

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 1900
FUND: General - 0001

Budget Summary

Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Variance
Expenditures					
Personnel Costs	\$0	\$0	\$0	\$0	\$0
Operation Costs	\$7,092,960	\$7,089,667	\$6,942,577	\$7,043,688	\$101,111
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$7,092,960	\$7,089,667	\$6,942,577	\$7,043,688	\$101,111
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	\$7,092,960	\$7,089,667	\$6,942,577	\$7,043,688	\$101,111

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 (CAMPAC), Milwaukee County Historical Society, Milwaukee County Federated Library System, Marcus Center, Milwaukee Public Museum, Charles Allis and Villa Terrace Museums, War Memorial Center, and Milwaukee Art Museum.

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Strategic Program Area 1: Fund for the Arts

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Activity	2015 Actual	2016 Budget	2017 Budget
Number of Agencies receiving Community/Cultural Events CAMPAC Funding	4	3	4
Number of Agencies receiving Matching Grants CAMPAC Funding	36	33	36

How We Do It: Program Budget Summary					
Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Var
Expenditures	\$321,035	\$317,742	\$417,825	\$317,825	(100,000)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$321,035	\$317,742	\$417,825	\$317,825	(\$100,000)

How Well We Do It: Performance Measures	
Sales tax growth and full time employees*	

***Please note:** Since the application process for 2014 funding, information regarding sales taxes paid was requested from all applicant groups. In 2015, CAMPAC funding assisted these organizations in generating over \$620,000 in sales tax payments in a single fiscal year. The overall revenues generated by these arts groups total over \$51,000,000 annually. In 2015, CAMPAC collected supportive data for number of full-time equivalent employees. Collectively, 321 FTE worked for CAMPAC funded organizations in 2015.

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 budget for CAMPAC administrative services is under 4% of the overall budget.

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BUDGET SUMMARY

	<u>2015 Actual</u>		<u>2016 Budget</u>		<u>2017 Budget</u>
<u>Expenditures</u>					
Community/Cultural Event Programming	\$ 22,000		\$ 22,000		\$ 22,000
Matching Grants Program	289,277		386,035		282,825
Program Administration	8,550		13,000		13,000
Other	-	(1% Board reduction)	-3,210		-
Total Expenditures	319,827		417,825		317,825
<u>Revenues</u>					
Milwaukee County Contribution	319,827		417,825		317,825
Total Revenue	\$ 319,827		417,825		317,825
Budget Surplus/(Deficit):	-		-		-

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Strategic Program Area 2: Historical Society

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Activity	2014 Actual (est)	2015 Budget	2016 Budget
Attendance-Public (General)	4,200	7,000	8,000
Attendance-Public (Programming)	5,200	5,000	7,000
Attendance-Other	5,300	6,400	10,200
Research Requests	1,000 (in person) 3,690 requests	1,160 (in person) 3,800 requests	1,400 (in person) 4,600 requests

How We Do It: Program Budget Summary					
Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Var
Expenditures	\$306,167	\$306,167	\$204,105	\$258,105	\$54,000
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$306,167	\$306,167	\$204,105	\$258,105	\$54,000

How Well We Do It: Performance Measures				
Performance Measure	2015 Budget	2015 Actual	2016 Budget	2017 Budget
Annual % Increase in Patron Usage of MCHS Resource Material (on-site)	65% (1,000 est)	65% (1,000)	16% est	20%
Annual % Increase in Overall Attendance (for All Five MCHS Operated Facilities)	39% (15,900 est)	41% (16,700)	18% est	30%

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.

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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 Kilbourntown 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).

In February of 2016, Milwaukee County and the Milwaukee County Historical Society completed a Lease & Management Agreement (LMA) for the Historical Center Museum and Research Library facility on Old World Third Street. The LMA is for a term of 25 years with an additional 25 year renewal. Milwaukee County will provide \$54,000 each year for the first 5 years of the agreement to fund repairs and maintenance of the property. The agreement stipulates that Milwaukee County will also provide \$2 million dollars for the Cornice Project and any project costs that exceed \$3.6 million dollars. The 2017 budget summary reflects the first annual payment of \$54,000 to the Milwaukee County Historical Society required by the LMA.

