

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 199
FUND: General - 0001

Budget Summary

Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Variance
Expenditures					
Personnel Costs	\$0	\$0	\$0	\$0	\$0
Operation Costs	\$6,670,241	\$7,171,634	\$6,882,741	\$6,974,810	\$92,069
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$6,670,241	\$7,171,634	\$6,882,741	\$6,974,810	\$92,069
Revenues					
Direct Revenue	\$0	\$0	\$0	\$0	\$0
Intergov Revenue	\$0	\$0	\$0	\$0	\$0
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$6,670,241	\$7,171,634	\$6,882,741	\$6,974,810	\$92,069
Personnel*					
Full-Time Pos. (FTE)	0	0	0	0	0
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime \$	\$0	\$0	\$0	\$0	\$0

*No County staff is employed by the Cultural Institutions.

Department Mission: The cultural institutions strive to enrich the quality of life for all Milwaukee County citizens and visitors by providing an opportunity to experience history, the arts, and the pursuit of knowledge.

Department Description: The cultural institutions include: Fund for the Arts (or CAMPAC), Milwaukee County Historical Society, Milwaukee County Federated Library System, Marcus Center, Milwaukee Public Museum, Charles Allis and Villa Terrace Museum(s), War Memorial Center, and Milwaukee Art Museum.

All cultural institutions will provide quarterly reports of current financial status and projections through the fiscal year.

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FUND: General - 0001

Strategic Program Area 1: Fund for the Arts

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Item	2012 Actual	2013 Budget	2014 Budget
Number of Agencies receiving Community/Cultural Events CAMPAC Funding	4	6	4
Number of Agencies receiving Matching Grants CAMPAC Funding	36	36	35

How We Do It: Program Budget Summary					
Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Var
Expenditures	\$321,035	\$337,428	\$321,035	\$321,035	\$0
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$321,035	\$337,428	\$321,035	\$321,035	\$0
FTE Positions	0	0	0	0	0

How Well We Do It: Performance Measures
TBD*

*CAMPAC Administrator is developing performance measures for inclusion in the 2015 budget.

Strategic Implementation:

The Milwaukee County Fund for the Arts, through the Milwaukee County Cultural Artistic and Musical Programming Advisory Council (CAMPAC), allocates County property tax dollars to support and encourage cultural and artistic activities which have an important impact on the economic well-being and quality of life of the community.

CAMPAC funding is allocated among three program areas: Matching Grants, Community Cultural Events and Administrative Services.

I. MATCHING GRANTS

The Matching Grants program continues to be the highest funding priority, as it leverages outside dollars to sustain the County's arts organizations. This program allows the County to offer a broad variety of artistic experiences to its residents, while providing base support to small and large organizations according to an equitable formula.

II. COMMUNITY CULTURAL EVENTS

Programming for underserved populations supports arts organizations whose programming is targeted to serve minority and underserved communities.

III. ADMINISTRATIVE SERVICES

This program is administered by a consultant.

The 2014 tax levy contribution remains at the 2013 level of \$321,035.

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	<u>2012 Actual</u>	<u>2013 Budget</u>	<u>2014 Budget</u>
<u>Expenditures</u>			
Community/Cultural Event Programming	\$ 43,459	\$ 22,000	\$ 22,000
Matching Grants Program	266,958	286,035	286,035
Program Administration	11,796	13,000	13,000
Other	15,215	-	-
<i>Total Expenditures</i>	<u>337,428</u>	<u>321,035</u>	<u>321,035</u>
<u>Revenues</u>			
<i>Milwaukee County Contribution</i>	<u>341,546</u>	<u>321,035</u>	<u>321,035</u>
<i>Total Revenue</i>	<u>\$ 341,546</u>	<u>321,035</u>	<u>321,035</u>
<i>Budget Surplus/(Deficit):</i>	4,118	-	-

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 199
FUND: General - 0001

Strategic Program Area 2: Historical Society

Service Provision: Committed

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Activity	2012 Actual (est)	2013 Budget	2014 Budget*
Attendance-Public (General)	4,000	6,780	TBD
Attendance-Public (Programming)	250	300	TBD
Attendance-Other	3,000	3,000	TBD
Research Requests	200	324	TBD

