



Date: October 11, 2013

To: Supv. David Cullen, Co-Chair, Finance, Personnel & Audit Comm.

Supv. Willie Johnson Jr., 6-Chair, Finance, Personnel & Audit Comm.

From: Paul Mathews, Free Ment & CEO

Subj.: Marcus Center 2014 Budget Report

The Marcus Center for the Performing Arts is proud to be one of Milwaukee County's major cultural facilities and a Milwaukee County Veterans Memorial. We function as the stewards of the facility on behalf of the County, our resident groups and patrons, and the taxpayers. We believe it is our responsibility, on behalf of the County, to operate the facility in a sound, stable and sustainable fiscal manner, provide a first class facility for the performing arts and provide programming and events that preserve and enrich the performing arts for the entire community.

This report is a summary of our current/ future sustainability strategies as well as 2013 activities, accomplishments and priority actions consistent with our mission.

COUNTY PRIORITY: BEING FISCALLY SOUND

On behalf of Milwaukee County, the Center's short and long-term fiscal strategies are designed to address these major objectives:

- 1) Maintain short-term and long-term fiscal stability through continued growth of earned income opportunities.
- 2) Insure that local non-profit performing arts groups utilize the majority of performance weeks in the Center's three theaters.
- 3) Maintain low rental costs for local non-profit performing arts groups through a combination of County subsidy and earned income.
- 4) Collaborate with resident groups and other County facilities to create improved operating efficiencies.
- 5) Work toward greater self-reliance and less County property tax support.

COUNTY PRIORITY: STRATEGIES FOR INCREASED FINANCIAL SELF RELIANCE

The Center is pursuing three capital improvement projects to drive earned revenue that will serve to strengthen the Marcus Center, as a county facility, for the long-term.

 The 475-seat Vogel Hall will undergo a complete refurbishing and lobby expansion in 2014/2015. The \$2 million project encompasses a complete refurbishing of the theater's interior, a larger lobby and concessions area, new ADA compliant restrooms and a new entrance/box office facing the Milwaukee River. Theater renovation will result in greater usage by local non-profit arts groups. Marcus Center for the Performing Arts 929 North Water Street Miwaukee, WI 53202-3122

> p: 414.273.7121 f: 414.273.5480 marcuscenter.org

- Following on the heels of the County-funded renovation of Peck Pavilion, the
 Center is working on developing plans to significantly upgrade its exterior food
 service capability (kitchen/concessions service). This will enable the Center to
 increase the booking of paid outdoor events such as weddings, fundraisers and
 corporate events. It will also provide for improved concessions service for the
 Center's outdoor programming, and enable the Center to establish a beer
 garden.
- Redevelopment of the Center's parking structure provides the greatest opportunity for generating additional earned income. The structure is nearing the end of its useful life and must be replaced. This presents an opportunity to build a new, larger structure that will allow us to meet growing customer parking needs, and enable taxable commercial/retail development where none currently exists.

2013 Highlights

- In October, we negotiated a new five-year labor agreement with our stagehands union (IATSE Local 18), which has been ratified by the members. At around 2% annually, the contract is essentially flat over the five years.
- Through a multi-year sponsorship, BMO Harris Bank has signed on as the title sponsor of our Broadway Series. BMO Harris Bank Broadway at the Marcus Center will provide additional operating revenue and expand our marketing reach.
- The Center participates in the County's "Kill-a-Watt" challenge, and our electricity usage is down six percent (four percent ahead of the County goal) compared to 2012.
- In 2013 we launched a new completely redesigned website, funded through private dollars.
- In August we completed the fourth phase of our County-funded replacement of our HVAC system. The new system will be considerably more energy-efficient than the original (1969) system it replaced, and we expect to see our energy consumption and cost reduced beginning with the 2013/2014-performance season.
- To generate additional earned income through beverage commissions, we allow patrons to bring beverages into Uihlein Hall for our Broadway series. Based on its popularity, the Florentine Opera and the Milwaukee Ballet will allow patrons to bring in beverages beginning with their upcoming 2013/2014 seasons.
- The Center provides box office/ticketing services for the Florentine Opera and Milwaukee Ballet. Through the Center's Group Sales program, all of the resident groups are able to access over 150 corporations and organizations for on-line group sales.

