

Milwaukee County War Memorial, Inc.
Board of Trustees
Meeting Agenda
Tuesday, January 19, 2021, 4:00 p.m.

1. Call to Order – Chairman Grebe
 - Roll Call
 - Pledge of Allegiance
2. Staff update
 - Education Program Manager – Kristen Scheuing
 - Senior Events Manager – Jennifer Wallner
3. Record Board Action on Resolution to Apply for Payroll Protection Program Second Draw Loan
4. Approval of prior meeting minutes – Chairman Grebe
5. Development Committee – Committee Chairman Gaspar
6. Finance Committee – Committee Chairman Gibson
7. Governance Committee – Committee Chairman Koszuta
8. OPERATION 30:20 Committee – Committee Chairman Koszuta
9. President & CEO Report – Dan BATTERY
10. Unfinished/other business
11. New business
12. Calendar of Events
13. Adjournment

Next meeting date – March 16, 2021

**Milwaukee County War Memorial, Inc.
Memorial Board of Trustees
November 17, 2020 Meeting Minutes
War Memorial Center**

resent: Michael Grebe, Chair; Charles Gordon, Vice-Chair; Creamheld Pepito, Secretary; Michael Gibson, Treasurer; George Banda; Berdie Cowser; Joe Dean; Bert Garvin; George Gaspar; Michael Koszuta; Jeffrey Marks; Mary Read; John Weishan, Jr.; Christine Westrich

Also present: Dan Buttery, President and CEO; Laurie Kildegaard, Vice President of Finance and Administration; Vicki Chappell, Vice President of Philanthropy

Call to order: Chair Grebe called the meeting to order at 4:05 p.m.

Approval of October 20, 2020 Meeting Minutes: George Banda moved to approve the meeting minutes. Motion seconded and unanimously approved.

Development Committee: Development Committee Chair Gaspar reported that the development committee approved staff recommendations to defer acquisition mailings and contracted services planned for 2021 in response to the continued impact of COVID-19 and that the committee will review reinstating services at the end of the first quarter 2021. Committee Chair Gaspar stated that the committee approved the migration of the current donor software to a product which integrates with the financial software thus reducing duplication of staff efforts.

Committee Chair Gaspar stated that the committee is exploring naming rights, including naming rights for the July 3rd event and an education lab, as an avenue for increased funding. Committee Chair Gaspar moved to approve adoption of the following resolution:

WHEREAS, the mission of the War Memorial Center is to provide a solemn setting where the community can pause to reflect on the sacrifices made by the men and women of our armed forces; military, civic, social events and ceremonies are conducted; and the patriotism of our youth is nurtured; and

WHEREAS, contributions from the community are needed to support the mission of the War Memorial Center and offering naming rights for programs, rooms, interior or exterior spaces provide additional sources of community support.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of the Milwaukee County War Memorial, Inc. is in full support of seeking naming right opportunities under guidance by the Development Committee with final approval of naming recognition, permanent or otherwise, by the War Memorial Center Board of Trustees.

Motion seconded and unanimously approved.

Vicki Chappell reported that total funds raised through October 31, 2020 was \$326,553 which included \$65,878 for special projects and \$260,675 for general operations which exceeded the annual goal of \$150,000. Vicki added that results were starting to come in from the Veterans Day appeal and that a follow up direct mail and email campaign will occur in December.

Chair Grebe thanked the trustees who responded to the annual board appeal and encouraged the remaining trustees to send in their responses. Chair Grebe stated that the goal is 100% board participation.

Finance Committee: Finance Committee Chair Gibson reported that the Small Business Association approved the War Memorial Center's Payroll Protection Program Loan Forgiveness Application and that the \$155,000 loan will be reclassified as a grant.

Committee Chair Gibson reported that the October 31, 2020 Financial Statements show total operating fund revenue at 74% of budget, total operating fund expenses at 64% of budget, and a \$37,552 operating fund surplus and that estimated earned revenue loss due to COVID was \$395,000. Committee Chair Gibson added that the Rotary Club and Kiwanis Club cancelled all meetings until further notice due to the latest City of Milwaukee gathering restrictions and that staff implemented new temporary cost saving measures to help offset the revenue loss.

Committee Chair Gibson stated that staff negotiated a larger price discount on the parking lot equipment which left a balance in the board designated parking equipment fund. Committee Chair Gibson moved to undesignate the \$12,460 balance in the board designated parking lot equipment fund. Motion seconded and unanimously approved.

