\$ 3,947.00	\$ 2,915.00	\$ 5,520.00	\$ 548.00	\$ 2,654.00	\$ 1,907.00	\$ 1,707.00	\$ 1,645.98	\$ 1,207.76	\$ -	\$ -	
Overall	Admissions	\$ 72,249.00	\$ 72,295.00	\$ 78,798.00	\$ 47,555.00	\$ 70,505.76	\$ 78,263.00	\$ 68,273.00	\$ 70,062.45	\$ 63,346.57		
	Gift Shop	\$ 22,489.00	\$ 17,965.00	\$ 21,307.00	\$ 14,019.00	\$ 21,448.93	\$ 24,526.00	\$ 19,998.00	\$ 22,756.20	\$ 23,454.51		
	Total	\$ 94,738.00	\$ 90,260.00	\$ 100,105.00	\$ 61,574.00	\$ 91,954.69	\$ 102,789.00	\$ 88,271.00	\$ 92,818.65	\$ 86,801.08	\$ -	\$ -

Revenue Breakdown												
		2023	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013
Admissions		\$ 72,249.00	\$ 72,295.00	\$ 78,798.00	\$ 60,417.00	\$ 70,505.76	\$ 78,263.00	\$ 68,273.00	\$ 70,062.45	\$ 63,346.57		
Rentals		\$ 4,810.00	\$ 5,082.00	\$ 3,961.00	\$ 2,448.00	\$ 6,279.00	\$ 12,685.00	\$ 8,096.00	\$ 9,513.00	\$ 16,329.50		
Fundraisers & Events		\$ 16,030.00	\$ 13,441.00	\$ 11,970.00	\$ 15,064.00	\$ 10,794.00	\$ 18,436.00	\$ 27,308.00	\$ 32,170.11	\$ 26,309.68		
Sponsorships & Donations		\$ 70,715.00	\$ 14,977.00	\$ 16,758.00	\$ 2,024.00	\$ 12,793.00	\$ 8,816.00	\$ 13,422.00	\$ 15,436.19	\$ 13,102.98		
Memberships		\$ 14,937.00	\$ 7,820.00	\$ 11,764.00	\$ 12,490.00	\$ 10,930.00	\$ 14,484.00					
Misc. Income		\$ 846.00	\$ 3,090.00	\$ 145.00	\$ 64.00	\$ 1,984.00	\$ 895.00					
Gift Shop		\$ 22,488.00	\$ 17,965.00	\$ 21,307.00	\$ 14,481.00	\$ 21,448.93	\$ 24,526.00	\$ 20,196.00	\$ 22,891.40	\$ 23,454.51		
City of Superior & Hotel/Motel Tax		\$ 176,671.00	\$ 173,755.00	\$ 170,873.00	\$ 167,036.00	\$ 169,551.00	\$ 168,909.00	\$ 155,000.00	\$ 153,334.00	\$ 155,000.00		
Cost of Goods Sold		\$ (10,471.00)	\$ (10,076.00)	\$ (11,814.00)	\$ (9,056.00)	\$ (10,357.00)						
Gross Profit		\$ 368,275.00	\$ 298,349.00	\$ 303,762.00	\$ 264,968.00	\$ 293,928.69	\$ 327,014.00	\$ 292,295.00	\$ 303,407.15	\$ 297,543.24	\$ -	\$ -

Expenses Breakdown												
		2023	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013
Payroll, Workers' Comp & Liability Ins.		\$ 218,029.00	\$ 180,365.00	\$ 197,164.00	\$ 171,813.00	\$ 194,850.00	\$ 191,002.00	\$ 83,788.00	\$ 82,235.40	86,137.07		
Collections & Exhibits		\$ 1,065.00	\$ 691.00	\$ 1,265.00	\$ 543.00	\$ 1,832.00						
Legal, Accounting & Banking/CC Fees		\$ 10,815.00	\$ 11,434.00	\$ 11,162.00	\$ 9,136.00	\$ 10,652.00	\$ 11,790.00					
Office Operations		\$ 21,879.00	\$ 11,842.00	\$ 14,110.00	\$ 17,335.00	\$ 12,838.00	\$ 13,898.00	\$ 128,657.00	\$ 129,179.86	135,177.52		
Travel & Training		\$ 14,618.00	\$ 4,626.00	\$ 2,025.00	\$ 1,883.00	\$ 5,340.00						
Rentals, Fundraising & Events		\$ 14,457.00	\$ 9,267.00	\$ 4,291.00	\$ 5,426.00	\$ 12,555.00	\$ 12,823.00					
Advertising, Marketing & Memberships		\$ 6,484.00	\$ 7,171.00	\$ 5,153.00	\$ 7,391.00	\$ 7,529.00	\$ 12,342.00					
Utilities & Security		\$ 27,729.00	\$ 26,337.00	\$ 25,863.00	\$ 23,669.00	\$ 24,331.00						
Building Maintenance Supplies & Repairs		\$ 38,116.00	\$ 22,406.00	\$ 19,954.00	\$ 17,391.00	\$ 28,992.00	\$ 52,966.00	\$ 51,264.00	\$ 74,339.67	45,278.15		
Depreciation & Misc. Expenses		\$ -	\$ 598.00	\$ 4,409.00	\$ 4,431.00	\$ 4,995.00		\$ 11,773.00	\$ 13,414.41	11,251.34		
Total Expenses		\$ 353,192.00	\$ 274,737.00	\$ 285,396.00	\$ 259,018.00	\$ 303,914.00	\$ 294,821.00	\$ 275,482.00	\$ 299,169.34	\$ 277,844.08	\$ -	\$ -

Revenue vs Expenses												
		2023	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013
Revenue		\$ 368,275.00	\$ 298,349.00	\$ 303,762.00	\$ 264,968.00	\$ 293,928.69	\$ 327,014.00	\$ 292,295.00	\$ 303,407.15	\$ 297,543.24	\$ 279,373.00	\$ 271,986.00
Expenses		\$ 353,192.00	\$ 274,737.00	\$ 285,396.00	\$ 259,018.00	\$ 303,914.00	\$ 294,821.00	\$ 275,482.00	\$ 299,169.34	\$ 277,844.08	\$ 260,121.00	\$ 269,714.00
Difference		\$ 15,083.00	\$ 23,612.00	\$ 18,366.00	\$ 5,950.00	\$ (9,985.31)	\$ 32,193.00	\$ 16,813.00	\$ 4,237.81	\$ 19,699.16	\$ 19,252.00	\$ 2,272.00

Superior Public Museums

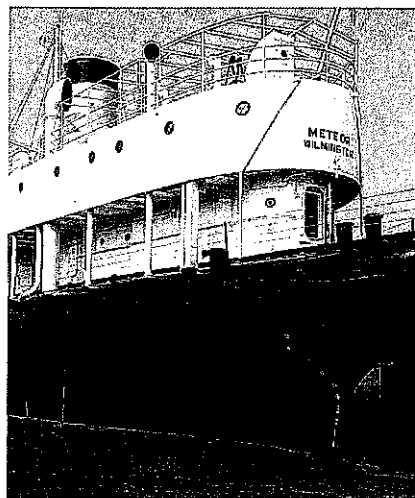
GROUP TOUR PRICING



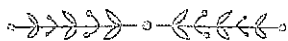
THREE MUSEUMS - ONE HERITAGE



We have three unique locations for you and your group to enjoy! Take a walk through a Queen Anne Victorian home, see inside the last whaleback ship in the world, or step back in time at our Old Firehouse & Police Museum. Whether you're looking to spend the day touring Superior or give your students an unforgettable experience, Superior Public Museums has you covered!



Fairlawn Mansion



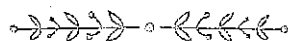
SCHOOL GROUP PRICING:

\$5 per person (5 & under free)

BUS/GROUP TOUR PRICING:

\$10 adult
\$8 senior/military/college
\$5 youth (5 & under free)

SS Meteor Whaleback Ship



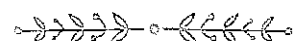
SCHOOL GROUP PRICING:

\$5 per person (5 & under free)
\$3 exhibit only

BUS/GROUP TOUR PRICING:

\$10 adult
\$8 senior/military/college
\$5 youth (5 & under free)
\$3 exhibit only

Old Firehouse & Police Museum



SCHOOL GROUP PRICING:

\$3 per person (12 & under free)

BUS/GROUP TOUR PRICING:

\$4 per person (12 & under free)

Contact us today to book your tour!

Support the preservation of the City of Superior's unique history!

Superior Public Museums is proud to be instrumental in preserving this city's rich & captivating history. Your membership helps to ensure our 3 unique sites will be here for many generations to enjoy. Thank you for your support!

We offer convenient online reservations! Once you purchase or renew your membership, you will receive a membership punch card & instructions on how to book online.

Memberships are valid for 1 year from purchase date.

PUNCH CARD

Each membership level includes PUNCH CARDS. These cards must be presented at the time of tour. The cards are valid at all sites. Punch cards do not need to be exclusively used by the membership holder, so bring your friends!

SITE SUPPORT

While your punch card is valid at all 3 sites, you can choose to have your membership support a specific site or Superior Public Museums. Please indicate your choice on the application.

Reserve your tour online:
www.superiorpublicmuseums.org/tours

3 Historic Sites




Fairlawn Mansion: Fairlawn Mansion is Superior's Victorian home that was a private residence from 1890 to 1920 & a Children's Home for 42 years. Fairlawn Mansion is open for tours year-round, with the exception of major holidays.

SS Meteor: Open May-October, the SS Meteor is the last above-water Whaleback ship in the world!


Old Firehouse & Police Museum: Built in 1898, the Firehouse originally housed 5 horse-drawn rigs, including the city's first steamer. Home to the State of Wisconsin Police & Fire Hall of Fame. Open May-October.

Contact us today!

 superiorpublicmuseums.org

 715-394-5712

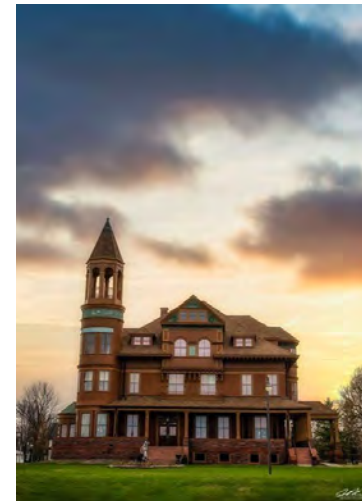
 info@superiorpublicmuseums.org

 906 E. 2nd Street
Superior, WI 54880

Follow us!

Facebook & Instagram:
Superior Public Museums

Three Museums



One Heritage

Superior Public Museums

Memberships - 2024

Fairlawn Mansion
SS Meteor Whaleback Ship
Old Firehouse & Police Museum

Membership Levels

All membership levels include:

- Members Only Night invite
- Direct mail &/or e-newsletters
- 10% Gift Shop discount at all sites

Supporter

\$25

- One - 3 Visit punch card

Friendship

\$60

- Two - 3 Visit punch cards

Patron

\$250

- Four - 6 Visit punch cards

Benefactor

\$500

- Six - 6 Visit punch cards
- Behind the Scenes Tour of 1 site for 6 people
- Recognition in Annual Report

Fairlawn Mansion & SS Meteor: Ages 5 & under are free. Old Firehouse & Police Museum: 12 & under are free. The cardholder's pass will not be punched for the above listed ages.