- Charles Allis/Villa Terrace has contracted with the Center to provide regular scheduled major maintenance services.
- The Center has a volunteer usher corps of 285. In the 2012/2013 seasons, Marcus Center volunteers provided 12,277 hours of service, at a cost savings of \$104,355 to our four resident groups.

COUNTY PRIORITY: PRESERVATION AND ENRICHMENT OF THE PERFORMING ARTS TO SERVE THE ENTIRE COMMUNITY

The Center's major strategies in programming of the facility include the following objectives:

- 1) Insure that local non-profit performing arts groups utilize the majority of performance weeks in the Center's three theaters.
- 2) Insure that, as the community's performing arts center, programming and events serve all of Milwaukee County's increasingly diverse population.
- 3) Maintain a strong program of touring Broadway productions that will:
 - a) Enable the Center to maintain low rental rates for non-profit groups.
 - b) Contribute to the area's economy through patron dollars spent on meals, lodging, etc.
 - c) Offset reductions in County operating support.
 - d) Attract a regional and mid-western audience.

2013 Programming Highlights

- Non-profit resident groups utilized 82% of performance weeks in Uihlein Hall and 67% of performance weeks in Todd Wehr Theater. Once Vogel Hall is renovated usage by local groups is expected to increase.
- The Center continues to employ a full-time Director of Diversity & Audience Development. She assists both the Center and our resident groups in bringing diverse programming and audiences to the Center.
- Our free children's programming KidZDays and KidZDays in the City served over 7,000 children with programs at the Center and in seventeen youth serving agencies in the community.
- Opening Our Doors, funded through a grant from Northwestern Mutual, provided us with the opportunity to build multi-cultural audiences through collaborations with corporate affinity groups.
- With a three-year sponsorship commitment, the Center launched its first annual Oktoberfest. This free event attracted over 1500 people the weekend of September 20-21.
- On November 15th, the Center will present its first *Evening of Gospel* produced in collaboration with local choirs and performers, and with a coordinated marketing strategy with local churches.

 During the 2013-2014 season, the Center will present several performances and events for veterans and the active military.

Beyond Glory on Veteran's Day November 11th **Letters Home** on May 16-18,2014 **Flag Day** on June 14, 2014

• The Center again presented its annual free community programs of the Dr. Martin Luther King, Jr. Birthday Celebration, and Cantos de Las Americas.

Cc: Finance, Personnel & Audit Committee Steve Cady Janelle Jensen

Milwaukee County Fund for the Arts (CAMPAC) Background Information Finance & Audit Committee Hearing 10.11.2013

Keeping Milwaukee County Vital: The Arts Pay

CAMPAC is a long standing initiative of the Milwaukee County Board that goes back to 1986. We are recommending and requesting that the County Board of Supervisors approve the CAMPAC funding at the same level proposed in County Executive Abele's 2014 Budget of \$321,035.

We recognize the serious financial issues that Milwaukee County faces and that you have a difficult job as you look at important social programs and programs that make Milwaukee County a good place to live, work and do business. Jobs, business retention/expansion, growth in the tax base, raising income levels, and an educated population are the main components to a healthy community. CAMPAC helps to achieve and grow all these components with the modest investment of Milwaukee County.

CAMPAC is a generator of growth and gives you a tool to address the complex issues you face. While CAMPAC funding is less than .003% of the total budget, the return on that investment is significant.

Here is why Milwaukee County Board should fund CAMPAC as a tool to grow Milwaukee County.

- 1. The arts support a key educational opportunity for our children reaching over half a million children in the greater Milwaukee area alone. With arts education the brunt of many school budget cuts, the arts community has been providing more direct school services—many of these groups receive CAMPAC funding. Studies have demonstrated that arts programs help improve student academic progress and reduce truancy even more for at-risk children. If our children are not educated, their future and the future of Milwaukee County will be weakened. Their opportunities for jobs, stable families, and becoming contributors to the community disappear without a good education.
- 2. The arts stimulate neighborhood development whether it's the Florentine Opera's center in Riverwest, Latino Arts on the near Southside, or new galleries in Walker's Point, or the many arts programs enhancing social well-being, the arts make our neighborhoods stronger and more stable. The Broadway Theatre complex was a key stimulus to the success of the Third Ward and the major property tax base that was created from housing, retail, and offices that located there.
- 3. The arts organizations and their audiences contribute over \$299 million in economic impact in the 7 county metro region as measured by Americans for the Arts in 2012; including over \$38.4 million in local and state tax revenues.
- 4. **The arts generate jobs** over 10,800 FTE positions in the greater Milwaukee area. Many of these jobs are local, with people raising families, paying taxes, etc. Many jobs are also talent that is hired in for a particular project, which brings in new dollars and taxes on an ongoing basis.