BUDGET SUMMARY

	2015 Actual	2016 Budget	2017 Budget
<u>Expenditures</u>			
Wages and Benefits	\$ 321,307	\$ 338,300	\$ 349,500
Planning and Administration	4,155	4,500	14,500
Facilities/Museum/Library/Collection Operation	269,625	296,325	335,000
Office Expense	43,609	53,300	56,000
Professional Services	25,330	28,000	28,000
Advertising/Marketing/Development	3,216	29,000	29,000
Publishing/Printing	9,498	15,500	14,500
Special Events/Awards	16,430	25,000	28,500
Other	13,369	5,500	6,000
Total Expenditures	706,537	795,425	861,000
<u>Revenues</u>			
Contributions/Fundraising/Grant/Membership	286,930 ¹	189,100	219,000
Programmatic/Operating	345,022	358,700	378,000
Investment Income	-9,936	TBA	TBA
Other	5,879	72,400 ²	64,000 ²
Milwaukee County Contribution	306,167	204,105	221,515
Total Revenue	\$ 934,062	824,305	882,515
Budget Surplus/(Deficit):	227,525	28,880	21,515
County Contribution as % of Total Revenue:	32%	26%	25%

¹ 2015 reflects a major estate donation including long-term care of collections items.

² "Other Revenue" line reflects funding that is designated for building maintenance based on the 2016 lease agreement.

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Strategic Program Area 3: Federated Library System

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Activity	2015 Actual	2016 Budget	2017 Budget
Library Materials Circulated	6,858,369	7,250,000	7,000,000
Registered Cardholders	614,666	610,000	650,000
Library Visits	4,386,167	4,600,000	4,600,000
Program Attendees	262,765	240,000	275,000
MCFLS and CountyCat Website Page Views	17,851,466	17,500,000	18,000,000

How We Do It: Program Budget Summary					
Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Var
Expenditures	\$66,650	\$66,650	\$66,650	\$66,650	\$0
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$66,650	\$66,650	\$66,650	\$66,650	\$0

How Well We Do It: Performance Measures				
Performance Measure	2015 Budget	2015 Actual	2015 Budget	2016 Budget
Registered Cardholders Users as a Percent of Population.	64.3%	64.3%	63.8%	68%

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.

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BUDGET SUMMARY

	2015 <u>Actual</u>	2016 <u>Budget</u>	2017 <u>Budget</u>
<u>Expenditures</u>			
Technology, Reference, Interlibrary Loan	\$ 1,757,152	\$ 1,857,759	\$ 1,850,000
Continuing Ed and Consulting	89,562	92,044	95,000
Delivery	317,016	323,813	325,000
Payment to Members for Non-Res Access	1,140,426	1,140,426	1,115,000
Library Services to Youth	1,923	1,388	3,000
Library Services to Special Users	7,233	20,526	20,000
Public Information	27,094	27,286	30,000
Administration	331,542	362,116	350,000
Electronic Resources	211,060	222,559	230,000
MultiType Initiatives	8,128	8,186	8,500
Member Office Supplies	43,566	83,000	40,000
<i>Total Expenditures</i>	<u>3,934,702</u>	<u>4,139,103</u>	<u>4,066,500</u>
<u>Revenues</u>			
State Aid to Public Library Systems	2,677,006	2,677,006	2,677,006
Federal LSTA Funding	38,200	40,200	40,000
Passthrough Contract Income	824,391	869,932	890,000
Interest Earned from State Aid	3,598	4,000	5,000
Unexpended Funds-Previous Years	89,421	89,421	20,000
All Other Sources	314,070	324,600	340,000
<i>Milwaukee County Contribution</i>	<u>66,650</u>	<u>66,650</u>	<u>66,650</u>
<i>Total Revenue</i>	<u>\$ 4,013,336</u>	<u>\$ 4,071,809</u>	<u>\$ 4,038,656</u>
<i>Budget Surplus/(Deficit):</i>	<u>78,634</u>	<u>(67,294)</u>	<u>\$ (27,844)</u>
<i>County Contribution as % of Total Revenue:</i>	<u>1.7%</u>	<u>2%</u>	<u>1.7%</u>