*Punch Cards are valid for regular tours only.
Not valid for special tours (superstition, holiday, etc.)*

SPM Members receive a 10% discount at the Richard I. Bong Veterans Historical Center Gift Shop!



Special Family Membership

Family

\$150

- 2 Adults/Guardians & all children 17 & under in same household
- One - 15 Visit punch card

Members Only Night



Members are invited to the free Members Only Night at Fairlawn Mansion! Held in November, members get a first-look at the spectacular holiday decor. Wander the decked halls, enjoy sweet treats & listen to live music!

Please contact us to learn about our Corporate Memberships!



**Save time & purchase online!
www.superiorpublicmuseums.org/memberships**

Membership Application

Name(s):

Address:

City, State, Zip:

Phone:

Email:

Level:

Supporter

Friendship

Patron

Benefactor

Family

Site Support:

Please choose where you wish to allocate your membership dollars:

Fairlawn Mansion

SS Meteor Whaleback Ship

Old Firehouse & Police Museum

Superior Public Museums

Credit Card #:

Expiration Date:

3 Digit Code:

Support the preservation of the City of Superior's unique history!

Superior Public Museums is proud to be instrumental in preserving this city's rich & captivating history. Your corporate membership helps to ensure our 3 unique sites will be here for many generations to enjoy. Thank you for your support!

We are now online for reservations! Once you purchase or renew your membership, you will receive your passes & instructions on how to book online.

Memberships are valid for 1 year from purchase date.

Your personalized tour must be booked 3 weeks in advance by contacting Museum Administrative Staff directly.

PUNCH CARDS

Each membership level includes PUNCH CARDS. These cards must be presented at the time of tour. The cards are valid at all sites. Punch cards can be shared.

SITE SUPPORT

While your tour passes are valid at all 3 sites, you can choose to have your membership support a specific site or Superior Public Museums. Please indicate your choice on the application.

Reserve your tour online:
www.superiorpublicmuseums.org/tours

3 Historic Sites





Fairlawn Mansion: Fairlawn Mansion is Superior's Victorian home that was a private residence from 1890 to 1920 & a Children's Home for 42 years. Fairlawn Mansion is open for tours year-round, with the exception of major holidays.


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Contact us today!

 superiorpublicmuseums.org

 715-394-5712

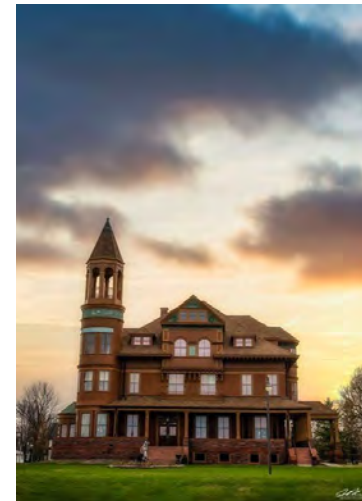
 info@superiorpublicmuseums.org

 906 E. 2nd Street
Superior, WI 54880

Follow us!

Facebook & Instagram:
Superior Public Museums

Three Museums



One Heritage

Superior Public Museums

Corporate Membership - 2024

Fairlawn Mansion
SS Meteor Whaleback Ship
Old Firehouse & Police Museum

Corporate Levels

All membership levels include:

- Members Only Night invite
- Logo in quarterly direct mail &/or e-newsletters
- Invitation to Annual Meeting



Bronze

\$250

- Four - 6 Visit punch cards
- 25% Discount on 1 facility rental (restrictions apply)

Titanium

\$500

- Six - 6 Visit punch cards
- Business name placed for 3 weekdays on the Fairlawn Mansion sign
- 25% Discount on 1 facility rental (restrictions apply)

Silver

\$1,000

- Behind the Scenes tour for 12 guests of 1 site with SPM administrative staff
- Six - 6 Visit punch cards
- Business name placed for 5 weekdays on the Fairlawn Mansion sign
- 25% Discount on 1 facility rental (restrictions apply)

Fairlawn Mansion & SS Meteor: Ages 5 & under are free. Old Firehouse & Police Museum: 12 & under are free. The cardholder's pass will not be punched for the above listed ages.

*Punch cards are valid for regular tours only.
Not valid for special tours (superstition, holiday, etc.)*

Gold

\$2,500

- Behind the Scenes Tour for 12 guests of 2 sites with SPM administrative staff
- Eight - 6 Visit punch cards
- Business name placed for 7 days (includes 1 weekend) on the Fairlawn Mansion sign
- 50% Discount on 1 facility rental (restrictions apply)

Platinum

\$5,000

- Behind the Scenes Tour for 12 guests of all 3 sites with SPM administrative staff
- Eight - 6 Visit punch cards
- Business name placed for 9 days (includes 2 weekends) on the Fairlawn Mansion sign
- 1 Free facility rental (restrictions apply)



Corporate members are invited to the free Members Only Night at Fairlawn Mansion! Held in November, members get a first-look at the spectacular holiday decor. Wander the decked halls, enjoy sweet treats & listen to live music!



**Save time & purchase online!
www.superiorpublicmuseums.org/memberships**

Corporate Application

Business Name:

Address:

City, State, Zip:

Phone:

Email:

Level:

Bronze

Titanium

Silver

Gold

Platinum

Site Support:

Please choose where you wish to allocate your membership dollars:

Fairlawn Mansion

SS Meteor Whaleback Ship

Old Firehouse & Police Museum

Superior Public Museums

Credit Card #:

Expiration Date:

3 Digit Code:

**Make checks payable to:
Superior Public Museums**

**Mail to:
SPM-Memberships
906 E. 2nd Street
Superior, WI 54880**

December 15, 2024

Dear Mayor Paine, City Council Members,

I write to you today in an attempt to convey my thoughts and feelings in regards to my personal experience at Fairlawn Mansion. When considering a wedding venue, my wife and I were looking for a location that could host a small, intimate wedding with just our loved ones and closest friends in attendance. We were also mindful of the cost of a wedding in today's market. It was suggested to us by an immediate family member to check out the offerings by Superior Public Museums on the Fairlawn Mansion grounds. With both of us being born and now rooted in Superior, and the incredible value and price point offered, the historic Fairlawn Mansion became the obvious choice.

My wife and I were married at Fairlawn Mansion on the Twenty-Ninth of July, 2023. Our experience from the staff, accommodations, and the wedding venue itself were top-notch. I have shared our wedding photos endlessly in an effort to increase awareness in regards to the museum's offerings as a wedding venue and historic site to visit. These photos can be seen in promotional material from the Museum's marketing strategies. Our guests have not stopped talking about their experience either. They all were quite shocked at just how nice of a venue Fairlawn Mansion actually is. Fairlawn Mansion will forever hold a special place in my heart. For these reasons, I will continue to support Superior Public Museums in any way that I can.

My warmest regards,

Brandon Olson

SUPERIOR PUBLIC MUSEUMS

THREE MUSEUMS • ONE HERITAGE

Rental Agreement Form -Fairlawn Mansion -

Date of the Event:
Description of Event:

Primary Contact:

Name
Address
Phone
Email

Secondary Contact:

Name
Address
Phone
Email

Approximate number of guests:

Length of reservation:

**Will food and/or non-alcoholic beverages
be served?**

Will alcohol be served?

Rental Fee:

Additional Fees (if chosen):

China Rental:
Alcohol Deposit:
Extend event:

Deposit Received:

Final Payment Received:

By signing this contract, you are affirming
you have read the policies and agree to
abide by them. Any changes to the contract
must be submitted in writing and agreed to
by both parties.

Signed (Renter)

Date

Signed (SPM)

Date

Superior Public Museums
906 E 2nd St., Superior, WI 54880

Fairlawn Mansion
SS Meteor Whaleback Ship
Old Firehouse & Police Museum

Administrative Office
906 E. 2nd Street
Superior, WI 54880

715-394-5712
info@superiorpublicmuseums.org
www.superiorpublicmuseums.com

Superior City Council,

I am writing in support of Superior Public Museums continuing management of Fairlawn Mansion, the S.S. Meteor Maritime Museum, and the Old Firehall and Police Museum. SPM has managed these three Museums for the last 25 years. Over this time, these museums have brought tourists to the Twin Ports, as well as become prominent areas of the community.

Though I've only worked at Superior Public Museums for a few months, I have seen firsthand how passionate every member of the staff is for each of the 3 sites. All of the guides have different interests and knowledge, giving different insights on how to improve the overall experience of our guests. SPM works as a team, expressing the value of all of these ideas, and finding ways to implement them effectively.

Over the past few months, Superior Public Museums and the current manager Jordan Stish, have breathed new life into past events. One of which is the fall event at the S.S. Meteor. An extended tour and fundraiser, replacing the former 'McDougalls Dream' event. During this event, we had the opportunity to show our community the progress we've made on the restoration of the engine room, getting it up and running for the first time in years. I am excited to see how SPM moves forward to enhance previous events and create new ones to further interest in the community.

Thank you for considering Superior Public Museums for the continued Management of Fairlawn Mansion, the S.S. Meteor, and the Old Firehall and Police Museum.

Sincerely,

Bella Olson

Superior Public Museums General Sponsorship Form

General Event Sponsorship (please select):

— Level 1 (\$50)

- Multimedia & Newsletter Recognition

— Level 2 (\$100)

- Multimedia & Newsletter Recognition
- Day of Event Signage

— Level 3 (\$250)

- Multimedia & Newsletter Recognition
- Day of Event Signage
- 2 Complimentary Museum Tour Passes

— Level 4 (\$500)

- Multimedia & Newsletter Recognition
- Day of Event Signage
- Recognition on the Hwy 2 Sign
- 4 Complimentary Museum Tour Passes

—Yes, contact us to volunteer!

Sponsorship is dues NO LATER than Friday, June 21

If you have any questions, contact us at: 715-394-5712 or info@superiorpublicmuseums.org

Remit form & Donations to:

Superior Public Museums
906 E 2nd St
Superior, WI 54880

Business Name: _____

Contact Name: _____ Phone: _____

Address: _____ State: _____ Zip: _____

Email: _____

Office Use Only:

Date Rec'd: _____ Initials: _____ Cash/Check _____/CC

AMount: _____ Notes: _____

Agency Funds

Organizational Endowed (Agency) Funds

Minimum to establish an organizational endowed fund: \$25,000

An organizational endowment fund, or agency fund, is a type of designated fund established by a nonprofit organization that transfers assets to the Community Foundation and designates itself as the beneficiary of the fund. Grants are made to the organization on an annual basis. Should the named organization go out of existence, or the purpose of the original gift become obsolete, the Community Foundation will apply the funds to purposes which closely parallel those designated by the donor.

(Both individual donors and the nonprofit organization may make contributions to the fund at any time. Organizational endowed funds are governed by Accounting Standards Codification 958-605-25 and fund agreements include standard language which distinguishes a community foundation from a financial institution.