5. A strong arts community attracts the best talent – artistic and workforce

- Employers need to have the best talent in order to succeed. A lively arts community helps businesses attract and retain top talent. This gives Milwaukee a competitive advantage over other communities and helps ensure companies stay, grow, create jobs, and add to the tax base.
- Artists have the opportunity to work across many organizations, which keeps the best of them here and not in New York or Chicago – which enhances our reputation.
- In fact, Actors Equity states that there are more 'working Equity actors' in Milwaukee per capita than either New York or Chicago'.
- And, for highly educated talent—like the 33,000 employees in the larger creative industry (including artists, designers, etc.) in Milwaukee County, with wages of more than \$1 billion annually—more than 4% of the county workforce—living and working in a community that has a strong creative infrastructure is a high priority.
- 6. The arts are a draw for tourism, which brings added revenue to the community—Cultural tourists spend more & stay longer than other visitors. This adds money to the community and retains local businesses. The 2012 Americans for the Arts study for the region found that 22.1% of audiences attendees came from outside the region. Average audience spending per person, not including the ticket cost, was \$18.66. For visitors it jumped to \$26.39. Milwaukee was named one of only four "hip, cool" cities by the New York Post, which cited the art museum and other cultural assets as reasons to visit. It was also named one of the top 25 arts destinations in the country for 4 years in a row by *American Style* magazine.
- 7. The arts contribute to the quality of life in Milwaukee County which helps attract and retain businesses that pay property taxes, create jobs and invest in the community both Roundy's and GE Healthcare executives cited the cultural amenities among reasons they selected Milwaukee for their locations and GE Healthcare is a Milwaukee County Research Park tenant.
- 8. **The arts add value to our quality of life** offering exhibitions, performances, festivals, and education/ outreach activities across our community annually. People like to attend and participate in the arts, finding their spirits refreshed and their hopes renewed.

Thank you for your consideration.

May Caunon

Mary C. Cannon CAMPAC Chair

Milwaukee County 2012 Program Statistics

Program Name	#s served in 2012 Milwaukee County only	Population(s) served (children, youth, seniors, families, professionals, paraprofessionals, organizations)	# of Volunteers	#of Voluntee Projects
SNAP-ED	4841	Children, youth, adults and seniors		
EFNEP	441	Adults with children		
Family Foundations	403	Professionals, paraprofessionals, organizations	0	0
Milwaukee Promise		MPS Graduates intended population	10	1
PACE/ Project Launch	392	Professionals, paraprofessionals, organizations	8	2
Additional FF- Outside Milwaukee County	554	Professionals, paraprofessionals, organizations	0	0
Total Family Living	6631		18	3
Natural Areas Program	1297	Organizations, middle schools, universities, children, senior citizens, college students, high school youth	1270	96
Total Natural Areas Program	1297		1270	96
Natural Resources Program	4730	Adults, municipalities and organizations	98	5
CNRED	150	Adults, municipalities and organizations		
Total CNRED	4880		98	5
Consumer Horticulture	35000	Children, youth adults, seniors and organizations	400	
Hort Help Line	996	Adults and seniors	17	
Urban Ag	3260	Families, adults and seniors	10	
Beekeeping Program Class	56	Youth, children, families, seniors, professionals, paraprofessionals	9	
Healthy Harvest Happy Kids	96	Youth	6	0

Milwaukee County 2012 Program Statistics

Total Hort/Urban Ag	39408		442	0
Summer STEM 4-H Clubs with Milwaukee Recreation	107	Youth and Children	3	0
Summer 4-H Tech Wizards Program	11	Youth and Children	0	0
4-H Community Clubs includes Youth in STEM focused clubs	357	Youth and Children	93	33
Tech Wizards Clubs	58	Youth	13	9
Youth Development Programs	228	Youth	43	
Nature in the Parks	18909	All ages	4401	
Total 4-H and Youth Programs	19670		4553	42
Total All Programs	71,886		6881	146