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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			
Activity	2015 Actual	2016 Projection	2017 Budget
Attendance-Public (Programming)*	468,944	450,000	460,000
Attendance-Private (Events/Rental)*	33,355	33,000	35,000
Attendance-Other*	54,903	44,000	54,000
Number of Events Annually	2,288	1,650	1650
Number of Days Activity in Facility	331	340	340
Number of Performance Weeks-All Theaters by Tenant Groups**	75	75	75
All Theaters by Non-Tenant Groups	14	20	20
Free Events for Children	40	40	40
Children Outreach Events	30	30	30
Free Family, Adults, Community Events	23	20	20

*Total attendance for 2016 Budget is 527,000.

**Includes MCPA Broadway & other MCPA Productions

How We Do It: Program Budget Summary					
Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Var
Expenditures	\$1,088,000	\$1,088,000	\$950,000	\$900,000	(\$50,000)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$1,088,000	\$1,088,000	\$950,000	\$900,000	(\$50,000)

How Well We Do It: Performance Measures				
Performance Measure	2015 Budget	2015 Actual	2016 Budget	2017 Budget
% of Attendees from Milwaukee	40%	38%	37%	40%
% of Attendees from outside Milwaukee County	60%	62%	63%	60%
% of Customer Satisfaction w/	99.99%	99.99%	99.99%	99.99%
% of Customer Satisfaction with Facility**	99.99%	99.99%	99.99%	99.99%

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

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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 Doctor Martin Luther King Birthday Celebration, Cantos de Las Americas, KidZ Days children’s programming, and KidZ Days in the City children’s outreach programming.

In March of 2016 Milwaukee County and the Marcus Center finalized a contribution agreement outlining the operating and capital support through 2025. The 2017 tax levy contribution has been requested at the reduced level of \$900,000 a 13% decrease.

Budget Summary

	2015 Actual	2016 Budget	2017 Budget
Expenditures			
Personnel Services	\$ 3,914,282	\$ 3,567,709	\$ 3,632,328
Professional Fees	386,680	373,300	417,820
Advertising and Promotion	155,513	180,500	187,000
Meetings and Auto Allowance	15,530	16,950	21,220
Space	357,881	368,700	404,320
Telephone and Utilities	476,005	506,650	504,070
Office and Administrative Supplies	65,479	92,420	97,900
Total Expenditures	5,371,370	5,106,230	5,264,658
Revenues			
Hall Rental	1,311,460	1,137,896	1,145,392
Office Rental	27,420	27,600	27,420
Equipment Income	219,780	217,700	238,300
Reimbursement Income	1,804,927	1,745,655	1,258,046
Concession Income	213,457	188,500	214,600
Facility Support	631,290	1,024,992	1,298,250
Misc. Income	77,929	84,510	186,895
Milwaukee County Contribution	1,088,000	950,000	900,000
Total Revenue	\$ 5,374,263	\$ 5,106,854	\$ 5,268,903

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FUND: General - 0001

Strategic Program Area 5: Milwaukee Public Museum

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Performance Measure	2015 Actual	2016 Budget	2017 Budget
Attendance-Museum*	269,763	280,000	290,000
Attendance-Theater/Planetarium*	135,080	125,000	147,300
Attendance-Exhibitions*	29,223	100,000	75,000

*Total attendance for 2012 was 523,763; 2013 was 475,043; 2014 was 411,057; 2015 Budget was 405,500

How We Do It: Program Budget Summary					
Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2016/2017 Var
Expenditures	\$3,500,000	\$3,500,000	\$3,500,000	\$3,500,000	\$0
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$3,500,000	\$3,500,000	\$3,500,000	\$3,500,000	\$0