When a nonprofit organization establishes an organizational endowed fund, the Community Foundation sets up the account and labels it "XYZ Fund - Agency." The nonprofit receives annual statements detailing the fund's activities. The Community Foundation also sets up a 'sister' account, to separately record gifts directly from third parties (i.e. individual donors) that are given for the benefit of the nonprofit. The Community Foundation also includes the 'sister' account statement labeled "XYZ Fund" reflecting the activity and gifts by third parties in support of the nonprofit. Note, the nonprofit should not record the assets of the 'sister' XYZ Fund.)

How does the Community Foundation account for Agency Funds?

When a nonprofit organization establishes an Agency Fund, the Community Foundation sets up the account and labels it "Agency." The nonprofit receives semi-annual statements that detail the activity for its Agency Fund.

The Community Foundation also sets up a 'sister' account, to record gifts directly from third parties that are given for the benefit of the nonprofit. As a courtesy, the Community Foundation also includes the 'sister' account statement reflecting the activity and gifts by third parties in support of the nonprofit.

How does the nonprofit organization show Agency Funds in its financial statements?

The non profit organization should recognize the Accounting Standards Codification 958-605-25 (Not-for-Profit Entities, Revenue Recognition)* for its Agency fund on its statement of financial position. Please consult your accountant and/or refer to the Financial Accounting Standards Board directive No. 136.

The nonprofit organization should **not** record the assets of the 'sister' fund.

*** ACCOUNTING STANDARDS CODIFICATION 958-605-25 (NOT-FOR-PROFIT ENTITIES, REVENUE RECOGNITION)**

This standard applies to accounting for assets transferred to a fund in a community foundation by not-for-profit organizations. Under ACCOUNTING STANDARDS CODIFICATION 958-605-25 (NOT-FOR-PROFIT ENTITIES, REVENUE RECOGNITION), when a not-for-profit transfers a portion of its own assets to a fund in a community foundation, the not-for-profit continues to report those assets as its own, with the offsetting activity reported in net assets. The community foundation also reports the asset, and the offsetting entry is classified as a liability to the not-for-profit organization.

When a private individual establishes an endowment fund in a community foundation to benefit a nonprofit organization, ACCOUNTING STANDARDS CODIFICATION 958-605-25 (NOT-FOR-PROFIT ENTITIES, REVENUE RECOGNITION) specifies that the assets in the endowment be reported only in the books of the foundation.

An endowment fund in a community foundation that contains a mixture of assets transferred from the not-for-profit organization and gifted by private individuals must treat each type of transaction separately as specified above.

*** ACCOUNTING STANDARDS CODIFICATION 958-605-25 (NOT-FOR-PROFIT ENTITIES, REVENUE RECOGNITION)**

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When a private individual establishes an endowment fund in a community foundation to benefit a nonprofit organization, ACCOUNTING STANDARDS CODIFICATION 958-605-25 (NOT-FOR-PROFIT ENTITIES, REVENUE RECOGNITION) specifies that the assets in the endowment be reported *only* in the books of the foundation.

An endowment fund in a community foundation that contains a mixture of assets transferred from the not-for-profit organization and gifted by private individuals must treat each type of transaction separately as specified above.

This disclosure statement is intended to provide basic information regarding the establishment of designated and agency funds.

The Duluth Superior Area Community Foundation is not in the business of rendering legal, accounting or financial advice. Always discuss your plans with your attorney, accountant or financial advisor.

DULUTH SUPERIOR AREA COMMUNITY FOUNDATION ORGANIZATIONAL ENDOWMENT FUNDS

The Duluth Superior Area Community Foundation is an excellent vehicle for developing an organization's endowment with maximum advantage. Nonprofit organizations realize the need to establish stable sources of income. Competition for funds from private, philanthropic, and government resources is stronger than ever. Many organizations realize it is important to establish a mix of revenue sources which will provide financial stability for the future.

An **Organizational Endowment Fund** with the Community Foundation can act as an income stabilizer. Like personal investments, a permanent fund for an organization can provide a source of additional income each year. This permanent pool of assets generates income and grows over time.

Why the Community Foundation?

We provide a natural setting for permanent gifts, many of which can be complex in nature. Other benefits include:

- Allows your organization to focus on its mission and other priorities.
- Assures donors their conditions are perpetually met -- the fund agreement provides direction for the fund's use.
- Protection of your permanent assets from possible future Board neglect, shortsighted invasion, or improper use -- the Community Foundation serves as the guardian of the fund.
- The fund enjoys the advantage of being invested in a larger pool of assets, which can lead to greater growth, greater income, and lower investment fees.
- The Community Foundation handles investment management and oversight, all accounting and financial reporting, and the annual audit for funds held.
- The nonprofit organization receives regular distributions from the fund according to the Community Foundation's Spending Policy.
- The Community Foundation sends fund statements containing information about the fund's activities during the preceding period.
- All gifts to the fund are designated for the organization's use only. While co-mingled for investment, your organization's funds will not be used for other purposes.
- The nonprofit organization's endowment fund receives exposure in the Community Foundation's annual report and website reaching new donors.
- Donors to the Community Foundation may designate their gifts be added to your organization's fund.
- Gifts are tax-deductible at the highest levels allowed.
- The Community Foundation thanks donors for all gifts, using appropriate tax-related language.

Things To Consider

The IRS requires that funds within a Community Foundation be considered assets of the Community Foundation. The organization receives the benefits of the income on all gifts to its endowment fund, but it does not manage the fund itself. While all gifts to an organization's endowment fund are designated only for the use of that organization, and it receives regular distributions, the organization cannot:

- spend the principal
- remove the funds from the Community Foundation
- direct how assets in the endowment fund are invested

The Community Foundation invests all its funds with both growth and grants in mind. An organization should expect long-term growth but not wildly speculative risk or unusually high income.

The Duluth Superior Area Community Foundation promotes private giving for the public good. The Community Foundation is a permanent community endowment, built by gifts from hundreds of individuals and organizations. Guided by a Board of volunteer civic leaders, the Duluth Superior Area Community Foundation makes grants to nonprofit organizations and to individuals for scholarships and provides leadership on important community initiatives in northeast Minnesota and northwest Wisconsin. Since its inception in 1983, they have distributed over \$74 million and currently hold over 470 different funds, each with its own charitable purpose. Learn more at www.dsacommunityfoundation.org.



Regulatory Oversight

TRIBAL GAMING

Governing Body: There are 11 compacted tribes in the state of Wisconsin. These tribes currently operate 25 gaming facilities throughout the state. The compacts with each tribe are substantially similar and were initially signed in 1991-1992.

Oversight of tribal gaming is divided between the tribal gaming commissions and the state-run Office of Indian Gaming and Regulatory Compliance (OIGRC).

The number of gaming devices per establishment, location and number of casinos, and other similar issues vary from compact to compact.

Under the compacts, the tribes may enter into management contracts for the operation and management of the tribal casinos.

In 2003, amendments to the compacts assigned the compacts unlimited term lengths; however, the amendments were later ruled unconstitutional by the Wisconsin Supreme Court. Following the court's decision, the Menominee, Ho-Chunk, Potawatomi, and Lac du Flambeau tribes renegotiated 25-year extensions.

The Stockbridge-Munsee, Oneida, and St. Croix tribes have 99-year terms. The remaining tribes have not renegotiated and are still under the unlimited-term provision.



Licensing

TRIBAL GAMING

Operator: The tribes must make an annual contribution to the state for the cost of regulation of Class III gaming. The compacts require the tribes to make payments to the state on a percentage of net win on all games. The percentage required varies compact-to-compact based upon the size of the tribe's gaming operations, with the smaller tribes paying as little as 1.75 percent of net win and the larger tribes paying 6 percent of net win.

Gaming-Related Contractor: Under the compacts, no person "may enter or maintain a gaming-related contract with the tribes involving total consideration exceeding \$10,000 in any year unless the person holds a certificate" issued by the Wisconsin Lottery Board. The compacts define gaming related contract as "any agreement under which the tribe procures for Class III gaming materials, supplies, equipment or services which are unique to the operation of gaming and not common to ordinary tribal operations."

The application fee for a gaming-related contractor certificate is \$4,000. Certificates may be renewed every two years for \$4,000."



Taxation & Tribal Revenue Sharing

TRIBAL GAMING

Revenue Share: There are no revenue sharing provisions in the compacts. However, the tribes are required to pay certain amounts to the state as compensation for regulatory oversight.

State Use of Revenue: There are no revenue sharing provisions in Wisconsin.

Tribal Use of Revenue: As required under IGRA, tribes must use tribal gaming funds:

1. To fund tribal government operations or programs;
2. To provide for the general welfare of the tribe and its members;
3. To promote tribal economic development;
4. To donate to charitable organizations; or
5. To help fund operations of local government agencies.

Withholding on Winnings: The tribe must withhold Wisconsin income tax from any payment of a prize or winnings from which it must also withhold federal taxes under the Internal Revenue Code or Regulations. In addition, federal law may require tribal casinos to issue a W-2G form to persons and may withhold winnings if certain conditions are met. For more information click [here](#).



Responsible Gaming

TRIBAL GAMING

Statutory Funding Requirement: There are no statutory funding requirements outlined in the tribal-state compacts or tribal gaming ordinances.

Self-exclusion: There are no self-exclusion program requirements outlined in the tribal-state compacts or tribal gaming ordinances.

Complimentary Alcoholic Drinks: Complimentary alcoholic drinks are not offered at tribal casinos in Wisconsin. The gaming ordinances state that “no person who is visibly intoxicated will be permitted to participate in any gaming activity.”

Advertising Restrictions: There are no advertising restrictions outlined in the tribal-state gaming compacts or tribal gaming ordinances.

On-Premise Display Requirement: There are no on-premise display requirements outlined in the tribal-state gaming compacts or tribal gaming ordinances.



Prevention of Underage Gambling: The original compacts prohibited any person under the age of 18 from playing any game authorized by the compact. Subsequent amendments to the compacts have changed the minimum age to 21 for most of the tribes.

Operation on Holidays: Tribal casinos in the state may operate 24 hours a day, seven days a week, including on holidays.



Other Regulations

COMMERCIAL GAMING

Testing Requirements: No electronic game of chance may be operated by tribes unless it has been tested, approved or certified by a gaming test laboratory. Under the compacts, a gaming test laboratory is a laboratory “agreed to and designated in writing by the state gaming division and the tribe as competent and qualified to conduct scientific tests and evaluations of electronic games of chance and related equipment.”

AML requirements: Under federal U.S. law, commercial casino operators, tribal gaming operators and card clubs are required to comply with various statutes in order to prevent money laundering activities and other financial crimes, including terrorism.

Shipping Requirements: Under federal U.S. law, all gambling devices and all packages containing gambling devices, when shipped or transported, must be plainly and clearly labeled and marked so that the name and address of the shipper and the consignee and the contents of the package may be readily ascertained on an inspection of the package.

In addition, upon removal of an electronic game of chance from a tribal gaming facility, the tribe must provide to the state gaming division “the date on which it was removed, the game’s destination, and the name of the person to whom the equipment is to be transferred.”