Consumer Feedback UW Extension – Milwaukee County (recent Value Card Quotes 2013)

(Wisconsin Nutrition & Education Program -WNEP) Eating Smart and Being Active classes are very helpful to people who are working at bettering their lives and becoming more healthy -Cynthia P., Milwaukee

(WNEP) I learned to drink more water instead of sodas/kool-aid. - Shelonda H., Milwaukee

(WNEP) I learn how to cut coupons and balance my plate! - Kimberly J., Milwaukee

(4-H) They offer an invaluable opportunity to shape the total child; thus, preparing quality, productive citizens. – Anecia W., Milwaukee

(WNEP) Now I read food labels to find the best nutrition for my money and I share the information with family and friends – Ashley A., Milwaukee

(WNEP) The Program Always reminded me to feel better. I need to eat better and keep active. When I drop out, I feel it! – Katherine B., Milwaukee

(WNEP) I don't add butter or salt to my cooking now. I eat more vegetables now so my family can be healthier. – Emily S., Milwaukee

(WNEP) I really want to know how eat healthy. I have a big family. I think if they eat healthy they have better future. – Maria H., Milwaukee

(WNEP) The sessions gave not only a good review of what my diet should be, but I gained valued information (new) on salts, sugars & fats!! © - James B., St. Francis

(WNEP) Without the education of eating a healthy nutrient portion of food each day, our children would be very unsafe and have a poor way of eating. — Diana C., Milwaukee

(Poverty Simulation) it was very eye opening to see just how difficult it is to get everything done. There isn't much time to work, cash checks, buy/pay for necessary things. — Rachael F., Greenfield

(4-H) It is a wonderful opportunity for youth to gain leadership roles & be active in their community. – Braeden P., Milwaukee

(4-H) I have been allowed to expand student STEM experiences in robotics through 4-H. The 4-H was able to provide experiences that they would not able to get anywhere else. —John W., Milwaukee

(Master Composter Training) I learned things I never knew previously such as: 1. Composting services available in Milwaukee. 2. How I can be a better home composter. 3. How I can contribute to my

community through teaching others. 4. Resources! Who knew we had all those resources?! – Janice C., Milwaukee

(4-H) I appreciate the clear concise instructions given today. Also, the presenter made much of the information applicable to myself and program. –Trevor C., Milwaukee

(Master Composter Training) It provides knowledgeable and effective instruction for a reasonable price. I would not get the direct instruction and attention elsewhere. — Charles U., Milwaukee

(Master Composter Training) (I value MCCE services because:) of the help we receive for our community gardens. TR W., Milwaukee

(Horticulture) (I value MCCE services because:) its extensive educational materials & services. – Stephanie S., Milwaukee

(Master Composter) They make otherwise intimidating processes more approachable. Instructors are very knowledgeable. – Jeff H., Milwaukee

(Poverty Simulation) The poverty Simulation was extremely valuable & provided real-life understanding for people regarding what people living in poverty experience.

(4-H) 4-H is a program that has value to youth and adults that will enhance their lives into the future. – Sharon P., Milwaukee

(Poverty Simulation) It was a nice experience because we can see the reality of many the families that we work with. – Celia G., Milwaukee

(4-H YD) It provides my students with opportunities to visit colleges & experience science enrichment that my students would not otherwise receive. – Angela D., Wauwatosa

(Poverty Simulation) It reminds me how the poverty systems can have an effect on people gain sympathy and understanding. – Danielle N., Milwaukee

(Poverty Simulation) It helped me gain valuable insight into the lives of students I teach and their families so I can be a more compassionate, patient teacher. – Sara Z., Milwaukee





Eloisa Gómez Director

Milwaukee County Cooperative Extension 9501 W. Watertown Plank Rd. Bldg. A Wauwatosa, WI 53226-3552

414-256-4640 414-256-4646 (fax)

eloisa.gomez@ces.uwex.edu http://milwaukee.uwex.edu October 10, 2013

Dear Finance Committee,

Thank you for allowing me to bring to your attention an urgent financial need pertaining to the UW Extension's Precollege 4-H STEM (Science, Technology, Engineering and Math) Program. This successful certificate-based program works primarily with 90- 100 low-income middle school youth on Milwaukee's South side to build their knowledge and competencies in STEM areas and promote the many career opportunities in STEM. We bring the students to one of our college campuses for a day for additional skill building in STEM and to increase their understanding of campus life. The program works with the parents as many of them have not attended college.