How Well We Do It: Performance Measures				
Performance Measure	2015 Budget	2015 Actual	2016 Budget	2017 Budget
Annual Attendance Over/(Under) the 400,000 Base Level*	5,500	34,066	105,000	112,300
Unrestricted Endowments Assets Over/(Under) the \$2,000,000 Base Level*	871,800	198,741	50,000	50,000
Generate Positive Unrestricted Operating Earnings*	485,000	777,817	500,000	750,000

*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:
 - 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

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For b,c,d years above, the funding will be maintained at \$3,500,000 per year if MPM has met its LMA commitments for fundraising capital amounts for the facility as well as meeting performance criteria.³

2. Capital funding contributions up to \$4,000,000 during the calendar years 2014-2017.⁴

MPM will provide detailed quarterly reports of financial status and projections through the fiscal year. In accordance with the LMA, the 2017 tax levy contribution for operating support is \$3,500,000.

BUDGET SUMMARY

	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Budget</u>	<u>2017</u> <u>Budget</u>
<u>Expenditures</u>			
Wages and Benefits	\$ 7,874,408	\$ 8,283,307	\$ 8,116,650
Maintenance	789,471	594,495	701,837
Utilities	1,048,939	1,057,089	1,030,572
Other Operating Expenses	2,831,924	3,048,952	2,899,926
Interest	129,852	123,569	96,392
Depreciation	1,132,392	1,143,995	1,370,467
Subtotal Operating Expenses	13,806,986	14,251,407	14,215,844
Other non-Operating Expenses	2,773,150	108,000	108,000
Investment (Income)/Loss	370,346	-	-
Net Restricted Contributions	941,073	(583,595)	28,090
Total Expenditures	17,891,555	13,775,812	14,351,934
<u>Revenues</u>			
Contributions/Membership/FOM Event	4,450,343	4,675,507	4,911,969
Admissions Museum/Theater/Exhibitions	1,835,846	3,308,000	2,867,613
Other Earned Income	1,270,807	1,094,960	1,214,571
Net Assets Released from Restriction	2,395,415	1,210,905	1,782,590
Milwaukee County Contribution	3,500,000	3,500,000	3,500,000
Total Revenue	\$ 13,452,411	13,789,372	14,276,743
Budget Surplus/(Deficit):	(4,439,144)	13,560	(75,191)

³ 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 for the subsequent year.

⁴ The Capital Budget includes funding of \$1,677,977 in 2014, \$2,375,739 in 2015 and a Budget of \$256,000 for 2016 and \$1,200,000 in 2017.

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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			
Activity	2015 Actual	2016 Budget	2017 Budget
Attendance-Public (General)	7,737	9,500	8,500
Attendance-Public (Programming)	5,741	6,000	6,000
Attendance-Private (Events/Rental)	10,163	18,000	13,000
Attendance-Other	1,345	2,000	1,500

How We Do It: Program Budget Summary					
Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Var
Expenditures	\$225,108	\$225,108	\$222,857	\$225,108	\$2,251
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$225,108	\$225,108	\$222,857	\$225,108	\$2,251

How Well We Do It: Performance Measures				
Performance Measure	2015 Budget	2015 Actual	2016 Budget	2017 Budget
Level of customer satisfaction with the facility	5.0	5.0	5.0	5.0

Mission: The mission of the Charles Allis and Villa Terrace Art Museums is to fully utilize both museums, gardens, and art collections for community education and cultural enrichment.

Objectives: Contribute to the wellbeing and quality of life of Milwaukee County residents through collaborative educational programs, exhibits, and a variety of events and creative arts and history programming that cater to the larger community. (Public programming includes six changing art exhibitions featuring local and regional artistic production, regularly scheduled concerts, films, family art making workshops, lectures, tours and special events. The museums work annually with the VA hospital to provide art therapy workshops for veterans overcoming PTSD, with at risk youth, and with County-wide public grade schools. 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.)

Support local and regional artistic production and thought, in a way larger institutions are unable to serve.