Restrictions on Political Contributions: There are no compact restrictions on political contributions from parties with gaming interests. Under federal law, tribes are considered “persons” and are subject to regulation by the Federal Election Commission when making federal contributions.

Credit: Tribal casinos in Wisconsin may not offer credit to patrons. The compacts require that all gaming must be conducted on a cash basis. In addition, no electronic game of chance may be equipped with a device which permits the player to use a credit card.

Smoking Bans: Casinos in the state are not subject to the state’s indoor smoking bans. However, certain tribal casinos in the state have chosen to prohibit indoor smoking.

Cashless Gaming & Alternative Payment Methods: The tribal-state compacts do not address cashless gaming or alternative payment methods.



Sports Betting

Authorized Operators: Certain tribal casinos in the state are authorized to offer sports betting pursuant to the terms of their compacts with the state.

Mobile/Online: Certain compacts allow for remote wagering on land owned by the tribe or held in trust for the tribe by the federal government that contains a commercial building owned or leased by the tribe.

Taxes and Fees: N/A.

Amateur Restrictions: The compacts do not allow for betting on Wisconsin college sports teams nor on the outcomes of sporting events with participants aged under 19.

Promotional Credits: N/A. Tribal casinos do not pay a tax for the right to offer sports betting and thus promotional credits are not taxable.

Age Restrictions: Individuals must be at least 21 years of age to participate in sports betting.

Notes from SPM Site Tour with City Employees

In attendance: Jordan, Dale, Suzi, Linda from Parks and Rec, Jacob from Parks and Rec, as well as Katelyn and Megan for part of the tour

SS Meteor

- Lots of water leakage in the hull of the ship; finding the source of the leakage is a priority so proper sealing can be done
 - Currently, Aaron is using multiple sump pumps to clear the water, this is time consuming and not efficient
- Getting the bathrooms at the Meteor accessible and usable is a priority for Parks and Rec—this is an initiative they have across several sites in Superior.
- The ramp to get up the Meteor needs to be addressed—wood is decaying, not enough to deter someone from climbing up without a tour, etc.
 - Possibility of creating a new way of getting onto the ship was discussed, but that is a future project
- Electrical inspection is needed throughout entire ship
- Jordan and Megan to look into the log documents from the Great Lakes Shipwreck Group about what volunteers have done during work weekends
- Jordan to work with Megan to find a file on the drive regarding a grant the Meteor received for restoration
- Oil seepage is an issue—not a hazard, but definitely something that needs to be addressed
- Possible spaces with asbestos in the Engine Room

Fire Hall

- Roof needs to be addressed at a separate date
 - Folks at the city to look at their past bids and handle that side of the roof issue
- Radiators need to be blown out
- Leakage either coming from the radiators or the pipes at the sink near the bathroom is causing linoleum tile to shift in spaces
- Water leaking in the basement of the Firehall
- New Fire Extinguisher is needed
 - Rectified on 8/9/24
- Brass fire pole is cracking/separating from its coating
 - Jordan put in a call to Spartan Manufacturing to see if they could fix it, waiting to hear back
- (Aesthetically), call UMD or UWS Theatre Department to see if their prop department could create a photo op spot in the kids area of the Fire Hall
- Windows on the second floor Hall of Fame room need to be looked at
- Inspection needs to be done to see if the hose hanging turret is insulated properly—could be where some of the moisture is coming in

- Deemed safe to be opened in the winter time if staff is available. Can continue to heat like normal (per Linda)
- Stairs need to be looked at, peeling vinyl step grips, may need to be done once we close for the season

Fairlawn

- Folks from the city to reach out to Sheldon to see what he had done for the pigeons as well as the hole in the exterior rafter on the third floor of Fairlawn
- Wrap around porch:
 - Belknap plumbing to come and look at the outdoor drains that were clogged after the rainstorm on 8/7/24
 - Original door frame is beginning to rot and shift with the moisture, making it difficult to open/reframe the doors
 - Would need a contractor here to look at it
 - Windows in the Graces Parlor, conservatory, and dining room need to be re-sealed
 - Jordan to call Old World Windows to see if we are still under warranty/get a quote
 - Lots of bird droppings on first floor windows
 - Aaron to clean when he has time, as long as he can reach on a standard ladder
 - First floor windows could use a new coat of paint
 - Aaron to take a look at when he figures out Sump Pump issue at Meteor
- Exterior Fairlawn sign needs some upkeep
 - Jordan to call sign company to see if they can fix a leaning frame
 - No electric to the lights on the exterior sign
 - Per Megan, Benson Electric began this project, but abandoned it because they could not figure out what was wrong, and it was costing SPM thousands of dollars
 - Folks from the City to look into that for SPM
- Water Damage in the Carriage House Entrance
 - SPM has made the city aware of this issue in the past
 - Capped the pipe that was leaking, waiting for it all to dry out before fixing
- Water Damage in Smoking Room
 - Per Megan, it has been an issue since she was a tour guide
- Water in the Widows Watch room
 - New issue, new in the last few months (since Megan has left)
 - Issue had not been reported to Jordan by anyone
- Attic
 - More animal dung found
 - Aaron cleaned and sanitized 8/9
 - Bat deterrent noise box is “off putting” to hear
 - Attic needs to be cleaned, reorganized
 - For the most part, it is structurally sound
 - Old water damage in one of the rooms in the attic, appears to have not been addressed more than a bucket being added underneath the leak

- Appears to have started during the winter, per Jacob
- Basement
 - Boilers look great
 - Jordan to call to schedule annual inspection
 - Grease Trap leaking smells bad
 - Belknap Plumbing cannot come to fix it until Wednesday
 - City folks encouraged Jordan to look elsewhere for plumbing maintenance; they have had issues with Belknap Plumbing at some of their other sites
 - Fridge needs to be cleaned out
 - Aaron cleaned fridge on 8/9/24
 - Water Damage to space in basement that had been drywalled off before Jordan worked here (and Megan too); Water has seeped into the exposed drywall
 - Basement is dry

Key Takeaways

- Jordan to coordinate with Jake from the City to do another walk through 1:1, possibly consulting with Aaron
- Jake also offered to be on site with Jordan and Aaron when Belknap plumbing comes to do work on the grease trap on 8/14
- Parking lot at Fairlawn will be addressed at a later date
- City recommends a full electrical and plumbing inspection at all 3 sites
- All things considered, there are some areas SPM can make some upgrades/changes/maintenance that will help to improve things, but there are some things the City needs to address on behalf of SPM

Overall Caretaking & Maintenance Expenses

Routine Supply Expenses: light bulbs, paint, restroom products, cleaning materials, etc.

Routine Repairs & Contracts: lawn care, fire inspections, sprinkler inspections, snow removal, etc.

Unexpected Repairs: failing light fixtures, electrical upgrades, plumbing repairs, boiler & sprinkler system repairs, etc.

Year	Site	Routine Supply	Routine Repaires &	Unexpected	Total
2018	Admin	\$18,371.36			\$18,371.36
	Garden	\$155.46			\$155.46
					\$18,526.82
2019	Admin	\$567.47	\$0.00	\$0.00	\$567.47
	Fairlawn	\$5,312.41	\$2,860.79	\$8,915.87	\$17,089.07
	Gardens	\$159.50	\$0.00	\$0.00	\$159.50
	Meteor	\$3,529.93	\$1,016.45	\$3,733.53	\$8,279.91
	OFPM	\$757.24	\$896.00	\$233.00	\$1,886.24
					\$27,982.19
2020	Admin	\$1,585.00	\$0.00	\$0.00	\$1,585.00
	Fairlawn	\$4,425.84	\$1,367.25	\$5,033.00	\$10,826.09
	Gardens	\$240.00	\$0.00	\$0.00	\$240.00
	Meteor	\$2,647.13	\$0.00	\$1,065.26	\$3,712.39
	OFPM	\$1,138.62	\$0.00	\$0.00	\$1,138.62
					\$17,502.10
2021	Admin	\$1,590.92	\$0.00	\$732.67	\$2,323.59
	Fairlawn	\$3,902.55	\$1,841.30	\$5,812.28	\$11,556.13
	Gardens	\$77.86	\$0.00	\$0.00	\$77.86
	Meteor	\$1,598.47	\$193.00	\$597.56	\$2,389.03
	OFPM	\$2,982.87	\$0.00	\$624.32	\$3,607.19
					\$19,953.80
2022	Admin	\$482.32	\$3,743.02	\$0.00	\$4,225.34
	Fairlawn	\$2,862.98	\$2,864.11	\$1,195.51	\$6,922.60
	Gardens	\$635.11	\$0.00	\$0.00	\$635.11
	Meteor	\$1,057.90	\$596.90	\$7,637.09	\$9,291.89
	OFPM	\$389.89	\$0.00	\$948.36	\$1,338.25
					\$22,413.19
2023	Admin	\$374.07	\$0.00	\$8,425.00	\$8,799.07
	Fairlawn	\$1,900.53	\$3,277.37	\$16,052.91	\$21,230.81
	Gardens	\$423.56	\$0.00	\$0.00	\$423.56
	Meteor	\$5,043.72	\$194.50	\$480.00	\$5,718.22
	OFPM	\$119.43	\$0.00	\$1,802.35	\$1,921.78
					\$38,093.44
2024	Admin	\$403.26	\$750.00	\$0.00	\$1,153.26
	Fairlawn	\$1,124.96	\$5,215.25	\$11,139.34	\$17,479.55
	Gardens	\$616.96	\$0.00	\$0.00	\$616.96
	Meteor	\$1,592.77	\$0.00	\$445.70	\$2,038.47
	OFPM	\$25.74	\$147.00	\$0.00	\$172.74
					\$21,460.98
TOTAL					\$165,932.52

Notes

2019 started seperating by site & streamlined accounting process through the years between sites, supplies & repair

2019 was when we had issues with the Fairlawn boilers

2020 we received grants to assist with repairs due to Covid - \$6,300 which is not reflected above

2022 is Embark Lawn and Snow Removal - added full service & processed through admin

2022 updated electrical for safety & added lifeboat covers at Meteor

2023 had sprinkler repairs, plumbing repairs, and pigeon mitigation at Fairlawn

2023 after research, changed paint materials that mitigated mold & worked with varying temps

2023 had to repair sink at Firehall

2024 researched and repaired leak in carriage entrance at Fairlawn

2024 repaired and replaced the grease trap at Fairlawn Mansion

2024: Breaker Replacement at the S.S. Meteor

2024: Fire extinguisher recharging and annual inspection, all three sites

2024: Exterminator/pest control at Fairlawn Mansion to ensure no pests were living in the attic

This spreadsheet does not include capital, which is paid by the city

Project Specific Maintenance

Fairlawn Boiler Maintenance

	2019		2020		2021		2022		2023		2024	
UHL	\$	5,221.91	\$	-	\$	-	\$	-	\$	-	\$	-
Belknap	\$	2,410.52	\$	-	\$	-	\$	-	\$	-	\$	-
Jamar	\$	1,715.60	\$	2,100.00	\$	-	\$	-	\$	-	\$	3,434.11
TOTALS	\$	9,348.03	\$	2,100.00	\$	-	\$	-	\$	-	\$	3,434.11
												\$ 14,882.14

Fairlawn's water heater was replaced in August of 2021 for the cost of \$1,143.78

Fairlawn Sprinkler System Maintenance

	2019		2020		2021		2022		2023		2024	
Viking	\$	3,976.00	\$	6,455.00	\$	5,037.14	\$	-	\$	-	\$	-
Summit	\$	-	\$	-	\$	-	\$	375.00	\$	10,740.00	\$	1,353.00
TOTALS	\$	3,976.00	\$	6,455.00	\$	5,037.14	\$	375.00	\$	10,740.00	\$	1,353.00
												\$ 27,936.14

Received a grant to cover the \$4,800 repair in 2020.