The current program targets zip codes of 53204, 53207 and 53215; We would like to identify 2-3 middle schools on Milwaukee's north side for the 2013-2014 school year and increase the number to 5-6 middle schools for the 2014-2015 year. For the next school year (2014-15), we would be working with up to 12 schools all together, representing Milwaukee's north and south sides.

The budget needed for the 2013-2014 school year is \$71,130. We have raised \$29,000 so far. \$25,000 of this amount has been provided by UW Extension for one year only. We have been submitting grants to area foundations and corporations with little luck.

By mid March, 2014, our funds will run out. If an additional \$42,103 is raised, we will serve approximately 100-120 middle school youth this school year on Milwaukee's north and south sides.

If we can obtain a multi-year commitment of core funds from the County in the amount of approximately \$48,000, we can leverage these funds to attract private and public sector funds at a minimum level of \$24-25,000 each year through ongoing fund development efforts.

I thank you for considering our request. I have attached the 2012-13 program summary and the requirements for each student to obtain a Level One or Level Two certificate which they receive at our annual graduation event/science fair held in May.

I am available to answer any questions you may have, and I thank you for considering our request.

Sincerely

Eloisa Gómez Office Director

Reasonable accommodations for disabilities or limitations are available.

University of Wisconsin, U.S. Department of Agriculture and Wisconsin counties cooperating, UW-Extension provides equal opportunities in employment and programming including Title IX and ADA.

2013-2014 School Year:

Total 4-H STEM Budget	\$71,130
Income to date: UW Extension (1x funds) Donations Subtotal	\$25,000 4,000 \$29,000
Funds Needed	\$42 103

Program Facts:

4H STEM served 80 middle school youth in 2012-13 school year A certificate-based program for the students to gain confidence in STEM areas School-based approach; students learn in an environment they trust **Components of their learning**:

- Participate in a day-long STEM College day at UW-Waukesha
- Create a STEM portfolio of their learning experiences
- Participate in a Science Fair Competition & Family Graduation Night
- Receive precollege information & career information in STEM areas
- Precollege orientation offered to parents



2012-2013

UW-Extension Milwaukee County, UW-Waukesha Continuing Education





76 youth from the south side of Milwaukee participated in STEM (science, technology, engineering, math) lessons at their schools with 4-H volunteers throughout the academic year. The schools included Fernwood Montessori, La Causa Charter, St. Martini Lutheran, St. Rafael the Arch Angel, and Trowbridge. Involvement in these lessons made youth eligible to attend three main events:





"I liked that we did a lot of fun things but at the same time we were learning," -student.



UW-Waukesha STEM Day

55 youth went to UW-Waukesha on March 16th for a fun filled day of STEM classes. There were advanced sessions for the Level II 8th grade students which included archaeology. environmental science of the sea, electricity, and robotics. The classes for the Level I 7th grade students included physics-don't break the egg, engineering with computers, and human traits. All of the youth that attended received a Continuing Education Unit from UW-Waukesha Continuing Education, which they can include in their portfolio when applying for high school and college.

The Pre-College 4-H STEM Science Fair and Recognition Ceremony was held on May 21st. During the science fair, youth explained their science projects to judges who are STEM professionals including a Forensic Scientist, Civil Engineer, a Research Associate at the Medical College of Wisconsin, and a Biologist. During the Recognition Ceremony, youth received a STEM Level of Completion certificate from Milwaukee County 4-HYD and a Continuing Education Unit from **UW-Waukesha Continuing Education.**

Science Fair and **Recognition Ceremony**





UW-Waukesha STEM College Experience





26 youth attended the **UW-Waukesha College** Experience held at UW-Richland July 8th-14th. Each youth was selected after a review process and awarded a full or partial scholarship to attend. The students had chemistry, ecology, geocaching, and CSI forensic classes. They also stayed in the dorms and ate in the college cafeteria for a chance to experience life as a college student.