Governance Committee: Governance Committee Chair Koszuta reported that the governance committee reviewed resumes of two candidates to fill the vacant board position, which term renews in June 2021, and that the committee recommends the appointment of Candee Arndt to fill the position. Motion seconded and unanimously approved. Committee Chair Koszuta added that the committee will develop an orientation binder to provide new board members.

Personnel Committee: Personnel Committee Chair Pepito reported that the committee is scheduled to meet on November 19 to discuss year-end bonuses, salaries, the personnel manual, employee handbook, and an employee survey.

OPERATION 30:20 Committee: Operation 30:20 Committee Chair Koszuta stated that the committee had its first meeting and will begin planning events.

President & CEO Report: Dan Buttery reported the following facility updates: the roof replacement project was postponed till spring 2021 and Milwaukee County added unclogging the roof drains to the project; the parking lot reimbursable grants were 80% authorized and the remaining elements will be addressed in spring 2021; the Milwaukee County Board of Supervisors approved Supervisor Weishan's budget amendment committing the County to fund the entire cost of the switchgear project; and he is pressing Milwaukee County staff to move forward with the County approved south entrance restroom renovation project.

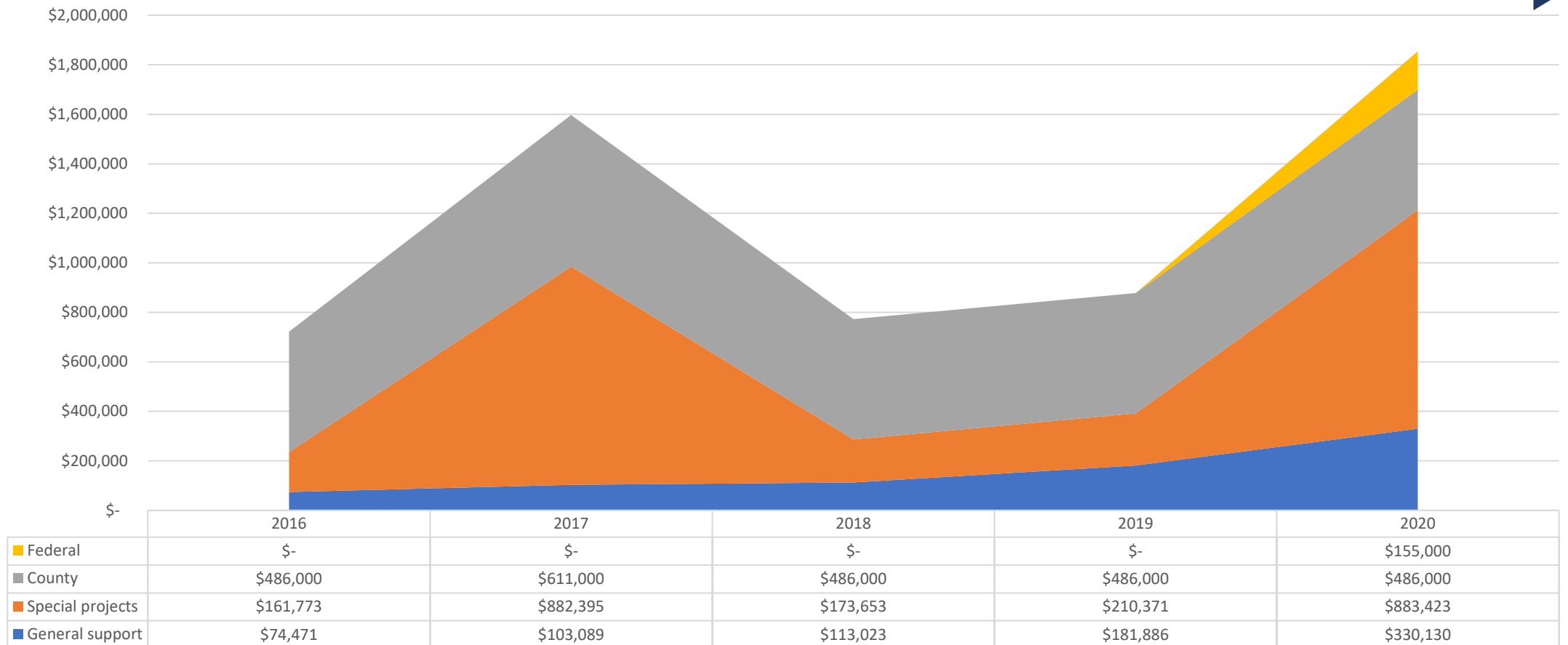
Dan stated that the Kiwanis Club inquired about terminating their office rental lease and that facility rental agreements are reduced going into 2021. Dan added that cost savings and income efforts include developing new COVID resilient revenue streams; terminating the custodial contract effective December 1 and transferring cleaning duties to facility staff; postponing hiring a full-time second shift facility position and transferring duties to a part-time facility position; conducting an energy audit; pursuing Focus on Energy reimbursements; applying "The On The Homefront" exhibit for the Wisconsin Historical Society Museum Exhibit Award; and deferring 2021 acquisition mailing services.