SS Meteor Bathroom Repair

	2019		2020		2021		2022		2023		2024	
Belknap	\$	613.45	\$	1,265.26	\$	322.56	\$	-	\$	-	\$	-
TOTALS	\$	613.45	\$	1,265.26	\$	322.56	\$	-	\$	-	\$	-
												\$ 2,201.27

OFPM Roof Repair

	2019		2020		2021		2022		2023		2024	
Duluth Architec	\$	233.00	\$	-	\$	-	\$	1,145.00	\$	-	\$	-
TOTALS	\$	233.00	\$	-	\$	-	\$	1,145.00	\$	-	\$	-
												\$ 1,378.00

OFPM Boiler & Radiator Repair

	2019		2020		2021		2022		2023		2024	
Belknap	\$	-	\$	-	\$	624.32	\$	-	\$	1,792.35	\$	1,213.06
TOTALS	\$	-	\$	-	\$	624.32	\$	-	\$	1,792.35	\$	1,213.06
												\$ 3,629.73

Since 2019 \$ 14,170.48 \$ 9,820.26 \$ 5,984.02 \$ 1,520.00 \$ 12,532.35 \$ 6,000.17 **\$ 50,027.28**

Belknap Plumbing Heating and Cooling:
715-394-7754
Responsible for all plumbing at each site

Jamar - John Kotny
218-628-1027
Boiler Inspections and Maintenance at Fairlawn and OFPM

AVR Duluth - Brita Naslin
218-722-6219
Outdoor Christmas Lights at Fairlawn Mansion

Benson Electric
715-394-5547
All electrical concerns at each site

Old World Windows
218-728-1218
All windows at Fairlawn

Northland Fire and Safety
715-398-6643
All annual fire extinguishers at each site

Advanced Design Awnings and Sign - Chris Matthews
218-879-9712
Fairlawn Highway 2 Sign

Four Star Construction- Troy Nelson
troy@fourstarconstruction.us
Fairlawn Roof 2019

Viking Sprinkler System
218-733-0962
Sprinkler System at Fairlawn and OFPM

Superior Water Light & Power
715-395-6190
Seasonal water shutoff at S.S. Meteor and general utilities

Duluth Architectural Metal
218-729-0384
OFPM Roof

Internet/wifi/phone/security/embark supported employment

Elite Portable Toilets

SUPERIOR PUBLIC MUSEUMS
THREE MUSEUMS • ONE HERITAGE



Building Maintenance Policies

This policy outlines and establishes a comprehensive framework for maintaining the physical structure, systems, and safety of each of the city’s museum sites: Fairlawn Mansion, The Old Firehouse & Police Museum, and the S.S. Meteor Maritime Museum. Policy goals are to preserve site historical integrity, ensure the safety of visitors and staff, and provide a functional environment for exhibits, collections, and programs.

Building Maintenance Policy for Fairlawn Mansion

Purpose:

This policy outlines the standards and procedures for maintaining Fairlawn Mansion, the historic home located at 906 E 2nd St Superior, WI 54880. The goal is to preserve the architectural integrity, cultural significance, and long-term durability of the building while ensuring the comfort and safety of its occupants. Maintenance activities will respect the home's historical value and comply with all relevant preservation guidelines and industry standards, applicable local regulations, and best practices in building management..

Scope:

This policy applies to all maintenance activities performed on the property, including structural repairs, system updates, and routine upkeep. It is intended for use by maintenance staff, contractors, and any other parties responsible for the care of the property.

1. Preservation Philosophy

- **Respect for Historical Integrity:** All maintenance activities must be carried out in a manner that preserves the original design and character of the historic home. Modifications should be reversible whenever possible, and any changes should be sensitive to the building’s historical context.
- **Use of Appropriate Materials:** Original materials, such as wood, brick, stone, plaster, and glass, should be maintained or replaced with materials that match the existing ones in both appearance and functionality.
- **Avoiding Over-Restoration:** Where the home has aged or shows signs of wear, maintenance should aim to stabilize the building and prevent further damage outside the scope of general depreciation.

2. Maintenance Categories

Superior Public Museums works with licensed professionals for all inspections, repairs, and maintenance that cannot be completed by the Maintenance Coordinator. Licensed professionals include, but are not limited to, electricians, plumbers, and contractors.

General Structural Maintenance:

- Inspect and repair the foundation, load-bearing walls, roofing, and floors as needed to prevent damage from environmental factors (e.g., water intrusion, pests, weather).
 - Periodic inspection of the building's framing and structural components for signs of settling, wood rot, or other issues.
 - Ensure all repairs are done using techniques that do not compromise the building's original structure.
 - Superior Public Museums leadership and staff will work directly with contractors, maintenance employees, and City of Superior leadership to establish clear communication regarding structural maintenance in a regular and timely manner.
- **Exterior Maintenance:**
 - **Roofing:** Regular inspection for leaks, missing shingles, and other damage.
 - **Windows and Doors:** Clean and maintain historic windows and doors, including the repair of frames, sashes, glazing, and hardware. Use appropriate weatherstripping to improve energy efficiency while preserving the appearance of the windows.
 - Presently, Superior Public Museums contracts with Old World Windows for all window inspection, repair, and replacement at Fairlawn Mansion.
 - **Siding and Facade:** Regular cleaning and inspection for signs of damage from the elements. Repair wood, masonry, and other materials using compatible materials.
 - **Paint:** When repainting is required, use historically accurate color schemes and paints that allow the building materials to breathe.
 - **Interior Maintenance:**
 - **Walls and Ceilings:** Regular inspections for cracks, peeling paint, and water damage. Repair plaster and drywall in a way that maintains the appearance and functionality of the interior.
 - For all ceiling maintenance and upkeep, Superior Public Museums will communicate with the Wisconsin Historical Society to ensure historically accurate paintings of the ceilings are maintained, should the painted ceilings need maintenance.
 - **Floors:** Inspect and maintain original flooring and restored carpeting. Carpeting along the hallways on the second and third floor are modernized and can be cleaned and maintained according to the standard of care from the manufacturer.
 - **Stairs, Landings, and Railings:** Inspect each of the mansion's respective staircases, hand railings, and landings to ensure structural integrity and call upon the appropriate licensed professionals when applicable to make repairs.
 - **Fireplaces and Chimneys:** Ensure that all fireplaces and chimneys are cleaned and free of debris on a regular basis to prevent fire hazards. Conduct inspections for cracks or damage to masonry or ventilation systems. While a majority of the fireplaces that exist within Fairlawn Mansion are gas-powered and no longer attached to the original walls, regular inspection of the fireplaces and mantels

must be conducted. In the future if Superior Public Museums wishes to return the fireplaces to their original room locations, consultation with the Wisconsin Historical Society must take place to ensure appropriate preservation and installation methods are used.

- **Systems Maintenance:**
 - **Electrical System:** Maintain any electrical systems in a manner that complies with modern safety standards, while ensuring that updates do not obscure original features or compromise the home's historical character.
 - **Plumbing:** Maintain and repair plumbing systems in accordance with modern standards, ensuring that any pipes or fixtures replaced are as unobtrusive as possible.
 - **Heating and Cooling:** Fairlawn Mansion does not have a modern HVAC system, regular boiler inspections and repairs are to be scheduled annually, and all ventilation systems are to be inspected and maintained.

3. Routine Maintenance Schedule

Superior Public Museums works with licensed professionals for all inspections, repairs, and maintenance that cannot be completed by the Maintenance Coordinator. Licensed professionals include, but are not limited to, electricians, plumbers, and contractors.

Monthly:

- Inspect exterior for visible signs of wear or damage (e.g., cracks, leaks).
 - Ensure all windows and doors open and close properly.
 - Check for evidence of pests, especially in the mansion's attic and basement.
 - Check for signs of water damage in walls or ceilings. This action may be done more frequently if a particular month has more rain than normal.
- **Quarterly:**
 - Inspect the roof and gutters for debris or damage.
 - Test smoke detectors and other safety systems, including security systems in accordance with PerMar Security, Superior Public Museums' contracted security organization.
- **Annually:**
 - Conduct a full inspection of the structural components, including the foundation, roof, and load-bearing walls.
 - Reassess the condition of plumbing, electrical, and HVAC systems, including boilers.
 - Conduct fire extinguisher inspections and other fire suppressant inspections with Northland Fire & Safety and the Superior Fire Department, Superior Public Museums' contracted fire specialists.
 - Maintain Fairlawn Mansion's Garden structures and trim to avoid damage from the previous year's snowfall.

- **Every 3-5 Years:**
 - Re-paint or touch up exterior surfaces as needed.
 - Assess the condition of the building's systems (HVAC, plumbing, electrical) and make any necessary upgrades or repairs.
 - Review and maintain any historical landscape elements, such as stone pathways and outdoor seating areas.
 - Reevaluate Fairlawn Mansion's Highway 2 outdoor sign for electrical health, structural integrity, and condition of interchangeable sign components.

For any and all maintenance projects that exceed the amount of \$10,000, Superior Public Museums will consult the City of Superior's RFP bid process to ensure the most cost effective and appropriate project management groups are selected for the job.

4. Use of Contractors and Specialists

- **Qualified Preservation Experts:** Any major repairs, renovations, or restorations should be conducted by contractors who specialize in historic preservation or have experience working with historic buildings. This includes, but is not limited to, City of Superior Building, Plumbing, and Electrical Inspectors, Wisconsin Historical Society, American Association for State and Local History, City of Superior Historic Preservation Committee, the Douglas County Historical Society, and Northern Bedrock Historic Preservation Corps.
- **Documentation of Work:** Keep detailed records of all maintenance and repair work, including photos, materials used, and any changes made to the building. Additionally, keep a detailed and regularly updated list of contractors and specialists used for projects.
- **Compliance with Regulations:** All work should comply with local preservation laws, building codes, and any guidelines from historical societies, zoning boards, or other regulatory agencies.

5. Safety and Environmental Considerations

- **Asbestos and Lead Paint:** Ensure that any maintenance or renovations that disturb old materials (such as paint or insulation) are conducted safely, using proper procedures to handle hazardous materials like lead and asbestos. Fairlawn Mansion is confirmed to have asbestos in several areas of the home, and those areas are documented.
- **Sustainable Practices:** Whenever possible, use sustainable, environmentally friendly materials and methods for repairs and maintenance. If applicable, when certain maintenance and preservation projects are being completed, Superior Public Museums will share updates with the public and close the museum when necessary to ensure the health and safety of all guests and staff.