Parents attended the last weekend and participated in team building and leadership activities with their children while experiencing a campus setting. Also, Each youth received three Continuing Education Units for attending the UW-Waukesha STEM College Experience.

4-H STEM Certification Levels - Description

The STEM Pre-College program uses proven 4-H hands-on curricula for the STEM (science, technology, engineering, math) lessons, which focuses on the academic engagement of STEM areas combined with career exploration and college access information. There are three levels of the STEM Pre-College program.

Level 1 is an introductory to science, engineering, technology, and mathematic topics. In order to complete the Level 1 STEM Certificate, students must:

- Attend at least eight lessons throughout the year. If a STEM meeting is missed, students are required to take a lesson home and complete it as a make-up activity and then share their results at the next meeting.
- Participate in the end of the year Science Fair Competition.
- Participate in the three college preparation lessons during the year.
- Attend a one day event at the University of Wisconsin-Waukesha, at which STEM students take classes and explore a college campus.

Once these requirements are completed, STEM students will receive a Continuing Education Unit (CEU) from UW-Waukesha at the Recognition Ceremony, along with their 4-H STEM Level 1 Certificate of Completion.

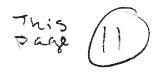
Level 2 is a focused study of one to five specific subjects such as mechanical engineering, chemistry, archaeology, food science, and digital photography. Level 2 students must:

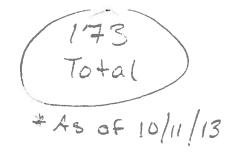
- Attend all the STEM lessons throughout the year, and take work home if they miss a day.
- Participate in the end of the year Science Competition.
- Attend the three college preparation lessons during the year.
- Attend a one day event at the University of Wisconsin-Waukesha, where they take classes and explore a college campus.

The pre-college lessons and the classes at UW-Waukesha are more advanced for Level 2. At the Recognition Ceremony, they will receive a CEU from UW-Waukesha and a 4-H STEM Level 2 Certificate of Completion.

Level 3 is the completion of all the levels of the program by attending a week long UW Colleges Summer College Experience where the youth experience college life. At the Recognition Ceremony that is held at the end of the week, the students receive three CEUs.

If you have questions or would like more information, please contact Eva Terry at 414-256-4627 or eva.terry@ces.uwex.edu





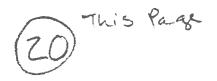
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We, the undersigned, do hereby petition and request Milwaukee County Executive Chris Abele to reconsider the closing of Noyes and Pulaski indoor pools. These pools provide vital services to many in our community who are in need of the low impact aerobics exercised exclusively offered at these pools.

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We, the undersigned, do hereby petition and request Milwaukee County Executive Chris Abele to reconsider the closing of Noyes and Pulaski indoor pools. These pools provide vital services to many in our community who are in need of the low impact aerobics exercised exclusively offered at these pools.

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October 11, 2013
Milwaukee County Board of Supervisors - Finance, Personnel and Audit Committee

Parks Director 2014 Budget Opening Statement

It is an honor and my pleasure to address this committee. I arrived here four months ago with some initial impressions and with the goal of exploring our parks system with a fresh and objective evaluation. In the next 10 minutes I will outline what I have learned and what my thoughts are for the future. While there is ample time for questions and answers, please let me know if you need any points clarified as they are reviewed.

There is no doubt we have a great park system and the future holds enormous potential.

Our mission is to sustain the legacy of our world class park system by managing and conserving natural, cultural, and recreational resources for the benefit of the community.

Like the population, the county's park and recreation needs are growing. We are now faced with the challenge to maintain a mature park system, meet public expectations, create a strategy-focused organization, and reposition our parks with the community to resolve community issues.

Since my arrival, I've visited our parks, and I spent time talking with residents, staff, friends groups, business partners, advocacy groups, and elected officials. I held a series of informal meetings to hear directly from each how they perceive Parks, and to listen to how we can participate in addressing community needs. Though there were a wide range of topics discussed at each meeting, I observed some common threads.

