

Dear Citizens of Fort Smith:

As the Building the Future 9 month nonrenewable 1% sales tax campaign to support the U.S. Marshals Museum draws to a close, the team would like to address questions already asked in the Museum's three community meetings throughout the community.

1. Is the Museum opening and will it be operational this fall? The building is under construction, including the Samuel M. Sicard Hall of Honor which will be dedicated September 24, 2019 (barring further weather delays). The operation of the Museum awaits completion of the capital campaign. If the proposed sales tax initiative passes, we anticipate that the Museum will open and will be fully operational mid-2020. This will include production of the Museum experience design, which will be innovative, interactive, highly engaging and nationally scoped to drive tourism and to make the Museum a destination.

2. What happens if the Museum closes? Facts prove that the Museum will be successful both in the long and short term. Comprehensive professional studies have been completed. A business plan based upon a business model for a startup Museum is in place that assures flexibility in budgeting and revenue. A "Yes" vote on March 12, with early voting beginning March 5th, will mean that the Public Facilities Board (PFB) will be the owner/landlord of the Museum, a \$20 million, 53,000 sq. ft. iconic building occupying a prime riverfront location. The facility will be free from debt. No one can or should bind the Public Facilities Board in dealing with unlikely future circumstances. Ordinances 98-18 and 99-18 repeatedly make it clear, however:

- The U.S. Marshals Museum (USMM) will pay all costs of operating the Museum and that neither the City of Fort Smith nor the PFB will be responsible for costs beyond the proceeds from the sales tax;
- The tax will last for NINE MONTHS AND NINE MONTHS ONLY. The ordinances so provide and the Boards of Directors of both the USMM and the USMM Foundation have unanimously pledged that such is the case.

THE MUSUEM PROJECT WILL HAVE ZERO IMPACT UPON THE CITY BUDGET.

3. Who will control operations of the Museum? The USMM Board of Directors will be responsible for Museum governance and has hired already a President with professional Museum operations experience.

4. The Museum will have a \$13-22 million economic effect *annually* in Sebastian County. The sales tax, paid in large part by people outside of Fort Smith, has a return of investment of approximately one year.