How We Do It: Program Budget Summary					
Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Var
Expenditures	\$206,167	\$206,167	\$206,167	\$206,167	\$0
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$206,167	\$206,167	\$206,167	\$206,167	\$0
FTE Positions	0	0	0	0	0

How Well We Do It: Performance Measures			
Performance Measure	2012 Actual	2013 Budget	2014 Budget*
Annual % Increase in Patron Usage of MCHS Resource Material	2%	3%	TBD
Annual % Increase in Overall Attendance (for All Five MCHS Operated Facilities)	1.5%	2%	TBD

*Milwaukee County Historical Society staff (staff) has indicated that its 2014 Budget, performance measures and activity date are currently under development. Staff indicates these items will be completed and approved during the Milwaukee County Historical Society Board's December 16, 2013 scheduled meeting.

Strategic Implementation:

Pursuant to Section 59.56(5) of the Wisconsin Statutes, the County Board may appropriate money to any historical society located in the County and incorporated under Section 44.03 for the purpose of collecting and preserving the records and salient historical features of the County. This unit maintains the historical exhibits of the Milwaukee County Historical Society and assists with other phases of the program. Funds provided to subsidize the operation of the Society are used to employ a director and associate staff. The Society acts as custodian for non-current County records. The County appropriates funds for use by the Society pursuant to an agreement approved by the County Board of Supervisors on December 14, 1965 and renewed on May 16, 1988.

In support of operations, the MCHS employs four full-time employees, 3 part-time employees, 1 contract employee, and over 20 interns. The MCHS also benefits from over 100 active volunteers. This team operates and administers five facilities located on Milwaukee County, including:

1. The Milwaukee County Historical Center in downtown Milwaukee (County owned).
2. The Kilbourn House in Estabrook Park in Shorewood (County owned).
3. The Lowell Damon House in Wauwatosa.
4. The Jeremiah Curtin House in Greendale.
5. Trimborn Farm in Greendale (County owned).

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The 2014 tax levy contribution remains at the 2013 level of \$206,167.

BUDGET SUMMARY

	<u>2012 Actual</u>	<u>2013 Budget</u>	<u>2014 Budget*</u>
<u>Expenditures</u>			
Wages and Benefits	\$ 273,884	\$ 300,935	\$
Planning and Administration	4,788	13,000	
Facilities/Museum/Library/Collections Operations	289,423	201,555	
Office Expense	46,401	58,665	
Professional Services	16,975	42,500	TBD
Advertising/Marketing/Development	1,432	35,000	
Publishing/Printing	5,033	31,500	
Special Events/Awards	10,385	18,000	
Other	61,972	10,000	
<i>Total Expenditures</i>	\$ 710,293	\$ 711,155	\$ -
<u>Revenues</u>			
Contributions/Fundraising/Grants/Membership	128,584	248,300	
Programmatic/Operating	206,532	356,850	TBD
Investment Income	35,907	-	
Other	1,072	500	
<i>Milwaukee County Contribution</i>	206,167	206,167	206,167
<i>Total Revenue</i>	\$ 578,262	\$ 811,817	\$ 206,167
<i>Budget Surplus/(Deficit):</i>	\$ (132,031)	\$ 100,662	\$ 206,167
<i>County Contribution as % of Total Revenue:</i>	36%	25%	TBD

*Milwaukee County Historical Society staff (staff) has indicated that its 2014 Budget is currently under development. Staff indicates that the 2014 Budget will be completed and approved during the Milwaukee County Historical Society Board's December 16, 2013 scheduled meeting.

CULTURAL CONTRIBUTIONS (1900) BUDGET

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FUND: General - 0001

Strategic Program Area 3: Federated Library System

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Activity	2012 Actual	2013 Budget	2014 Budget
Library Materials Circulated	7,931,067	8,000,000	8,000,000
Registered Cardholders	544,237	550,000	560,000
Library Visits	5,064,449	5,100,000	5,200,000
Program Attendees	225,699	240,000	260,000
MCFLS and CountyCat Website Page Views	27,507,135	28,000,000	28,500,000

How We Do It: Program Budget Summary					
Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget*	2014/2013 Var
Expenditures	\$66,650	\$66,650	\$66,650	\$66,500	(\$150)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$66,650	\$66,650	\$66,650	\$66,500	(\$150)
FTE Positions	0	0	0	0	0

*The 2014 Budget reflects the County contribution of \$66,500 only. An additional \$33,500 County contribution may be made pending 2014 land sales revenue (see Land Sales Narrative in the Non-Departmental Revenue Section for additional detail).