6. Record Keeping and Documentation

- **Historical Research:** Maintain an archive of the home's history, including photos and any past restoration or maintenance efforts. Superior Public Museums does not have possession of Fairlawn Mansion's original blueprints, but detailed photographs and newspaper articles as well as oral histories collected are used to ensure the home maintains its historical authenticity.
- **Maintenance Log:** Keep a detailed log of all maintenance activities, repairs, inspections, and upgrades. This log will help future caretakers understand the building's history and condition. This log should be maintained in digital form, saved on an external drive, and a physical copy should be created. The Maintenance Coordinator, Executive Director, and Museum Manager must know the location of the maintenance log to ensure its safety.

6. Safety and Emergency Considerations

- **Emergency Procedures:** Develop and maintain emergency protocols for fire, flooding, structural damage, and other emergency situations. Ensure all staff are trained in these procedures and conduct regular emergency drills.
- **Visitor and Staff Safety:** Regularly inspect the building for safety hazards such as uneven floors, poor lighting, or faulty handrails. Address any concerns promptly to prevent accidents or injuries.
- **Disaster Planning:** Implement a disaster recovery plan, including procedures for protecting the collection in the event of a fire, flood, or other catastrophic event.

7. Owner and Occupant Responsibilities

- **Communication:** The Museum Manager of Fairlawn Mansion and any staff members should promptly notify the appropriate City of Superior representatives, maintenance team, and/or preservation specialists of any issues or changes observed in the building.
- **Regular Care:** Maintenance staff should take responsibility for routine cleaning and minor upkeep, such as replacing light bulbs, changing air filters, and maintaining landscaping around the property.

8. Review and Updates to Policy

- This policy should be reviewed annually and updated as necessary to ensure that it continues to meet the needs of the building, its occupants, and preservation standards.

This maintenance policy helps ensure that Fairlawn Mansion is maintained in a way that respects its historical and architectural value while addressing the practical needs of the building and its occupants.

Old Firehouse & Police Museum Building Maintenance Policy

Purpose:

This policy establishes a comprehensive framework for maintaining the physical structure, systems, and safety of the Old Firehouse & Police Museum building located at 402 23rd Ave E Superior, WI 54880. The goal is to preserve the museum's historical integrity, ensure the safety of its visitors and staff, and provide a functional environment for exhibits, collections, and programs. Maintenance activities will comply with industry standards, applicable local regulations, and best practices in building management.

Scope:

This policy applies to all maintenance activities performed on the museum's interior, exterior, systems, and surrounding grounds. It is intended for use by museum staff, maintenance personnel, contractors, and any other stakeholders involved in the upkeep of the building, including but not limited to, the City of Superior Historic Preservation Committee and Department of Parks and Recreation.

1. Preservation Philosophy

- **Cultural and Architectural Integrity:** All maintenance and repair work should be conducted with respect for the museum's architectural and historical significance, ensuring that alterations do not compromise its heritage or character. The Old Firehouse & Police Museum is a member of the Wisconsin Register for Historic Places, and all maintenance and restoration must remain in compliance with state regulations.
- **Functionality and Safety:** Prioritize the preservation of the building's functionality, accessibility, and safety for staff, visitors, and exhibits.
- **Environment for Collections:** The building must be maintained in a manner that ensures the preservation of the museum's collections, with special attention to climate control, lighting, and security.

2. Maintenance Categories

Superior Public Museums works with licensed professionals for all inspections, repairs, and maintenance that cannot be completed by the Maintenance Coordinator. Licensed professionals include, but are not limited to, electricians, plumbers, and contractors.

- **Structural Maintenance:**
 - Regular inspection and maintenance of the building's foundation, walls, floors, stairs, and roof to ensure their stability and safety.
 - Repair or replacement of any deteriorating or damaged structural elements, using methods that respect the building's historical fabric where applicable.
 - Attention to any issues such as settling, cracks, leaks, or environmental damage.

- Special maintenance care must be taken to maintain the structural integrity of the building's original brass fire pole located in the center of the building to ensure safety of all guests and staff.
- **Exterior Maintenance:**
 - **Roofing:** Inspection of the roof for damage, leaks, and debris. Prompt repair or replacement of roofing materials to prevent water damage and maintain building integrity. Because the Old Firehouse & Police Museum has a flat roof with no slope, maintenance must be done by consultants and/or contractors with specific experience that matches the design of the roof.
 - **Facade and Walls:** Inspection of exterior walls, windows, and doors for signs of deterioration, cracks, or wear. Repainting or restoring as necessary, using materials that match or complement the original structure.
 - **Doors and Windows:** Ensuring that windows and doors are functional, properly sealed, and secure, and that their historical appearance is preserved. This includes the building's garage door attached to the rear of the museum.
- **Interior Maintenance:**
 - **Exhibit Spaces:** Regular inspection of exhibit galleries, display areas, and storage rooms to ensure they are in good condition, safe for collections, and conducive to the display of exhibits.
 - **Walls, Floors, and Ceilings:** Periodic inspection of interior surfaces for signs of damage, wear, or water infiltration. Any repairs to walls, ceilings, and floors must be undertaken to maintain the aesthetic integrity of the museum. The basement of the museum must also be taken into consideration when maintaining the walls, floors, and ceilings.
 - **Lighting and Signage:** Ensure that lighting in exhibit spaces is appropriate for both the preservation of collections and the enhancement of visitor experiences. Maintain signage to ensure it is clear and up-to-date. Signage should be updated and replaced with the inclusion of new permanent and temporary exhibits to enhance the storytelling of the entire space.
 - **Stairs:** Inspect and assess the structural integrity of all stairways and conduct routine cleaning and maintenance to ensure the safety of all guests and employees.
- **Systems Maintenance:**
 - **Ventilation and Heating Systems** Regular inspection and maintenance of the museum's boiler system to ensure a consistent environment for the collections, especially in terms of temperature, humidity, and air quality. Regularly inspect and replace filters, and calibrate systems as needed.
 - **Electrical Systems:** Regular inspection of the museum's electrical system, including lighting, emergency exits, security systems, and general power supply. Repairs or upgrades should be made to ensure compliance with safety regulations and efficient operation.

- **Plumbing Systems:** Regular inspection and maintenance of the plumbing system to prevent leaks, blockages, or water damage. Ensure restrooms, sinks, and other plumbing fixtures are in good working order.
- **Fire and Security Systems:** Ensure all fire suppression, smoke detection, alarm systems, and security cameras are functional. Regular testing and updating of systems should be done to meet safety standards. Consultation with Northland Fire and Safety as well as Per Mar Security Systems must be done to maintain proper standards of operation.

3. Routine Maintenance Schedule

Superior Public Museums works with licensed professionals for all inspections, repairs, and maintenance that cannot be completed by the Maintenance Coordinator. Licensed professionals include, but are not limited to, electricians, plumbers, and contractors.

- **Monthly:**
 - Inspect and test lighting and electrical systems.
 - Check all doors, windows, and locks for functionality and security.
 - Inspect plumbing fixtures for leaks or clogs.
 - Inspect basement for water damage and mold.
 - Clean and inspect all exhibit cases to ensure their structural integrity
- **Quarterly:**
 - Inspect fire pole, exterior walls, and foundations for visible damage.
 - Test fire alarm systems, emergency lighting, and exit routes.
 - Check for pest control needs around the museum.
- **Annually:**
 - Conduct a thorough structural inspection, including roof, foundation, and walls.
 - Review boiler systems and perform maintenance to ensure climate control systems meet standards for collection preservation.
 - Clean windows and assess for any potential damage to the glazing or frames.
 - Perform a full safety audit, ensuring all fire suppression and security systems are in place and functioning.
 - Inspect all exhibit materials for wear and tear, damage, and aging to ensure all materials are still safe for viewing and/or use.
- **Every 3-5 Years:**
 - Restore exterior surfaces as necessary.
 - Replace or upgrade major systems, such as boilers, electrical, and plumbing, to meet modern efficiency and safety standards.
 - Deep clean all flooring in high-traffic areas.

4. Special Considerations for Collections

- **Environmental Controls:** The temperature, humidity, and light levels must be monitored and controlled to prevent damage to sensitive artifacts and exhibits. This includes adjusting heat settings and ensuring light levels in exhibits and displays are appropriate for the preservation of materials.
- **Preventative Conservation:** Implement cleaning protocols for artworks, displays, and artifacts, ensuring that no cleaning agents or methods damage the items.
- **Pest Management:** Regular pest inspections and treatment as necessary to ensure that collections are protected from pests such as termites, rodents, and moths.

5. Use of Contractors and Specialists

- **Qualified Preservation Experts:** All major repairs and renovations should be conducted by qualified contractors with experience working in museums or with historical properties. This is particularly important for work involving the building's architecture or any environmental systems related to the preservation of collections. Local experts include, but are not limited to, City of Superior Building, Plumbing, and Electrical Inspectors, the Wisconsin Historical Society, the American Association for State and Local History, Douglas County Historical Society, Northern Bedrock Preservation Corps, and the Historic Preservation Committee within the City of Superior Government.
- **Documentation of Work:** All maintenance, repairs, and modifications should be well-documented, including detailed descriptions of the work performed, materials used, and before-and-after photographs. Documentation should be stored in a maintenance log that is digitized, stored on an external drive, and made into a physical copy to ensure its preservation. The Maintenance Coordinator, Executive Director, and Museum Manager must know the location of the maintenance log to ensure its safety.
- **Compliance with Regulations:** Ensure all work complies with local building codes, safety regulations, and museum-specific standards. Work should also adhere to industry standards for museum management and collection care. Superior Public Museums will comply with all maintenance processes set in place by the City of Superior Government in accordance with their desired level of oversight.

6. Safety and Emergency Considerations

- **Emergency Procedures:** Develop and maintain emergency protocols for fire, flooding, structural damage, and other emergency situations. Ensure all staff are trained in these procedures and conduct regular emergency drills.

- **Visitor and Staff Safety:** Regularly inspect the building for safety hazards such as uneven floors, poor lighting, or faulty handrails. Address any concerns promptly to prevent accidents or injuries.
- **Disaster Planning:** Implement a disaster recovery plan, including procedures for protecting the collection in the event of a fire, flood, or other catastrophic event.

7. Review and Updates to Policy

- This policy will be reviewed on an annual basis, and updated as necessary, to reflect changes in museum operations, maintenance best practices, or local regulations. Superior Public Museums leadership will maintain regular communication with the City of Superior Governments Officials to ensure the highest quality of care and restoration for the Old Firehouse & Police Museum.

This policy ensures that the Old Firehouse & Police Museum is maintained in a safe, functional, and historically appropriate manner, providing a secure environment for both its collections and its visitors.

***S.S. Meteor* Maintenance Policy**

Purpose:

This policy provides a structured approach to the maintenance and upkeep of the ship *S.S. Meteor* Maritime Museum to ensure its operational readiness, safety, longevity, and compliance with maritime museum regulations. The goal is to preserve the museum's historical integrity, ensure the safety of its visitors and staff, and provide a functional environment for exhibits, collections, and programs. Maintenance activities will comply with industry standards, applicable local regulations, and best practices in building management.

