

## Monona Terrace Comm Conv Ctr

### Agency Budget by Fund

Fund	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Convention Center	8,767,961	12,693,037	10,097,373	13,311,155	13,450,560	13,723,424
<b>Total</b>	<b>8,767,961</b>	<b>12,693,037</b>	<b>10,097,373</b>	<b>13,311,155</b>	<b>13,450,560</b>	<b>13,723,424</b>

### Agency Budget by Service

Service	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Community Convention Center	8,767,961	12,693,037	10,097,373	13,311,155	13,450,560	13,723,424
<b>Total</b>	<b>8,767,961</b>	<b>12,693,037</b>	<b>10,097,373</b>	<b>13,311,155</b>	<b>13,450,560</b>	<b>13,723,424</b>

### Agency Budget by Major-Revenue

Major Revenue	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Intergov Revenues	(420,997)	-	-	-	-	-
Charges For Services	(2,252,481)	(8,835,170)	(2,748,797)	(8,918,600)	(8,918,600)	(8,734,200)
Invest Other Contrib	(1)	(23,700)	(0)	(23,700)	(23,700)	(23,700)
Misc Revenue	(102,508)	(139,800)	(158,371)	(139,800)	(139,800)	(139,800)
Other Finance Source	(754,011)	(135,065)	-	(266,955)	(406,360)	(363,624)
Transfer In	(5,237,963)	(3,559,302)	(7,190,205)	(3,962,100)	(3,962,100)	(4,462,100)
<b>Total</b>	<b>(8,767,961)</b>	<b>(12,693,037)</b>	<b>(10,097,373)</b>	<b>(13,311,155)</b>	<b>(13,450,560)</b>	<b>(13,723,424)</b>

### Agency Budget by Major-Expense

Major Expense	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Salaries	3,518,510	3,361,042	3,072,680	3,848,975	3,945,955	4,123,079
Benefits	1,596,202	1,372,314	1,112,865	1,329,464	1,338,918	1,338,918
Supplies	318,496	342,745	333,834	418,019	418,019	449,059
Purchased Services	2,458,605	6,713,282	2,337,606	6,838,349	6,856,899	6,911,599
Debt Othr Financing	40,691	-	2,389,532	-	-	-
Inter Depart Charges	497,256	514,231	512,655	485,322	499,743	509,743
Transfer Out	338,200	389,423	338,200	391,026	391,026	391,026
<b>Total</b>	<b>8,767,961</b>	<b>12,693,037</b>	<b>10,097,373</b>	<b>13,311,155</b>	<b>13,450,560</b>	<b>13,723,424</b>



# MONONA TERRACE COMMUNITY AND CONVENTION CENTER

ONE JOHN NOLEN DRIVE MADISON, WI 53703 TEL 608 261-4000 FAX 608 261-4049

TO: Dave Schmiedicke, Finance Director

FROM: Connie Thompson, Executive Director, Monona Terrace

DATE: July 22, 2022

SUBJECT: 2023 Operating Budget Transmittal Memo

CC: *Mayor; Deputy Mayors; Budget & Program Evaluation Staff*

## Goals of Agency's Operating Budget

Monona Terrace Community and Convention Center supports the Comprehensive Plan and three key elements of a Great City: Economy and Opportunity; Green and Resilient; and Culture and Character. We also support the elements of Effective Government and Health and Safety.

### *Our Core Mission is to:*

1. Deliver an exceptional and inspirational customer experience
2. Optimize revenue sources and dollars
3. Pursue optimal operating efficiency and sustainability
4. Achieve service excellence
5. Serve our community by supporting diversity, equity and inclusion

## Racial Equity and Social Justice

With our submitted budget for 2023, we are anticipating NOT filling 3.5 of the open positions we currently have. This is a 6.4% reduction in permanent staff positions. The downside of not filling these positions is that it will lessen our opportunities to increase the diversity of our workforce. We look to continue to host events for all age groups, diverse groups, both paying events, and events free and open to the public.

## Major Changes in the 2023 Operating Request

As more events return to Monona Terrace, the need to be appropriately staffed to provide for customers is more important than ever. In 2021 and 2022, we budgeted to hold open nearly 10 permanent positions; for the 2023 budget, we have planned to fill many of those positions. An Associate Director position that has been held open since the start of the pandemic is currently in our 2023 request to be filled next year. In 2022, an additional 50% Gift Shop Sales Clerk was created, adding .25 permanent positions to our FTE's. Lastly, services and supplies also are increasing, due to the building being open full-time again and prices for supplies increasing, and utilities will be coming in closer to 2019 levels. Our Inter-departmental charges and PILOT remain close to 2022 budgeted amounts.