How Well We Do It: Performance Measures			
Performance Measure	2012 Actual	2013 Budget	2014 Budget
Registered Cardholders Users as a Percent of Population.	57.2%	58%	59%

Strategic Implementation:

The mission of the Milwaukee County Federated Library System (MCFLS) is to assume a leadership role in facilitating cooperation among its member libraries, improving access to and encouraging sharing of resources, promoting the most effective use of local, County, State and Federal funds and assisting member libraries in the utilization of current and evolving technologies to provide the highest possible level of library service to all residents of the County. This mission is pursued via the following objectives:

1. Assume a leadership role in facilitating cooperation among all public libraries in the County.
2. Improve access to greater quality and quantity of resources for patrons of the County.
3. Promote the most effective use of Local, County, State and Federal funds.
4. Assist member libraries in the effective utilization of current and evolving technologies.

The 2014 Budget includes a tax levy contribution of \$66,500 plus additional one-time funding of \$33,500 (see 1800 Non-Dept Revenue narrative) to help offset reductions in State Aid and offset costs related to the MCFLS purchase and implementation of a workflow and resource management technology upgrade planned for 2014.¹ The one-time funding will be provided by land sales proceeds generated in 2014 (refer to the Land Sales program area in the Non-Departmental Revenue Section for additional detail).

¹ The 2012-2013 State Biennial Budget reduced State Aid to MCFLS from \$2.97 million in 2011 to flat annual allocations of \$2.68 million for 2012 and 2013. The 2014-2015 State Biennial Budget maintains the \$2.68 million annual allocation for MCFLS.

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BUDGET SUMMARY

	<u>2012</u>	<u>2013</u>	<u>2014</u>
	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
<u>Expenditures</u>			
Technology, Reference, Interlibrary Loan	\$ \$ 1,605,418	\$ \$ 1,820,489	\$ \$ 1,900,000
Continuing Ed and Consulting	104,409	101,710	105,000
Delivery	322,488	315,570	320,000
Payment to Members for Non-Res Access	1,251,257	1,207,924	1,207,924
Library Services to Youth	4,468	5,176	5,000
Library Services to Special Users	9,693	10,485	10,000
Public Information	18,900	26,501	28,000
Administration	328,110	344,017	352,000
Electronic Resources	286,122	206,856	250,000
MultiType Initiatives	7,034	7,800	7,600
Member Office Supplies	67,297	77,500	75,000
Total Expenditures	4,005,196	4,124,028	4,260,524
<u>Revenues</u>			
State Aid to Public Library Systems	2,677,006	2,677,006	2,677,006
Federal LSTA Funding	77,410	63,773	50,555
Passthrough Contract Income	771,914	776,253	922,863
Interest Earned from State Aid	666	123	100
Unexpended Funds-Previous Years	58,297	60,883	60,000
All Other Sources	355,736	463,852	450,000
Milwaukee County Contribution*	66,650	66,650	100,000
Total Revenue	\$ 4,007,679	4,108,540	4,260,524
Budget Surplus/(Deficit):	\$ 2,483	\$ (15,488)	\$ -
County Contribution as % of Total Revenue:	2%	2%	2%

* The Budget Summary table is a reflection of the entire MCFLS budget. As a result, the County contributions of \$66,500 and \$33,500 are shown.

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FUND: General - 0001

Strategic Program Area 4: Marcus Center

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Item	2012 Actual	2013 Budget	2014 Budget
Attendance-Public (Programming)*	489,545	493,500	493,500
Attendance-Private (Events/Rental)*	30,018	32,000	32,000
Attendance-Other*	49,512	49,500	49,500
Number of Events Annually	1,698	1,825	1,800
Number of Days Activity in Facility	334	345	335
Number of Performance Weeks-All Theaters by Tenant Groups**	92	91	93
Number of Performance Weeks-All Theaters by Non-Tenant Groups.	27	22	25
Free Events for Children	26	26	26
Children Outreach Events	17	17	17
Free Family, Adults, Community Events	10	10	10

*Total attendance for 2012 was 569,075; 2013 Budget is 575,000; 2014 Budget is 575,000.