The single theme that was echoed most consistently is the universal passion residents have for the parks and also, quite impressively, the great passion Park employees have for the work that they do.

Intrinsic to this universal passion of the Park staff, is the high level of organizational knowledge that employees have about the department, its systems, its history, and the communities they serve. There is genuine concern about the potential loss of that knowledge through attrition brought on by a large number of retirements of long term employees.

Organizational excellence requires the Parks to provide quality customer service by maintaining a quality workforce, inspiring staff, and ensuring a positive work environment. Leadership in this area will provide increasing opportunities for professional staff development to ensure career development and high performance, recruitment of outstanding future employees, and promoting a culture where employees work collaboratively and feel informed, included and recognized.

Milwaukee County Board of Supervisors - Finance, Personnel and Audit Committee

We will participate and benefit from the County's Performance Appraisal/Customer Service Training sessions, and be a part of the Leadership Development training initiative offered by the Department of Human Resources.

Another thread that wove its way into a great many discussions pertained to a backlog of capitalized maintenance needs and our aging infrastructure. Reduced funding has presented challenges as our park facilities age. As local historian John Gurda noted several years ago, "In the last 20 years, parkland acquisition has grounded to a halt, maintenance standards have slipped, and parks funding as a proportion of the county budget has plummeted."

Clearly, the challenges associated with maintaining such a large number of parks and facilities are numerous. Focused and phased maintenance and renovation is needed to keep the system safe, vital and functioning as a community asset. While our goal is to maintain all park and recreation facilities at the highest quality level, sufficient funding may not be available to meet maintenance standards or replace all needed facilities when their useful life is reached or their condition deteriorates. It is imperative we continue to conduct facility and equipment assessments and create lifecycle schedules to determine what facilities and equipment should be updated or what types of new facilities and equipment may be needed. Utilizing facility and equipment lifecycle schedules to improve prioritization and seeking stable levels of funding for growing maintenance, renovation and replacement needs will better sustain a quality park system during these challenging times.

As I met with the Environmental groups, MMSD, Public Works, River Revitalization, Fund for Lake Michigan, UEC, civic groups, educators, and many others, we agreed that preservation and protection of natural and culturally sensitive areas is essential to the health of our community, and that encompasses everything from honey bees to water to trees to air, and to soil conditions. It's important that we continue the momentum we have with other agencies taking a systematic approach to actively managing and funding our historic resources and natural capital. Chief architect of our park system, Charles Whitnall, believed that exposure to the natural world could counter the evils of the city. I would take that a step further and add that the natural world exposure will bring great good to the county.

An interesting topic that came up often involved the marketing and promotion function that supports and targets the business operations of the Parks which should include corporate communication and public information. Milwaukee County loves its parks and we have a great community partnership! As a public agency our essential community role and significant value must be clearly understood and communicated. It is imperative we engage the community to raise awareness of park benefits, offerings, and challenges; broaden support for the park system; increase public involvement in park planning and decision making; and stimulate growth in park use and volunteerism.

October 11, 2013

Milwaukee County Board of Supervisors - Finance, Personnel and Audit Committee

The County's population is represented through a rich and changing tapestry of cultures, ages, interests, preferences and abilities. Demand for parks has never declined and we anticipate it will indeed strengthen. We recognize that customer needs, preferences and lifestyles are shifting. In my conversations there was repeated mention to: provide recreational opportunities and activities for young people that are accessible and affordable; foster business partnerships as a means to assist with service delivery and park facility development; offer programs at parks to help community service issues; and work with public schools, neighborhoods, and other recreation providers to create a partnership for programming, facility use, and maintenance management.

We will, therefore, evaluate and grow our core services and facilities to ensure community needs are met with goals and measurements that will be crucial to the growth and evolution of the Park's core services.

The Parks are very fortunate to have a wide network of volunteers, partners, and friends that help deliver the broad array of high quality programs and services expected by the public. Leveraging additional support through grants, alliances, partnerships, sponsorships, fundraising, and volunteers is essential to supplement and enhance service delivery capacity. These functions today are only completed on an ad hoc basis, so a coordinated approach to seeking alternative revenue sources needs to be given high priority.