Dan reported the following items: upcoming fourth quarter initiatives include a USO/WMC toy drive on November 17, a suicide prevention training on December 2, and a tree decorating contest for local veteran and military groups in November/December; the timeline for the strategic planning/mapping exercise just began and will go through spring 2021; five firms were asked to submit proposals for designing a Medal of Honor Exhibit; and education program initiatives include developing virtual learning lesson plans, an education center concept, the Veterans Story Project, and the Honor Roll Letter reading project.

The meeting adjourned at 5:07 p.m.

Respectfully submitted,
Creamheld Pepito, Secretary

Total Funds Raised by Source Year Ended December 31



Key Metrics

Key Metric		2020	2019	2018	2017
Total funds raised*	\$ Raised	\$1,213,553	\$392,257	\$286,675	\$985,500
	% restricted/general	73% restricted 27% general	54% restricted 46% general	61% restricted 39% general	90% restricted 10% general
General donations **	\$ Raised	\$330,130	\$181,886	\$113,023	\$103,089
	% organizations	82%	81%	81%	87%
	% individuals	18%	19%	19%	13%
# of Donors	# individual donors	338	297	167	182
	# organizations	83	73	59	46
	Total donors	421	370	226	228
	% change	13.8% increase	63.7% increase	.9% decrease	12.9% increase
Donor Retention	% retained	45%	53%	42%	43%
	Beginning donors	370	226	228	202
	Acquired donors	-	135	-	-
	New/recaptured	253	115	130	140
	Lapsed	(202)	(106)	(132)	(114)
	Ending donors	421	370	226	228
Foundation proposals	# proposals written	67	112	83	102
	\$ raised	\$159,500	\$174,000	\$38,500	\$121,500
	% funded	64%	21%	25%	27%
	% of request funded	73%	26%	51%	86%
House Direct Mail Results	Letters mailed	4,143	5,454	4,038	4,073
	Unit cost	\$1.38	\$1.25	\$2.57	\$1.76
	\$ raised	\$21,890	\$17,245	\$10,525	\$11,160
	Cost to raise \$1	\$0.26	\$0.40	\$0.99	\$0.64
	Average gift	\$131.87	\$127.74	\$152.54	\$105.28
Acquired donors	# mailed	-	30,122	-	-
	Unit cost	-	\$1.84	-	-
	# gifts received	53	163	-	-
	\$ raised	\$3,510	\$8,833	-	-
	Average gift	\$66.23	\$54.19	-	-

Milwaukee County War Memorial, Inc.
Statement of Activities/Income Statement
Unaudited Year Ended December 31, 2020 and December 31, 2019

