

Fund 101 - General Fund

Department 0404 - Morris Performing Arts Center

	2017				2018 Adopted Budget	Forecast				Budget Variance 2017-2018	%
	2015	2016	Amended	06/30/17							
	Actual	Actual	Budget	Actual		2019	2020	2021	2022		
Expenditures by Type											
Personnel											
Salaries & Wages	499,447	484,775	331,917	149,440	393,994	401,874	409,911	418,110	426,472	62,077	19%
Fringe Benefits	227,925	235,988	178,382	73,782	189,011	192,791	196,647	200,580	204,592	10,629	6%
Total Personnel	727,372	720,763	510,299	223,222	583,005	594,665	606,558	618,690	631,063	72,706	14%
Supplies	21,331	13,868	7,697	3,244	4,200	4,284	4,370	4,457	4,546	(3,497)	-45%
Services & Charges											
Professional Services	2,007	-	-	-	-	-	-	-	-	-	-
Printing & Advertising	38,991	30,081	182,136	4,673	172,890	176,348	179,875	183,472	187,142	(9,246)	-5%
Utilities	100,029	113,560	104,000	48,478	120,000	122,400	124,848	127,345	129,892	16,000	15%
Education & Training	5,432	4,224	5,900	1,394	4,500	4,590	4,682	4,775	4,871	(1,400)	-24%
Travel	15,161	11,627	13,777	4,129	13,950	14,229	14,514	14,804	15,100	173	1%
Repairs & Maintenance	51,192	51,699	243,602	10,920	229,536	234,127	238,809	243,585	248,457	(14,066)	-6%
Other Interfund Allocations	10,530	17,760	171,363	85,680	160,522	163,732	167,007	170,347	173,754	(10,841)	-6%
Insurance	22,140	20,460	20,760	10,380	19,065	19,446	19,835	20,232	20,637	(1,695)	-8%
Other Services & Charges	10,921	8,975	11,505	3,677	10,850	11,067	11,288	11,514	11,744	(655)	-6%
Total Services & Charges	256,403	258,386	753,043	169,331	731,313	745,939	760,858	776,075	791,597	(21,730)	-3%
Capital	-	-	-	-	-	-	-	-	-	-	-
Total Expenditures	1,005,106	993,017	1,271,039	395,796	1,318,518	1,344,888	1,371,786	1,399,222	1,427,206	47,479	4%

Department Purpose:

This department accounts for the operating costs of the Morris Performing Arts Center, the Premier Performing Arts Center in this region of the country. It provides improved quality of life to the City citizens, serves as an economic catalyst in the City, and fosters historic preservation of landmark City venues.

Explain Significant Revenue, Expenditure and Staffing Changes/Variations Below:

- The maintenance and marketing positions for the Morris (Custodian, Director of Marketing & Promotions, Manager - Assistant Facility Operations, Manager - Interactive Marketing, and Manager - Facility Operations) are now budgeted in the Parks & Recreation Fund 201.
- The position of Executive Director of MPAC is replaced by Deputy Executive Director of Venues, Parks and Arts.
- The position of Operations Manager was created during 2016 to fulfill and replace the need of Executive Assistant / Office Manager / Event Operations.
- The Director of Financial Services position from the Morris Complex was transferred to the Administration & Finance Department.

Staffing (Full-Time Employees only)	2017			2018 Proposed Budget	Forecast				
	2016	Amended	06/30/17						
	Actual	Budget	Actual		2019	2020	2021	2022	
Non-Bargaining									
Deputy Director VPA	0.0	0.0	0.0	0.6	0.6	0.6	0.6	0.6	
Director of Booking & Event Services	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Director of Box Office Services	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Executive Assistant	1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	
Manager - Production	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Assistant Box Office I	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Assistant Box Office II	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Operations Manager	0.0	0.0	1.0	1.0	0.6	0.6	0.6	0.6	
Executive Director of Morris PAC	0.6	0.6	0.0	0.0	0.0	0.0	0.0	0.0	
Custodian	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Director of Financial Services	0.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Director of Marketing & Promotions	0.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Manager - Assistant Facility Operations	0.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Manager - Interactive Marketing	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Manager - Facility Operations	0.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Total Non-Bargaining	11.0	6.6	6.0	6.6	6.2	6.2	6.2	6.2	



Concerts & Events - The Morris brings in various types of concerts and events for all ages, including comedians, country artists, popular lecturers, and more.