In light of increasing demands and shrinking resources, it is more critical than ever that we strategically determine priorities together. Economic changes have impacted the Park's ability to serve the broad range of leisure needs provided in the past and address effectively the management and stewardship of the extensive natural and cultural resources in our care.

Our strategic response will include a heightened focus on core services and financial sustainability, adjusted programmatic offerings and operational standards, leveraging technology to improve customer experiences and increase efficiencies, stronger emphasis on maintaining our capital "products", and bolstering alternative funding and partnerships. Rapidly changing lifestyles, technologies, customer and stakeholder expectations will require the organization to be nimble.

The community loves its parks and the essential role of parks in building community is evident every day on trails, playgrounds, gardens, fields and in community centers, nature centers, historic sites, classes, programs, and camps. Over the next several years, we will develop a new strategic plan to address strategic objectives with measurable outcomes to be accomplished over a five year period; additionally, we will complete a comprehensive update to the Parks and Recreation Needs Assessment that will provide critical data to ensure that we align our offerings and capital development plan with the park elements and services the community most values and needs. This needs assessment is essential to aligning the Parks priorities with the community's priorities.

Milwaukee County has long recognized the link between parks and a higher quality of life. We have a great community and a great park system — thanks to a long standing partnership between people and parks that includes support from volunteers, businesses, citizen groups, and the elected leaders of the county. It has resulted in a reputation for excellence rewarded with the national Gold Medal for parks and recreation. And now we are currently working towards earning Accreditation from the Commission for Accreditation of Park and Recreation Agencies and join the nation's elite agencies that have met the 144 rigorous standards to demonstrate compliance with the best practices in the field.

As your new director for the Milwaukee County Parks, Recreation, and Culture Department, I am fortunate to be joining an agency with an outstanding record for the past and the present. Our greatest challenge is the same issue faced by almost every American city right now; the ongoing national recession and the strain placed on county budgets and services as a result. While there are no easy answers in this ongoing crisis, I will work tirelessly with all key stakeholders to lead a unified effort of identifying and achieving greater operational efficiencies and producing a strategic plan for growth and sustainability. Our award winning staff and award winning system, with continued support from you and the County's leadership, guarantee that the same excellence will carry our parks into the future. My promise is to continue striving for quality in all that we do.

Dear Supervisor,

As you know, Chris Abele has included in his proposed 2014 budget, which is now under your perusal, the sale of O'Donnell Park to Northwestern Mutual. It has been rumored that NML is willing to pay \$14.5 million for the structure that originally cost the taxpayers of Milwaukee County \$35 million. Since the structure opened in 1991 the County has injected another \$6.5 million in repairs and updates.

The sale of this publicly owned and operated structure and park should be rejected by the County Board.

As a park facility that derives coveted revenue for our Parks Department, O'Donnell has annually contributed a net profit that ultimately subsidizes the maintenance of other non-revenue generating park entities such as neighborhood parks and our system of parkways. O'Donnell's net revenues have varied over the years from \$1 million to over \$2 million. The latter amount was generated as recently as 2009, prior to the tragic accident that occurred on June 24th 2010.

The impact of a sale and the resulting loss of a significant revenue source could be devastating to our parks.

From a purely analytical and business perspective the sale of O'Donnell does not add up to a wise move for the County or the Parks Department as the market demand for parking east of the Milwaukee River will be enjoying a significant upswing as three new high rise structures are proposed to be built in close proximity of O'Donnell Park. NML is in the preliminary stages of building a new office tower which they say will bring in 1900 new employees to the downtown area. Another building is projected to be built by Irgens, a local development firm, across the street from O'Donnell Park, and the third high rise in the works is the Couture. Each of these buildings will generate what may be an exponential jump in demand for parking in the area.

As the demand for parking increases it is only logical to assume that the price for parking would increase as well. Why then would Abele propose selling a potential gold mine? Keep in mind that a County-owned O'Donnell Park would be generating even more funds that could greatly assist our Parks Department in improving maintenance in our parks.

Beyond the seemingly foolish business aspect of this potential sale is a question that is more fundamental in nature: when is it appropriate to sell a park?

We say never, under any circumstance. If this sale goes through it would, in essence, fill a one year gap in the County budget while the citizens of Milwaukee County would lose forever.

Sincerely,

Jim Goulee Executive Director The Park People of Milwaukee County