**Includes MCPA Broadway & other MCPA Productions

How We Do It: Program Budget Summary					
Category	2012 Budget	2012 Actual ²	2013 Budget	2014 Budget	2014/2013 Var
Expenditures	\$1,088,000	\$1,573,000	\$1,088,000	\$1,088,000	\$0
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$1,088,000	\$1,573,000	\$1,088,000	\$1,088,000	\$0
FTE Positions	0	0	0	0	0

How Well We Do It: Performance Measures			
Performance Measure	2012 Actual	2013 Budget	2014 Budget
% of Attendees from Milwaukee County	41%	40%	40%
% of Attendees from outside Milwaukee County	59%	60%	60%
% of Customer Satisfaction w/ Events**	99.99%	99.99%	99.99%
% of Customer Satisfaction with Facility**	99.99%	99.99%	99.99%

**The Marcus Center averages about 20 -25 complaints a year, which is less than .01%.

² In addition to the County's 2012 budgeted contribution of \$1,088,000, an additional payment in the amount of \$485,000 was also made to the Marcus Center in relation to Uihlein Hall orchestra shell repairs (Milwaukee County Resolution File #13-461).

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Strategic Implementation:

The Marcus Center was built with private money in 1969 and deeded to Milwaukee County as a public trust for the preservation and enrichment of the performing arts, including drama, music and dance. The facility is home to the Milwaukee Symphony Orchestra, Milwaukee Ballet, Florentine Opera, Milwaukee Youth Symphony Orchestra, First Stage Children's Theatre, City Ballet Theatre, Hansberry-Sands Theatre Company, Broadway Series, and other performing arts groups. In addition to the Marcus Center providing a first class facility for the performing arts, the Center supports a number of free community events and activities year-round, including ethnic and cultural festivals such as Martin Luther King Day Celebration, Cantos de Las Americas, Get up and Dance!, and KidZ Days children's programming.

The 2014 tax levy contribution remains at the 2013 level of \$1,088,000.

BUDGET SUMMARY

	<u>2012 Actual</u>	<u>2013 Budget</u>	<u>2014 Budget</u>
<u>Expenditures</u>			
Personal Services	\$ 3,263,292	\$ 3,723,803	\$ 3,827,166
Professional Fees	314,170	353,070	360,800
Advertising and Promotion	177,068	154,250	159,500
Meetings and Auto Allowance	11,094	14,550	11,540
Space	339,110	357,246	364,201
Telephone and Utilities	478,226	585,500	510,900
Office and Administrative Supplies	89,241	133,300	121,990
<i>Total Expenditures</i>	<u>4,672,201</u>	<u>5,321,719</u>	<u>5,356,097</u>
<u>Revenues</u>			
Hall Rental	\$ 1,159,051	\$ 1,220,107	\$ 1,130,450
Office Rental	104,433	105,000	26,800
Equipment Rentals	228,429	209,588	227,360
Reimbursement Income	1,384,913	1,807,745	1,760,276
Concession Income	162,045	179,000	180,000
Facility Support	452,401	620,000	860,000
Misc. Income	98,449	93,450	88,720
<i>Milwaukee County Contribution</i>	<u>1,573,000</u>	<u>1,088,000</u>	<u>1,088,000</u>
<i>Total Revenue</i>	<u>\$ 5,162,721</u>	<u>5,322,890</u>	<u>5,361,606</u>
<i>Budget Surplus/(Deficit):</i>	490,520	1,171	5,509
<i>County Contribution as % of Total Revenue:</i>	30%	20%	20%

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 199
FUND: General - 0001

Strategic Program Area 5: Public Museum

Service Provision: Committed

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Performance Measure	2012 Actual	2013 Budget	2014 Budget
Attendance-Museum*	286,218	275,081	275,027
Attendance-Theater/Planetarium*	132,926	93,399	133,500
Attendance-Exhibitions*	104,619	102,318	196,000

*Total attendance for 2012 was 523,763; 2013 Budget is 470,798; 2014 Budget is 604,527.