Honor the gifts of Charles and Sarah Allis (1946) and Lloyd and Agnes Smith (1967) through the preservation of their architecturally significant homes, world class art collections, and gardens while telling the story of the founding of the city of Milwaukee as a city of industry and entrepreneurship through each family’s contributions in these areas.

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Strategic Implementation:

The cost saving measures instituted in 2014 and continued in 2015 resulted in our first year in the black since the organization became its own 501c3 organization at the behest of Milwaukee County. Savings were achieved through the elimination of two full time positions, and efficiencies achieved across expenses primarily in ground maintenance, building maintenance, technology and utilities (primarily at Charles Allis due to the new boiler system installed in 2014). At the same time we put more resources into rentals marketing, increasing sales 30%. This increase in sales is the main reason for our budget surplus in 2015. In December of 2015 we also ended our contract for exclusive beverage service and began providing this service in-house. Start-up of this service increased expenses as a result, however we forecast a positive impact on 2016 revenue of \$40,000.

Our 2017 forecast includes the hiring of a full time curator to maintain excellence in our art offerings, increasing visitation and value to the community. We are also bringing on a part time custodian to help with day to day building and grounds maintenance in order to maintain and elevate the visitor experience, while improving reliability and security. Increases in staffing coincide with the increases in rental and beverage income.

In addition, the museums still have challenges with development. Up until now, with reduced staffing, marketing and maintenance were additional duties of the Executive Director. With the above additions, the Executive Director will be better positioned to engage our members, donors and the community. Having a full time curator is important to these efforts as well, both in terms of engagement and planning. Lastly, the 2017 budget allows for additional contract development services up to \$20,000.

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Strategic Program Area 7: War Memorial Center

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Activity	2015 Actual	2016 Budget	2017 Budget
Attendance-Public (General)	15,150	15,000	15,000
Attendance-Public (Veterans/Military)	8,190	10,000	10,000
Attendance-Private (Events/Rental)	109,123	110,000	110,000
Attendance-Education	261	1,440	1,600

How We Do It: Program Budget Summary					
Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Var
Expenditures	\$486,000	\$486,000	\$486,000	\$486,000	\$0
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$486,000	\$486,000	\$486,000	\$486,000	\$0

How Well We Do It: Performance Measures				
Performance Measure	2015 Budget	2015 Actual	2016 Budget	2017 Budget
# of Events Veterans/Military	150	181	150	150
# of Events Private	650	705	650	650
# of Events Education	0	16	16	24

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 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, Dryhooch of America, USO of Wisconsin, AMVETS State headquarters, Chipstone Foundation, International Association for Orthodontics, 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.⁵ The new Agreements provide for the following:

⁵ 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. 1900
FUND: General - 0001

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 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 2017 tax levy contribution for operating support is \$486,000.

BUDGET SUMMARY

	2015 Actual	2016 Budget	2017 Budget
Expenditures			
Personnel Services	\$ 650,888	\$ 790,000	\$ 907,000
Professional Fees	105,599	104,000	105,000
Advertising and Promotion	47,813	75,000	76,000
Facility Expenses	329,753	483,400	480,000
Office and Administrative Expense	32,870	32,600	33,200
Education Program Expense	-	-	10,000
Fundraising Expense	1,048	15,000	24,800
Total Expenditures	\$ 1,167,971	\$ 1,500,000	\$ 1,636,000
Revenues			
Parking	\$ 456,868	\$ 400,000	\$ 440,000
Hall & Plaza Rental	211,353	190,000	205,000
Meeting Room Rental	15,430	10,000	11,000
Office Rental	192,130	194,000	197,000
Catering Commission	32,177	29,000	29,000
Liquor Commission	21,470	15,000	15,000
Miscellaneous	55,197	51,000	53,000
Operating Donations/Grants	2,000	125,000	200,000
Milwaukee County Contribution	486,000	486,000	486,000
Total Revenues	\$ 1,472,625	\$ 1,500,000	\$ 1,636,000
Excess (Deficit)	304,654	-	-