## Enterprise Agencies

The City Finance Department advised us the preliminary Room Tax contribution for Monona Terrace is \$4,462,100. With the amount of reductions we budgeted for the 2022 cycle, our 2023 requested budget continues to increase incrementally in bringing us back to pre-pandemic levels. We have previously discussed with the City Finance Office that Monona Terrace would need additional assistance from the Room Tax Fund for 2023, and the estimated amount of assistance identified was \$363,625. This is due to building revenues not reaching pre-pandemic levels yet in 2023, an increase in expenses due to hiring some of our previously held open positions, increases in supplies and services due to the building being back open full-time, and the overall cost increases for both services and supplies the building uses. We will continue to work towards increasing building revenue, and finding ways to reduce expenses through operational efficiencies.

We must not lose sight of the fact that our customers can “vote with their feet” and use a different facility if we do not deliver excellent customer service and a well maintained facility.

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Monona Terrace

SELECT YOUR AGENCY'S SERVICE:

Community Convention Center

SERVICE NUMBER:

801

SERVICE DESCRIPTION:

This service is responsible for operating the Monona Terrace Community and Convention Center. Specific activities provided by this service include maintenance, sales and marketing, and event services. The goal of this service is to host hundreds of events annually and function as an economic catalyst for downtown Madison, the City of Madison, Dane County, and the State of Wisconsin.

Are any updates required for the "Service Description"?

Activities performed by this Service

Activity	% of Effort	Description
Hosting events for clients - local, regional, national, and international.	80	Event Coordinators, A/V technicians, Operations staff, Sales and Marketing, and Community Relations and Tourism staff all take part in making each individual event as successful as they can.
Open to the public as a community gathering place	20	Administration, Gift Shop, and Maintenance staff help to make the building an inviting spot for people to gather. Our rooftop gardens are also an outstanding meeting and gathering place for guests.

Insert item

Citywide Element

<https://imaginemadisonwi.com/document/comprehensive-plan-adopted>

Economy and Opportunity

Describe how this service advances the Citywide Element:

Monona Terrace Community and Convention Center generates revenue by hosting local, regional, national and international events. Additionally, the economic impact from our events benefits Madison area hotels, restaurants, shops, transportation, etc. We also hold approximately 140 Community Use Events each year, including Yoga, Meditation, Lakeside Kids childrens events, free concerts on the Rooftop, and more.

**Part 2: Base Budget Proposal**

**BUDGET INFORMATION**

	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
<i>Budget by Fund</i>						
General-Net	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$8,767,961	\$12,693,037	\$10,097,373	\$13,311,155	\$13,450,560	\$13,723,425
<b>Total</b>	<b>\$8,767,961</b>	<b>\$12,693,037</b>	<b>\$10,097,373</b>	<b>\$13,311,155</b>	<b>\$13,450,560</b>	<b>\$13,723,425</b>
<i>Budget by Major</i>						
Revenue	(\$8,767,961)	(\$12,693,037)	(\$10,097,373)	(\$13,311,155)	(\$13,450,560)	(\$13,723,425)
Personnel	\$5,114,712	\$4,733,356	\$4,185,545	\$5,178,439	\$5,284,873	\$5,461,998
						360

Non-Personnel	\$3,155,993	\$7,445,450	\$5,399,172	\$7,647,394	\$7,665,944	\$7,751,684
Agency Billings	\$497,256	\$514,231	\$512,655	\$485,322	\$499,743	\$509,743
<b>Total</b>	\$0	\$0	(\$1)	\$0	\$0	\$0

### Part 3: Service Budget Changes

**General Fund agencies may propose changes that are net neutral to their budget. Non-general fund supported agencies may propose changes that they can support with revenue.**

#### Proposed Changes

Fund	Major	Org	Object	\$ Change	Description
2140 - CONVENTIC	51 - SALARIES	80110	51110	\$93,395.87	Associate Director position that has been held open since 2020 is anticipated to be filled in 2023.
2140 - CONVENTIC	51 - SALARIES	80140	51110	\$22,610.17	Addition of second 50% Gift Shop Sales Clerk in 2022; Monona Terrace had 1 75% position budgeted previously, but went through approval process to convert that to 2 50% positions
2140 - CONVENTIC	52 - BENEFITS	80140	52000	\$1,771.3	Benefits for 50% Gift Shop Sales Clerk
2140 - CONVENTIC	52 - BENEFITS	80110	52000	\$20,749.3	Benefits for MT Associate Director
<b>TOTAL</b>				\$138,526.64	

Insert item

What are the service level impacts of the proposed funding changes?