Broadway Shows - Home of Broadway Theater League, the Morris hosts National Broadway Tours and professional touring productions to South Bend.

Symphony Orchestra - The South Bend Symphony Orchestra calls the Morris home, engaging the community in the exploration of orchestral music in all forms.



Department 101-0404 - Morris Performing Arts Center

Accomplishments, Goals, KPI's

2017 Accomplishments & Outcomes

- Ranked in Top 100 theatres in the United States by Pollstar Magazine for the 17th consecutive year (based on ticket sales).
- Awarded the 2017 "Prime Site Award" by Facilities Magazine for the 12th consecutive year. The award is voted on by the publication's
- WICKED returned to the Morris for another 16 performances. PHANTOM OF THE OPERA will go on stage in 2018 with 16 performances
- The www.MorrisCenter.org website was upgraded to reach new audiences. New Visitors has increased from 94,549 to 98,490.
- Morris Complex was part of the "Best. Week. Ever." celebration.
- Louie's Tux Shop and The Wedding Magazine chose the Morris Grand Lobby and Jon R. Hunt Plaza fountain for their 2017 prom season.
- Morris Website Visitors: 98,490 "Unique Visitors" as of 6/20/2017 compared to 94,549 in 2016.
- Morris Fan Club Members: 34,390 as of 6/6/2017 compared to 26,560 in 2016 and 23,345 in 2015.
- Morris Facebook "Likes": 21,115 as of 6/6/2017 compared to 20,290 in 2016 and 17,075 in 2015.
- Morris Text Club Members: 663 as of 06/06/2017 compared to 618 in 2016 and 585 in 2015.
- Morris Center received NO financial support from the Hotel / Motel Tax Board.

2018 Department Goals & Objectives and Linkage to City Results

Thriving Public Spaces and Culture

Priority Based Budgeting Result: Provides a diverse mix of affordable, secure and convenient recreational and leisure-time venues and programs that meet the interests and needs of a multi-generational community

- To build upon successes and book a wide variety of events including national tours of Broadway musicals, Pop concerts, County concerts, R&B, Christian shows, Comedians, Children's shows, Ballet events and to also use the stage and Grand Lobby for Wedding Ceremonies, receptions, and social events.

Priority Based Budgeting Result: Advances cultural enrichment by encouraging and supporting the visual, performing, graphic and literary arts and promoting multi-cultural events and preserving its historical heritage

- To be the Premier Performing Arts Center in this region and provide a safe and well-maintained historic facility.
- To be recognized as one of the best venues worldwide based on the number of gross tickets sold annually.

Strong, Inclusive Economy

Priority Based Budgeting Result: Supports and encourages a diverse balance of shopping, entertainment and cultural events that meet the needs of residents and visitors alike

- To strive to increase the positive economic impact the Morris Center currently has on downtown South Bend.

Key Performance Indicators (KPI's)

Measure	Type	Long Term	2016	2017	2018
		Goal	Actual	Estimated	Target
- Number of gross tickets issued annually	Output	130,000	131,380	100,000	125,000
- Number of shows booked	Output	95	94	90	90
- Revenue earned	Output	\$1,134,060	\$1,425,642	\$965,000	\$1,101,000

Types: output, efficiency, effectiveness, quality, outcome, technology

2018 Significant Changes/Challenges/Opportunities

- Morris staff are collaborating with Venues, Parks and Arts staff to reduce expenditures in building maintenance and promotions.
- Morris Bistro Dinner prior to shows have been discontinued. Morris staff are collaborating with the contracted caterer staff to transform the space for a new food and beverage use on show nights. Staff and promoters are working with downtown restaurants to create Morris dinner/show packages and special offers from the restaurants to Morris patrons.
- Booking major national acts continues to be a challenge because the number of similar competing venues across the country exceeds the number of major acts on the road to play them. Booking deals continues to be complicated, and venues across the country are being asked to assume some financial risk of the show as well as guarantee money to the artist and split of the profits. Venues are being asked to do a lot more and take more financial risk than ever before. We are working on funding/promoting a few events during 2018.
- Morris staff continue to be proactive in soliciting events by attending national conferences, meeting with promoters and tour managers.
- The Morris Entertainment Inc. fundraised and installed 4 new 3'x6' digital display boards to replace existing paper posters.