How We Do It: Program Budget Summary					
Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Var
Expenditures	\$3,502,376	\$3,502,376	\$3,502,376	\$3,500,000	(\$2,376)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$3,502,376	\$3,502,376	\$3,502,376	\$3,500,000	(\$2,376)
FTE Positions	0	0	0	0	0

How Well We Do It: Performance Measures			
Performance Measure	2012 Actual	2013 Budget	2014 Budget
Annual Attendance Over/(Under) the 400,000 Base Level*	123,763	70,798	204,527
Unrestricted Endowments Assets Over/(Under) the \$2,000,000 Base Level*	\$823,774	\$750,000	\$400,000
Generate Positive Unrestricted Operating Earnings* ³	(\$373,798)	(\$809,418)	\$417,899

*The Performance Measures identified are partially based on conditions that must be met by MPM as outlined in the LMA.

Strategic Implementation:

Pursuant to Wisconsin Statute 59.56(2), Milwaukee County (County) may acquire, own, operate and maintain a public museum in the County and appropriate money for such purposes. As a museum of human and natural history, it provides a dynamic and stimulating environment for learning. The museum interprets the world's cultural and natural heritage through collections, research, education and exhibits. It holds its collections as a public trust and is dedicated to their preservation for the enrichment of present and future generations.

In 2013, the County and the Milwaukee Public Museum, Inc. (MPM) entered into a new Lease and Management Agreement (LMA). The new LMA commits the County to the following Operating and Capital budget funding levels:

1. Annual County Operating contributions:⁴
 - a. \$3,500,000 annually for calendar years 2014-2017
 - b. \$3,350,000 annually for calendar years 2018-2019
 - c. \$3,200,000 annually for calendar years 2020-2021
 - d. \$3,000,000 annually for calendar year 2022

³ Positive Unrestricted Operating Earning is defined by unrestricted operating net income plus depreciation being greater than zero.

⁴ The new LMA (executed in 2013) states that MPM must achieve several operating and financial goals. If the goals are not achieved, the County may reduce its annual operating contribution by \$250,000 for the subsequent year. Additionally, if MPM receives at least \$5,000,000 in cash or donor commitments for capital projects by December 31, 2017, the annual operating contributions will remain at \$3,500,000 for calendar years 2018-2022.

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2. Capital funding contributions up to \$4,000,000 during the calendar years 2014-2017.

MPM will provide detailed quarterly reports of financial status and projections through the fiscal year.

In accordance with the LMA, the 2014 tax levy contribution for operating support is \$3,500,000.⁵

BUDGET SUMMARY

	<u>2012 Actual</u>	<u>2013 Budget</u>	<u>2014 Budget</u>
<u>Expenditures</u>			
Wages and Benefits	\$ 7,350,531	\$ 7,706,870	\$ 7,768,977
Maintenance	1,479,954	618,771	734,244
Utilities	1,017,343	1,008,949	990,556
Other Operating Expenses	4,495,830	3,400,220	3,375,279
Interest	217,810	216,040	85,558
Depreciation	1,415,408	1,226,376	1,196,361
Subtotal Operating Expenses	15,976,876	14,177,226	14,150,975
Other Non-Operating Expenses	3,429,381	531,685	554,345
Investment (Income)/Loss	(461,207)	(802,188)	-
Net Restricted Contributions	(1,232,308)	(1,626,134)	(3,807,000)
<i>Total Expenditures</i>	\$ 17,712,742	\$ 12,280,589	\$ 10,898,320
<u>Revenues</u>			
Contributions/Membership/FOM Events	3,825,509	3,715,404	3,788,789
Admissions Museum/Theater/Exhibitions	3,646,978	2,945,328	3,553,793
Other Earned Income	1,504,788	4,978,324	2,529,931
Net Assets Released from Restriction	1,708,017	3,988,000	1,193,000
<i>Milwaukee County Contribution</i>	3,502,376	3,502,376	3,500,000
<i>Total Unrestricted Revenue</i>	\$ 14,187,668	\$ 19,129,432	\$ 14,565,513
<i>Budget Surplus/(Deficit):</i>	\$ (3,525,074)	\$ 6,848,843	\$ 3,667,193
<i>County Contribution as % of Total Revenue:</i>	25%	18%	24%

⁵ The Capital Budget includes funding of \$1,677,977 in 2014.