Scope:

This policy applies to all maintenance activities performed on the ship, including the hull, machinery, electrical systems, safety equipment, and all other onboard systems. While the *S.S. Meteor* is no longer operational as a maritime vessel, it still houses a majority of its regulatory systems and operational equipment still on board. This maintenance policy aims to support the *S.S. Meteor* as a historic site and museum, as well as a berthed ship.

1. Maintenance Philosophy

- **Safety First:** All maintenance activities must prioritize the safety of the staff, visitors, and the vessel. Any potential risks or hazards identified during inspections should be addressed promptly. Visitors and staff both tour almost the entirety of the ship during guided tours, and maintaining the ship's safety and stability is of the utmost importance.
- **Operational Readiness:** The ship must be maintained in a state that ensures its safe and efficient operation at all times. Maintenance activities should minimize downtime and ensure that the vessel is appropriately operated for visitor engagement and safety whenever needed. While the ship does not operate as a sailing vessel in its current state, operational readiness is still imperative to maintain the safety of visitors and staff.
- **Preventive and Corrective Maintenance:** A proactive approach to maintenance through regular inspections, servicing, and repairs will prevent operational failures and costly emergency repairs.

2. Maintenance Categories

Superior Public Museums works with licensed professionals for all inspections, repairs, and maintenance that cannot be completed by the Maintenance Coordinator. Licensed professionals include, but are not limited to, electricians, plumbers, and contractors.

- **Hull and Structure:**
 - **Inspection:** The ship's hull and superstructure should be inspected regularly for signs of damage, corrosion, cracks, or wear. This includes the interior and exterior of the hull, as the ship is berthed.
 - **Cleaning and Painting:** Repainting the hull as necessary to prevent corrosion and maintain the ship's appearance. The ship should receive a comprehensive deep clean each spring to reverse any damage and debris from the previous winter season.
 - **Damage Repair:** Any damage to the hull or superstructure, such as dents, cracks, or breaches, must be repaired immediately to maintain structural integrity.
- **Engine and Machinery:**
 - **Main Engine Maintenance:** While the ship itself does not use the engine for maritime travel, the engine is still utilized on tours and demonstrations, so regular maintenance and inspections are necessary to ensure the entertainment value of the ship as a museum is not compromised.
- **Electrical:**
 - **Power Distribution and Wiring:** Ensure the electrical power distribution system is functioning efficiently. Regular inspection of wiring, fuses, circuit breakers, and generators is critical.
- **Safety Equipment:**
 - **Fire Safety Systems:** Maintenance of fire suppression systems, including fire extinguishers, smoke detectors, sprinklers, and fire alarms. Regular checks of emergency exits, fire hoses, and fire doors are required.
 - **Evacuation Systems:** Ensure that all emergency evacuation systems are fully operational, including emergency exits and emergency lighting systems.

3. Routine Maintenance Schedule

It is important to note that the S.S. Meteor Maritime Museum is not open year round. The museum is closed from October through April and reopens to the public in May. The daily, weekly, and monthly maintenance schedule is modified while the ship is winterized and closed for the season.

- **Daily:**
 - Inspect key safety equipment (fire extinguishers, emergency lighting).
 - Check the engine room for signs of leaks or unusual sounds.
 - Ensure all routes on the guided tour are structurally stable and free of debris. Assess the safety measures put in place to ensure the safety of all guests on guided tours. This includes but is not limited to, lines, fencing, guard rails, barriers, and stairways.
 - Clean and inspect the ship's ladders, stairways, and hand rails for safety.

- **Weekly:**
 - Check the ship's exterior, including decks, superstructure, and windows.
 - Inspect and clean bilges and drainage systems and monitor the ship's sump pumps to ensure water is being expelled from the ship's interior.

- **Monthly:**
 - Perform a detailed inspection of the hull and structure for any signs of corrosion, cracks, or damage.
 - Test emergency lighting and other safety systems.

- **Quarterly:**
 - Conduct a comprehensive review of the electrical systems for the gift shop, hull, and ship itself.
 - Inspect and clean cooling systems and heat exchangers.

- **Annually:**
 - Comprehensive inspection with maintenance and administrative staff, board members, and City of Superior employees to ensure oversight and collaboration is achieved while noting annual repairs, large-scale upgrades, and other maintenance needs.
 - Full inspection and servicing of the main engines (used for entertainment purposes not maritime travel), including full oil changes, inspection of parts, and replacement of worn components.
 - Review emergency evacuation plan and fire safety drill.

- **Every 3-5 Years:**
 - Repainting of the entire ship, including the hull, superstructure, and internal spaces where necessary.
 - Inspect and replace structural elements of the ship if necessary (e.g., steel hull, bulkheads, decks).

4. Emergency Maintenance Protocol

- **Immediate Response:** In case of an emergency (e.g., hull breach, fire, or flooding), staff must follow emergency procedures, which include shutting down affected systems, securing the area, and notifying the Museum Manager and Executive Director, as well as the appropriate emergency response teams.

- **Spare Parts and Tools:** Ensure that the ship is equipped with essential spare parts and tools to handle common emergencies, including fire suppression systems, critical engine components, and safety equipment.

5. Use of Contractors and Specialists

Superior Public Museums works with licensed professionals for all inspections, repairs, and maintenance that cannot be completed by the Maintenance Coordinator. Licensed professionals include, but are not limited to, electricians, plumbers, and contractors.

- **Certified Technicians:** Any specialized maintenance (e.g., for critical engine components, or fire safety systems) should be conducted by certified marine technicians or contractors with experience in maritime operations.
- **Documentation of Work:** Keep detailed records of all maintenance activities, including inspections, repairs, and replacement of parts, to ensure compliance with maritime regulations and for future reference.

6. Safety and Environmental Considerations

- **Training:** Regularly train all staff members in maintenance procedures, safety protocols, and emergency response to ensure a quick and effective response to maintenance issues and emergencies.

7. Record Keeping and Documentation

- **Maintenance Log:** Maintain a detailed log of all maintenance work, including inspections, repairs, and replacements. The log should include dates, description of the work, and personnel involved. The maintenance log should be stored digitally, externally on a separate drive, and as a physical copy. The Maintenance Coordinator, Executive Director, and Museum Manager must be aware of the locations of the log at all times.
- **Regulatory Compliance Records:** Ensure that all inspections, certifications, and maintenance activities comply with relevant maritime regulations. Maintain records of certification renewals and inspections from regulatory bodies.

8. Review and Updates to Policy

- This policy should be reviewed annually and updated as necessary to reflect changes in regulations, best practices, or operational requirements.

This policy ensures that the *S.S. Meteor* Maritime Museum is maintained in a safe, functional, and historically appropriate manner, providing a secure environment for both its collections and its visitors.

Dear Mayor Paine and Superior City Council,

Having given tours under Superior Public Museum's leadership for nearly five years, I humbly ask that you please consider accepting SPM's bid for continued management of Superior's historical sites; Fairlawn Mansion, the S.S. *Meteor* Whaleback Ship, and the Old Firehouse and Police Museum. The nearly 25 year tenure of SPM's management has and will continue to illustrate that Superior Public Museums is the most qualified to ensure optimum performance for this trinity of Superior's most beloved historic sites.

Why is it important for these three sites to be run effectively? How is Superior Public Museums currently demonstrating such efficacy, and why is SPM the entity most likely to continue demonstration of this in the future?

The importance of these sites to Superior can be boiled down to a simple equation. A guest's pleasant experience at a historic site + site being important to Superior's history and a relevant community event space= increased engagement and investment in Superior as a city at-large. Within the confines of this equation, SPM has been an unequivocal success as evidenced by consideration of the following . . .

- 1) Promotion of Superior as a worthwhile community for engagement with and investment in to both transient tourists and to local visitors.
- 2) Preservation of the historic sites, restoration and improvements of the historic sites, and utilization of the historic sites to the fullest extent of their potential.
- 3) Financial stability and investment back into the historic sites and community as a whole.

(Bonus= Accolades. For example, Fairlawn Mansion, under SPM's management has been named 2024's Best Museum in Superior.)

The above three standards have consistently been met and surpassed by the management of Superior Public Museums as evidenced by:

- 1) Consistent attraction of tourism from outside of Superior and their subsequent engagement and investment with Superior prior to or post their visit to our historic sites. This can be as simple as the thousands of directions given to and for museum guests for places to eat within Superior, gas stations, hotels, and other sites both manmade (Bong Museum, Barker's Island) and natural (Wisconsin Point, Pattison Park) or as profound as the three or four people that I have personally heard comment on a desire to move to Superior after experiencing what this city has to offer. As a nearly five year tour guide I cannot count the amount of times I've heard some variation of "We've been to Duluth x number of times, but never to Superior before and it's gorgeous/amazing/interesting, etc." People visit Superior from across the globe (I've given tours to folks from Sweden, Brazil, Columbia, Japan, Russia, the UK, and counting). Many of these folks are drawn to Superior by Fairlawn or the *Meteor*, subsequently the City speaks for itself and once people are here they want to spend their time and money here.
- 2) Despite the difficulties that arise when considering preservation of sites that are between 126 and 136-years-old, respectively, Superior Public Museums has continually preserved

these sites from the ravishing hands of time. Not only this, but restoration and improvement of these sites has been paramount for SPM. Over the five years I have worked here I have observed and participated (in some) of the following improvements:

Fairlawn Mansion- Uncovering and stabilization of original lift elevator shaft, recovery of the Pattison Family tapestry it's stabilization and storage in a safer environment, renewal of the loan from Pattison descendants for the original Fairlawn grandfather clock, preservation of the original Pandora statue in a safer environment, acquisition of a piano of the same model/year of Fairlawn's original instrument, improvements with the industrial dishwasher for events, improvements with signage and display (including one in memory of a late coworker), employment of new strategies to engage with younger visitors and to ensure they are respectful of the artifacts and site, the current ongoing planning stages for three additional rooms being restored to their 1890s grand condition (frequent feedback from guests is that the 1st floor wows with it's full restoration, and there is a consistent desire from guests for further restoration), expansion of previous storage spaces for viewing on tours, expansion of collections from descendants of Fairlawn's Bolinder siblings, the artificial lighting of a stained glass window no longer exposed to sunlight due to structural changes from the Children's Home era, a new giftshop desk, updating from push button cash register to digital Square system, more and unique events in addition to the staple events (unique events being: Princess events, paranormal events, Quiet Santa, Christmas with the Queen, etc.)

S.S. Meteor- Annual repainting and stabilization efforts (unfortunately unavoidable due to exposure to the elements and earth surrounding the ship), improvements of signage and displays, repair of ship's horn to be used on tours (a particular highlight on the tour for kiddies and ship nerds alike), improvements and repairs on walkways both external and internal of ship, improvement of weather proofing for lifeboats, change in lock protocol to prevent break-ins, improvements with electrical and lighting procedures, addition of new ways to engage younger guests and ensure they are respectful of site and artifacts, repair and resurrection of original steam engine mechanism to showcase it in motion at special event, improvement of safety features within the bowels of the ship, more and unique events in addition to the staples (unique events being: Porchfest Music events, Engine Unveiling event, weddings (which are far less typical for the *Meteor* versus Fairlawn) and restoration of the bar inside the ship.