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 1900
FUND: General - 0001

Strategic Program Area 8: Milwaukee Art Museum

Service Provision: Discretionary

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Activity	2015 Actual	2016 Budget	2017 Budget
Attendance-Public (General)	237,865	246,754	300,000
Attendance-Public (Programming)	28,229	54,500	61,600
Attendance-Private (Events/Rental)	24,477	25,000	28,000

How We Do It: Program Budget Summary					
Category	2015 Budget	2015 Actual	2016 Budget	2017 Budget	2017/2016 Var
Expenditures	\$1,100,000	\$1,100,000	\$1,100,000	\$1,290,000	\$190,000
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$1,100,000	\$1,100,000	\$1,100,000	\$1,290,000	\$190,000

How Well We Do It: Performance Measures				
Performance Measure	2015 Budget	2015 Actual	2016 Budget	2017 Budget
# of Milwaukee County Visitors	87,620	171,217	183,000	203,000
Number of non-Milwaukee County Visitors	258,380	119,354	143,254	186,600
Customers Satisfaction with Events	4.5 out of 5	4.3 out of 5	4.5 out of 5	4.5 out of 5
Customers Satisfaction with the Facility	4.0 out of 5	3.9 out of 5	4.0 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 bringing people together to inform, educate and engage in conversation around art. Exhibitions planned for the next year include: Haunted Screens: German Cinema in the 1920s, Ferdinand Georg Waldmüller, Martin Johnson Heade, How Posters Work and Frank Lloyd Wright: The Wasmuth Portfolio and Rineke Dijkstra: Rehearsals. The permanent galleries reopened in November 2015. The reinstallation project was a joint partnership using a combination of funds from Milwaukee County and private funds raised by the Museum. The County will contribute \$10 million and the Museum \$24 million, for a total project of \$34 million.

In accordance with the Agreements, the 2017 tax levy contribution for operating support is \$1,100,000. An additional \$190,000 will be included in the 2017-2026 Budgets as a result of an arbitration settlement outlined in the sale of the O'Donnell parking garage through resolution file 16-229.

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 1900
FUND: General - 0001

BUDGET SUMMARY

	2015 <u>Actual</u>	2016 <u>Budget</u>	2017 <u>Budget</u>
<u>Expenditures</u>			
Personnel expenses	\$ 7,779,533	\$ 8,580,090	\$ 9,052,672
Professional services	455,356	439,734	413,900
Supplies	324,065	394,044	377,664
Equipment rental/maintenance	435,559	466,000	558,376
Building repairs/maintenance	489,216	693,125	608,401
Insurance	177,517	220,000	243,500
Utilities	863,984	904,480	859,530
Advertising and marketing	873,969	964,032	856,564
Postage/shipping/printing	240,398	304,563	347,535
Education program	184,391	300,111	189,540
Exhibitions	1,431,246	1,145,059	1,252,591
Other	258,776	367,683	653,358
Fundraising/donor/volunteer	493,355	451,900	598,200
Bank fees	187,818	154,023	157,023
Total Expenditures	14,195,183	15,384,844	16,168,854
<u>Revenues</u>			
Annual campaign and membership	4,649,721	5,354,000	5,852,663
Grants and sponsorships	1,613,708	1,874,016	1,970,029
Admissions	988,518	1,488,024	1,729,003
Exhibition revenue	297,215	33,250	37,250
Facility rental	415,717	501,725	541,054
Parking	304,101	358,766	401,200
Tours	102,066	229,501	230,005
Store gross margin	668,255	649,026	588,531
Café gross margin	1,112,848	1,375,717	1,661,657
Other	1,355,400	948,619	646,962
Distribution from endowment	1,610,000	1,472,200	1,410,500
Milwaukee County Contribution	1,100,000	1,100,000	1,290,000
Total Revenue	14,197,549	15,384,844	16,458,854
Budget Surplus/(Deficit):	\$ 2,366	-	-
66County Contribution as % of Total Revenue:	7.7%	7.1%	7.8%