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Strategic Program Area 6: Villa Terrace/Charles Allis Museums

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Item	2012 Actual	2013 Budget	2014 Budget
Attendance-Public (General)	7,300	11,000	9,500
Attendance-Public (Programming)	3,216	6,000	5,000
Attendance-Private (Events/Rental)	17,364	20,000	18,000
Attendance-Other	1,842	2,500	2,200

How We Do It: Program Budget Summary					
Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Var
Expenditures	\$207,108	\$207,108	\$207,108	\$207,108	\$0
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$207,108	\$207,108	\$207,108	\$207,108	\$0
FTE Positions	0	0	0	0	0

How Well We Do It: Performance Measures			
Performance Measure	2012 Actual	2013 Budget	2014 Budget
Level of customer satisfaction with the facility (scale of 1 – 5)	4.5	5.0	5.0

Strategic Implementation:

Villa Terrace Decorative Arts Museum, 2220 North Terrace Avenue and Charles Allis Art Museum, 1801 North Prospect Avenue function as a combined operation. Public programming includes monthly changing art exhibits, regularly scheduled concerts, films, workshops, an annual youth concert series and special events. The facilities are available for rent by civic, cultural, veteran, educational, business and private groups. Both museums are on the National Registry of Historic Places.

The mission of the Villa Terrace Decorative Arts Museum and Charles Allis Art Museum of Milwaukee County (County) is to fully utilize both Museums, gardens, and their art collections for community education and cultural enrichment.

The 2014 tax levy contribution remains at the 2013 level of \$207,108.

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BUDGET SUMMARY

	2012 <u>Actual</u>	2013 <u>Budget</u>	2014 <u>Budget</u>
<u>Expenditures</u>			
Personnel Services	\$ 321,043	\$ 354,000	\$ 350,000
Professional Fees CA	16,297	18,000	21,000
Professional Fees VT	18,001	24,000	26,000
Advertising and Promotion	54,843	60,000	60,000
Space and Utilites CA	52,012	60,000	55,000
Space and Utilities VT	59,490	60,000	63,000
Office and Admin Supplies	18,412	20,000	25,000
Conference & Travel	516	508	3,608
Major Maintenance CA	-	2,050	8,000
Major Maintenance VT	62,000	2,050	5,000
New & Replacement Equipment	-	-	-
<i>Total Expenditures</i>	602,614	600,608	616,608
<u>Revenues</u>			
Charles Allis Friends Direct Support	7,000	7,500	3,000
Villa Terrace Friends Direct Support	22,000	-	5,000
Garden Support	18,500	16,000	18,500
Private Support CA & VT	33,215	30,000	30,000
Membership CA & VT	27,912	25,000	28,000
Admissions CA	11,679	12,000	14,000
Admissions VT	14,695	15,000	16,000
Rental Revenue CA	46,700	35,000	39,000
Rental Revenue VT	200,605	190,000	200,000
Program Sponsorship CA & VT	4,000	17,000	10,000
Grants CA & VT	8,000	45,000	45,000
Interest Trust Account	1,200	1,000	1,000
<i>Milwaukee County Contribution</i>	207,108	207,108	207,108
<i>Total Revenue</i>	\$ 602,614	600,608	616,608
<i>Budget Surplus/(Deficit):</i>	-	-	-
<i>County Contribution as % of Total Revenue:</i>	34%	34%	34%

CA = Charles Allis; VT = Villa Terrace

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UNIT NO. 199
FUND: General - 0001

Strategic Program Area 7: War Memorial Center

Service Provision: Committed

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Item	2012 Actual	2013 Budget	2014 Budget
Attendance-Public (General)	10,100	6,000	12,000
Attendance-Public (Programming for Veterans)	6,373	5,800	6,000
Attendance-Private (Events/Rental)	111,587	97,100	87,610

How We Do It: Program Budget Summary					
Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Var
Expenditures	\$1,278,905	\$1,278,905	\$1,491,405	\$486,000	(\$1,005,405)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$1,278,905	\$1,278,905	\$1,491,405	\$486,000	(\$1,005,405)
FTE Positions	0	0	0	0	0

How Well We Do It: Performance Measures
TBD*

*War Memorial Center staff is developing performance measures for inclusion in the 2015 budget.