Old Firehouse and Police Museum- Restoration of fire chief's chambers, improvement in signage and displays, excavation of historical fire site adjacent to current structure, and new and unique events in addition to the staples (unique events being: Porchfest music, food involved events, increased private tours).

- 3) My position within SPM does not allow for me to be privy to specific financial statistics. However, with information available to the public as well as firsthand observances of event profits, donations, ticket sales, gift shop sales, etc., there is no evidence to suggest that Superior Public Museums is not operating well within or even exceeding financial mandates

and expectations. There is also solid evidence as to SPM's current effective management of its funds. Whether this be looking at consistent management of the daily expenses needed to run the three sites, or looking at SPM's invigorating plans for the future. For example, as of right now I am aware of three rooms within Fairlawn being targeted for restoration in 2025. These projects will no doubt enhance visitor experiences and increase greater awareness of our sites within the Twin Ports area and beyond.

All of the above stand as reasonings for why I fully support and urge for the continued management of these three sites by Superior Public Museums. It is also important to state that I have yet to espy any evidence to the contrary as to why another entity would be more effective in management. The fact of the matter is, given the current information available there exists no reason why any other entity would be more effective at managing these three sites than SPM and there exists ample evidence as to why SPM is and will be the most compelling case for management of these sites now and in the future to come.

Thank you very much for your time, hard work, and consideration,



Nolan Ewert, BA, MEd, LPCC

Superior Public Museums Tour Guide

To the City of Superior and all concerned,

I have been involved with Superior Public Museums (SPM) since its inception. Before the creation of SPM, I served on the Auxiliary Board for the Old Firehouse and Police Museum since 1993. I then served for over 10 years on the SPM Board of Directors. For 26 years, I served the City of Superior, retiring a Captain in 2018. Today, I continue to serve the community and the State of Wisconsin through my involvement with the State of Wisconsin Fire and Police Hall of Fame, which is housed in the Old Firehouse and Police Museum (OFPM).

In 1985, my work with museums began at the S.S. William A. Irvin Museum in Duluth, MN, working there for several years as a tour guide during college. After joining the Superior Fire Dept. in 1992, I quickly became involved with OFPM. Back then, OFPM was run in tandem with the S.S. Meteor by the Lake Superior Maritime Society. Due to my shipping interest, I always considered the S.S. Meteor the crown jewel of the three city sites. I remember attending committee meetings at the Chamber of Commerce, working with the Mayor and Chamber staff to sustain the sites through fundraising and community outreach.

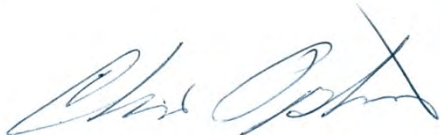
Douglas County Historical Society was running Fairlawn at the time and it was proposed that they maintain all three sites, with some support from the City of Superior. They refused. It was then that SPM was created.

SPM did an amazing job bringing these three sites together in unison. With great effort, SPM created harmony out of chaos. The best way to describe the collection was "museum by warehouse method," everything was everywhere. Acquisitions were "come one, come all". Much care was now taken creating coherent narratives and relevant exhibits. There has always been capable leadership, resourcefulness, and great staff involved in the improvements at all three sites. Specific effort was made to relate the exhibits to the City of Superior, and outreach programs with the region's public schools were coordinated. Hugely successful community events like the Ice Cream Social, Fire Muster, Murder Mysteries, Meteor clean-up weekend and McDougall's Dream became dates that were marked on the calendar.

In the last 25 years, SPM has procured detailed structure reports on all three sites, going to the extraordinary trouble to have OFPM and S.S. Meteor registered as historic structures. Several Community Development Block Grants were used to repair and restore OFPM. Many years and volunteers helped bring the S.S. Meteor back from decay, repair the garage at OFPM, renovate the carriage house at Fairlawn, and create the Fairlawn gift shop. SPM has proven to be a capable custodian of Superior's legacy. They have ushered all three sites into the 21st century. Without their vision, dedication, and commitment to the community, I doubt these sites would have had any future.

In conclusion, I find it difficult to consider a better keeper for our history. SPM has proven their integrity managing our past. As a past Board member, I know how much serious and detailed consideration is given to any improvement, exhibit, or event. As a non-profit, SPM's finances are transparent and board meetings are open to the public. The community is better because of SPM. Their people are dedicated, and the sites continue to be a focal point in this community, promoting tourism, education, and our illustrious past. I'm proud to have been associated with SPM and it is with pride that I applaud all they have done to sustain these three sites.

If it ain't broke, don't fix it!



Sincerely,
Chris Opheim
SPM Board Emeritus
218-391-7226
ccopheim@yahoo.com

December 16, 2024

Dear Mayor Paine and City of Superior Councilors,

I am writing you today to share my support for Superior Public Museums continued management and operations of Fairlawn Mansion, the *S.S. Meteor* Maritime Museum, and the Old Firehouse & Police Museum.

My father was a firefighter for Superior Fire Department from 1975 through 1993. For his early years of service, he worked at what is now known as the Old Firehouse and Police Museum (OFPM). As a young child, I remember the station as a place where he lived with his crew during his shifts. I clearly remember the open house for the new east end station that replaced this building, and though everyone was excited for the new station, there was sadness in no longer living and operating from this turn of the century station. I also remember the blood, sweat, and tears that my father and his crew put into preserving the old station to make it a museum that could showcase their history. When I climb the stairs to the second floor, I always pause to smile at a spot my dad once pointed out that he messed up and cut the linoleum too short, a spot where he would always say, "remember to measure twice so you only have to cut once."

As a child I attended and participated in each fire muster, a fun celebration for the entire east end neighborhood, which focused on the fire department and displayed all of their often-overlooked services. This was a busy time at OFPM, where the citizens enjoyed visiting the museum, riding in the Mack, and hearing the old stories from real firefighters. I loved walking the station with my dad and looking at all the old gear (some that still had his name on it), and hearing stories from him of all the station-life antics.

In 1998, my father was one of the first inductees into the State of Wisconsin Fire & Police Hall of Fame. I attended the induction banquet and was so happy to know my dad was being recognized for the great things he had done in his career (he was inducted for saving 3 infants from 2 separate fires in 1978 and 1980).

My father died in 2002. One month after his passing, I was hired on the Superior Fire Department. Knowing how important it was to keep his stories alive, I joined the Old Firehouse and Police Museum auxiliary, a small group of volunteers that focused on the museum to help SPM with authentic displays and stories. I proudly began to serve as a volunteer tour guide for group tours so they could have a real firefighter there to tell stories and ask questions of. I enjoyed giving tours of the police exhibit as well since my grandfather was a police officer for the city of Superior for 30 years. I felt these tours were especially important since the fire musters had ended in 1999, and there were no longer any events that drew the public to OFPM. In 2004, I was driven into my outdoor wedding on the Mack truck, with my bridesmaids standing on the tailboard. This helped fill the void of my father not being there to walk me down the aisle to my new husband.

Though I continued to give tours and be as involved as I could at OFPM, I always felt that I wanted to do more. In 2013, I worked with SPM to create the family minigolf event at Captain

J's, a fundraiser for OFPM. In 2015, I joined the Board of Directors for the State of Wisconsin Fire and Police Hall of Fame, and in 2020, I joined the Superior Public Museum Board of Directors.

In 2017, I became the President of the Superior Firefighters IAFF Local #74. One of my goals as President was to reengage with our retirees and help them feel connected to the Superior Fire Department and its current members. I did this by hosting social gatherings each summer, first at Billings Park, eventually moving these gatherings to OFPM. The retirees loved being able to step back in time and share some old stories with our new members. It was rewarding to see the twinkle return to their eyes as they showed us where they slept at the station, where their lockers were, or talked about the big fires they fought back while living at the old station. In 2022, I collaborated with SPM and the Hall of Fame, as well as the Superior Fire Department to get the old 1944 Mack running and parade ready. It has been featured in area parades since, most recently in this year's 4th of July parade with one of our own retirees riding in the captain's seat!

Being on the SPM has given me new insight and appreciation for all that goes into operating and managing successful museums. My term began during COVID, when tourism was down and our ability to host events was on hold. This was a challenging time for our staff and board, but we took it on with pure grit and determination to come out of top. COVID changed the world, and the effects were felt in every aspect of life. Our staff and board had to become creative and find new ways to stay relevant and draw people in. As the pandemic ended and our ability to open up returned, we came back strong and better than ever.

I am so proud of our entire staff and board for all that we have done for Fairlawn Mansion, the S. S. Meteor, and for the Old Firehouse and Police Museum. From remaining fiscally responsible, even during the lean times of COVID, creating new fundraising opportunities and events for our community to enjoy, and creating a strategic plan to guide us into the future, all while remaining true to our goals of preserving and promoting this community's history, we have done a fantastic job!

Our work is not over! We at Superior Public Museums have the drive, commitment, and the means to operate, maintain, and make these museums thrive into the future. Our board's dedication and leadership capabilities are second to none. We have so much more planned for our museums. To be cut short in continuing our great work would be a disservice to our community, our citizens, our partners, and to those who have worked so hard to get us this far.

Respectfully,

Suzi Olson

Superior Public Museum Board of Directors

State of Wisconsin Fire & Police Hall of Fame Board of Directors

724 N 19th St

Superior, WI 54880

218-393-2132

To: City of Superior Administration, Superior City Council, and Superior Finance Committee

My name is Thomas Sandy Cowen. I am the great grandson of Martin and Grace Pattison. My grandmother was Lois Pattison Cowen.

I am writing this letter in support of Superior Public Museums continuing management of Fairlawn Mansion, the S.S. Meteor, and the Old Firehouse & Police Museum. My interest is obviously backed by my family heritage and desire for my great grandparent's home and estate to continue serving the Superior community and providing access to Superior's historical landmarks.

For the past 25 years my family and I have witnessed and been actively involved in supporting the Fairlawn Mansion in particular. Many of our family heirlooms are now being graciously displayed and carefully maintained in the museum. The SPM staff has been meticulously attentive to family and Superior history and in preserving them both.

We have been invited to many wonderful activities and events over the years, and have witnessed well organized and very enjoyable times at the Fairlawn Estate. From everything we have witnessed, the management and fundraising for the 3 museums has been professionally administered and successfully implemented. The SPM Newsletter has been very informative and is a clear indication that the SPM staff has been providing wonderful community-based events that are welcoming to and inclusive of the entire Superior/Duluth community.

Therefore, we are in support of and are requesting that you please allow the SPM organization to continue managing Fairlawn Mansion, the S.S. Meteor, and the Old Firehouse & Police Museum for the benefit of future generations who are interested in preserving and learning about our priceless and interesting historical past.

My family and I are grateful for your consideration.

Best wishes for Happy Holidays and a wonderful New Year.

Thomas Sandy Cowen
(Great Grandson of Martin and Grace Pattison)