In 2020, our Associate Director was promoted to the Executive Director position. With the pandemic impacting our revenues for 2020, 2021, and 2022, we made the decision to not fill that position. In 2023, we plan to recruit for the Associate Director position, to continue our attempts to get back to fully staffed. Our Gift Shop FTE was originally including a 75% Gift Shop Sales Clerk; to increase efficiencies, in 2022 we went through the approval process to convert that one position to two 50% Gift Shop Sales Clerks. These positions will be funded by a combination of building revenues and Room Tax funding.

Explain the assumptions behind the changes.

Our Gift Shop has had to reduce hours of operation due to the pandemic, and also because of staffing shortages. Adding a second 50% Sales Clerk allows us to better suit the needs of our guests, and gives us better options with regards to scheduling staff in the Gift Shop.

What is the justification behind the proposed change?

As events continue to come back closer to pre-pandemic levels, the need for positions that we have had open continues to grow. The opportunity to get back closer to fully staffed helps in all areas with regards to vacations, sick leave coverage, and the overall needs of the convention center.

Are you proposing any personnel allocation changes?

No

### Part 4: Racial Equity and Social Justice

**We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Prioritize equity over equality. "Equity" is often conflated with the term "equality" (meaning sameness). Equity implies that an individual may need to experience or receive something different (not equal) in order to achieve fairness and access.**

**We encourage you to focus on how this service impacts marginalized populations and addresses the greatest needs, instead of discussing how the service will benefit everyone equally.**

1. What specific inequities does this service intend to address? How and for whom?

Monona Terrace hosts a variety of community events that are free to the public and serve diverse audiences. Properly funding Monona Terrace will continue to benefit marginalized populations through funding of free community events.

2. What data helped shape your proposal? Data includes qualitative and quantitative information such as community input, demographics, qualified

census tracts, environmental justice areas, and other sources. Additionally, include specific recommendations from a Racial Equity and Social Justice Analysis, if available.

We survey attendees of our community events, and have worked to diversify our program offerings to be more inclusive and representative of BIPOC populations. We have formed key partnerships with other community organizations and City departments to ensure our programming is more reflective and inclusive. Dane Dances concerts are our largest event series that appeals to a diverse audience. Monona Terrace's Community Events Manager serves on the Dane Dances Board, and solicits feedback from the organizers and provides support. This feedback is used to fine-tune the event, and to continue to make it more inclusive and enjoyable for all who attend.

3. Is the proposed budget or budget change related to a recommendation from a Neighborhood Resource Team (NRT)? If yes, please identify the NRT and recommendation. Be as specific as possible.

No

**Part 5: Proposed Budget Reduction**

**Agencies are asked to provide a 1% reduction to their general, library, and internal service (e.g. fleet) fund budgets to address the City's structural deficit.**

**Enterprise Agencies: Enterprise agencies are not required to propose reductions, as long as there are sufficient revenues to cover proposed expenses. Enterprise agencies may skip this section and move to Part 6.**

What is 1% of the agency's net budget (general, library, and fleet funds only)?

What is the proposed reduction to this service's budget?

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

If you are proposing revenue increases or other types of changes to meet your net budget reduction, contact your budget analyst to discuss how to enter the information in the form.

Activity	\$Amount	Description
<b>Total</b>	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
<b>Total</b>	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities?

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

Does the proposed reduction impact other agencies (e.g. administrative or internal service agencies such as IT, Finance, HR, Fleet)?

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. How can impacts of this reduction be mitigated?

**Part 6: Optional Supplemental Request**

**Town of Madison: Agencies requesting additional funding for Town of Madison (ToM) services should enter funding requests below. Enter ToM requests in the most relevant service. You can enter multiple rows for ToM activities as needed. Include "Town of Madison" or "ToM" in the activity name.**

**Supplemental Request: Agencies may submit one (1) supplemental request in their 2023 budget request. Please include the request in the most relevant service. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases.**

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
<b>Total</b>	0	

Insert item

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

Does the proposed increase affect workload for any administrative or internal service agencies (e.g., IT, Finance, HR, Fleet)?

Select... ▼

Describe why the proposed increase is critical.

Save/Submit