Strategic Implementation:

Pursuant to Section 45.058 of the Wisconsin Statutes and in accordance with agreements between Milwaukee County War Memorial, Inc. and the County of Milwaukee (County), Milwaukee County War Memorial, Inc. (WMC) presently operates the War Memorial Center (Center) jointly with the Milwaukee Art Museum, Inc. (MAM). The Center is situated at the south end of Lincoln Memorial Drive overlooking Lake Michigan and is directly adjacent to County parkland.

The Center stands as a memorial to those who have given their lives for our collective freedom. "To Honor the Dead by Serving the Living" is the motto of the Center.

The Center provides office space to organizations such as the Rotary Club of Milwaukee, Kiwanis Club of Milwaukee, USO of Wisconsin, AMVETS State headquarters, Thurgood Marshall Scholarship Foundation Midwest Regional Office, Chipstone Foundation, International Association for Orthodontics, Creative Sharp Presentation, America's Freedom Center Foundation and the War Memorial Center itself.

To maximize utilization of the facility, the Center is available for general use by the public, veterans' groups, art groups and civic groups.

In 2013, the County entered into separate Development and Lease & Management Agreements (Agreements) with the WMC and the MAM.⁶ The new Agreements provide for the following:

County Operating and Capital funding levels:

⁶ The Lease & Management Agreements are separate agreements entered into between the County and the Center and between the County and the MAM. Additionally, the County, the WMC, and the MAM jointly entered into a Development Agreement, Cooperation Agreement and a North Tract Agreement during 2013.

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 199
FUND: General - 0001

1. Annual County Operating contributions:
 - a. \$486,000 annually to the WMC for calendar years 2014-2023
 - b. \$1,100,000 annually to the MAM for calendar years 2014-2023
2. Capital funding contribution in the amount of \$10,000,000 for the Center in calendar years 2014-2017.

The Center will provide detailed quarterly reports of financial status and projections through the fiscal year.

In accordance with the Agreements, the 2014 tax levy contribution for operating support is \$486,000.

BUDGET SUMMARY

	2012 <u>Actual</u>	2013 <u>Budget</u>	2014 <u>Budget</u>
<u>Expenditures</u>			
Personal Services	\$ 631,495	\$ 720,695	\$ 575,000
Professional Fees	113,915	134,723	153,250
Advertising and Promotion	46,853	48,000	50,000
Meetings and Auto Allowance	5,062	7,500	7,500
Facility Expenses	293,471	198,388	217,000
Utilities	293,659	317,599	227,900
Office and Administrative Supplies	27,639	24,000	24,350
Milw Art Museum Bldg Services	660,000	660,000	-
Milw Art Museum Direct Funding	212,500	212,500	-
<i>Total WMC Expenditures</i>	2,284,594	2,323,405	1,255,000
<u>Revenues</u>			
Parking	\$ 389,847	\$ 335,000	\$ 315,000
Miscellaneous Revenue	61,021	49,000	49,000
Catering & Liquor Commission	60,379	49,000	40,000
Office Rental	191,383	205,000	190,000
Hall and Plaza Rental	211,192	180,000	165,000
Meeting Room Rental	12,385	14,000	10,000
<i>Milwaukee County Contribution</i>	1,278,905	1,491,405	486,000
<i>Total Revenue</i>	\$ 2,205,112	2,323,405	1,255,000
<i>Budget Surplus/(Deficit):</i>	(79,482)	-	-
<i>County Contribution as % of Total Revenue:</i>	58%	64%	39%

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 199
FUND: General - 0001

Strategic Program Area 8: Milwaukee Art Museum

Service Provision: Committed

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Item	2012 Actual	2013 Budget	2014 Budget
Attendance-Public (General)	314,552	243,338	261,000
Attendance-Public (Programming)	57,124	60,000	60,000
Attendance-Private (Events/Rental)	23,728	25,000	25,000

How We Do It: Program Budget Summary					
Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Var
Expenditures	\$0	\$0	\$0	\$1,100,000	\$1,100,000
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$0	\$0	\$0	\$1,100,000	\$1,100,000
FTE Positions	0	0	0	0	0

How Well We Do It: Performance Measures			
Performance Measure	2012 Actual	2013 Budget	2014 Budget
# of Milwaukee County Visitors	89,722	81,395	87,620
Number of non-Milwaukee County Visitors	305,682	246,943	258,380
Customers Satisfaction with Events	4.75 out of 5	4.75 out of 5	4.5 out of 5
Customers Satisfaction with the Facility	4.35 out of 5	4.7 out of 5	4.0 out of 5

Strategic Implementation:

The mission of the Milwaukee Art Museum (MAM) is to serve the community and present art as a vital source of inspiration and education. Through exhibitions and related programs, the Art Museum is committed to bring people together to inform, educate and engage in conversation around art.

In 2013, Milwaukee County (County) entered into separate Development and Lease & Management Agreements (Agreements) with the Milwaukee County War Memorial, Inc. (WMC) and the MAM. The new Agreements provide for the following:

County Operating and Capital funding levels:

1. Annual County Operating contributions:
 - a. \$486,000 annually to the WMC for calendar years 2014-2023
 - b. \$1,100,000 annually to the MAM for calendar years 2014-2023
2. Capital funding contribution in the amount of \$10,000,000 for the War Memorial Center in calendar years 2014-2017.⁷

The Milwaukee Art Museum, Inc. will provide detailed quarterly reports of financial status and projections through the fiscal year.

In accordance with the Agreements, the 2014 tax levy contribution for operating support is \$1,100,000.⁸

⁷ The 2013 Adopted Capital Budget includes an appropriation of \$2,000,200. Pursuant to the Agreements executed in 2013, this amount is considered part of the County's overall \$10,000,000 capital contribution for the War Memorial Center facility capital projects.

⁸ The Capital Budget includes funding of \$5,672,705 in 2014.

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 199
FUND: General - 0001

BUDGET SUMMARY

	2012 <u>Actual</u>	2013 <u>Budget</u>	2014 <u>Budget</u>
<u>Expenditures</u>			
Personnel expenses	\$ 7,773,131	\$ 7,805,434	\$ 8,328,819
Professional services	391,033	353,246	345,621
Supplies	379,465	418,650	461,245
Equipment rental/maintenance	1,338,466	364,725	386,185
Building repairs/maintenance	1,169,511	1,023,620	597,121
Insurance	163,887	175,000	185,000
Utilities	494,507	468,310	1,067,613
Advertising and marketing	906,480	945,300	827,607
Postage/shipping/printing	267,349	292,504	311,178
Education programs	231,812	248,321	236,685
Exhibitions	1,295,915	1,307,998	1,640,811
Other	874,205	421,681	450,892
Fundraising/donor/volunteer	139,990	174,740	208,450
Bank fees	177,392	150,400	164,810
Total Expenditures	15,603,143	14,149,929	15,212,037
<u>Revenues</u>			
Annual campaign and membership	4,951,376	4,900,000	4,954,000
Grants and sponsorships	3,751,595	2,816,086	2,497,182
Admissions	1,671,940	1,400,000	1,821,169
Exhibition revenue	237,592	317,775	272,729
Facility rental	370,196	462,000	553,625
Parking	387,550	345,000	396,950
Tours	150,027	159,924	200,000
Store gross margin	885,642	675,000	716,438
Café gross margin	810,247	905,000	1,179,225
Other	536,136	343,394	300,219
Distribution from endowment	1,013,000	1,067,000	1,220,500
Milwaukee County War Memorial in kind	626,668	546,250	-
Milwaukee County Contribution	212,500	212,500	1,100,000
Total Revenue	\$ 15,604,469	14,149,929	15,212,037
Budget Surplus/(Deficit):	1,326	-	-
County Contribution as % of Total Revenue:	1%	2%	7%