DRAFT

		Without Donor Restrictions			With Donor Restrictions				
	2020 Operating Budget	Operating YTD	Building YTD	Special Projects YTD	Special Projects YTD	2020 Total	2019 Total	2020 % of Budget	
Revenue									
Parking Revenue	\$ 325,000	\$ 187,916.03	\$ -	\$ -	\$ -	\$ 187,916.03	\$ 381,971.29	58%	
Hall & Plaza Rental Revenue	260,000	103,675.00	-	-	-	103,675.00	198,420.00	40%	
Meeting Room Rental Revenue	14,000	4,920.00	-	-	-	4,920.00	15,145.00	35%	
Office Rental Revenue	198,000	198,624.00	-	-	-	198,624.00	202,566.00	100%	
Catering Commission Revenue	25,000	9,994.35	-	-	-	9,994.35	30,449.50	40%	
Liquor Commission Revenue	14,000	5,399.46	-	-	-	5,399.46	17,349.80	39%	
Miscellaneous Revenue	65,000	81,527.59	-	-	-	81,527.59	68,287.83	125%	
July 3rd Revenue	75,000	-	-	-	-	-	83,007.67		
Interest	-	2,366.59	-	-	-	2,366.59	2,643.20		
Earned Revenue	976,000	594,423.02	-	-	-	594,423.02	999,840.29	61%	
Donations/Grants	150,000	278,487.96	-	-	-	278,487.96	181,886.09	186%	
Tax Levy	486,000	486,000.00	-	-	-	486,000.00	486,000.00	100%	
Payroll Protection Plan Forgiveness	-	155,000.00	-	-	-	155,000.00	-	0%	
Gifts In Kind	18,000	51,641.87	-	-	-	51,641.87	16,551.92	287%	
Contributed Revenue Operating	654,000	971,129.83	-	-	-	971,129.83	684,438.01	148%	
Contributed Revenue Building			-			-	84,075.00		
Miscellaneous Revenue		-	-	1,170.64	-	1,170.64	1,988.74		
Interest		-	-	11,081.59	-	11,081.59	16,885.99		
Earned Revenue Special Projects	-	-	-	12,252.23	-	12,252.23	18,874.73		
Operation Renew		-	-	-	2,230.26	2,230.26	251,731.69		
Education Fund		-	-	-	22,732.90	22,732.90	12,407.10		
Vietnam Memorial Fund		-	-	-	1,917.87	1,917.87	2,025.53		
Greenprint Project		-	-	-	785,268.00	785,268.00	-		
Other Funds		-	-	-	61,700.00	61,700.00	41,750.63		
Gifts In Kind		-	-	9,573.66	-	9,573.66	55,805.00		
Contributed Revenue Special Projects	-	-	-	9,573.66	873,849.03	883,422.69	363,719.95		
Net Assets Released from Restrictions		34,093.83		904,806.87	(938,900.70)	-	-		
Total Revenue	\$ 1,630,000	\$ 1,599,646.68	\$ -	\$ 926,632.76	\$ (65,051.67)	\$ 2,461,227.77	\$ 2,150,947.98	98%	

Milwaukee County War Memorial, Inc.
Statement of Activities/Income Statement
Unaudited Year Ended December 31, 2020 and December 31, 2019

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		Without Donor Restrictions			With Donor Restrictions			
	2020 Operating Budget	Operating YTD	Building YTD	Special Projects YTD	Special Projects YTD	2020 Total	2019 Total	2020 % of Budget
Expenses								
Salaries & Wages	\$ 695,000	\$ 626,136.91	\$ -	\$ -	\$ -	\$ 626,136.91	\$ 645,744.49	90%
Employee Group Benefits	200,000	135,751.24	-	-	-	135,751.24	181,977.57	68%
Retirement Health Benefits	4,000	-	-	-	-	-	-	0%
Social Security Taxes	52,000	46,082.38	-	-	-	46,082.38	47,525.19	89%
Unemployment Insurance	3,000	657.41	-	-	-	657.41	724.72	22%
Worker's Compensation	10,000	7,793.00	-	-	-	7,793.00	6,867.80	78%
Personnel Services	964,000	816,420.94	-	-	-	816,420.94	882,839.77	85%
 Ash & Rubbish Removal	 7,500	 3,177.00	 -	 -	 -	 3,177.00	 5,982.63	 42%
Fees Custodial	75,000	56,259.00	-	-	-	56,259.00	70,076.00	75%
Consulting Fees	10,000	9,150.00	-	-	-	9,150.00	4,410.90	92%
Audit Fees	12,500	11,800.00	-	-	-	11,800.00	12,000.00	94%
Parking Lot Remote Mgmt	-	4,166.65	-	-	-	4,166.65	-	0%
Professional Fees	105,000	84,552.65	-	-	-	84,552.65	92,469.53	81%
 Marketing Fees	 32,000.00	 30,897.79	 -	 -	 -	 30,897.79	 45,221.21	 97%
Advertising & Photography	45,000.00	82,941.40	-	-	-	82,941.40	43,126.30	184%
Printing & Production	4,000.00	1,886.76	-	-	-	1,886.76	154.85	47%
Advertising & Promotion	81,000	115,725.95	-	-	-	115,725.95	88,502.36	143%
 Expenses								
Insurance Premiums	25,000	21,890.00	-	-	-	21,890.00	23,170.20	88%
Bldg Service Contracts	38,000	30,718.48	-	-	-	30,718.48	29,872.94	81%
Repairs - Building	55,000	32,458.94	-	-	-	32,458.94	33,528.83	59%
Repairs - Maint Grounds	45,000	21,778.16	-	-	-	21,778.16	34,885.07	48%
Security Monitoring Fees	10,000	9,999.96	-	-	-	9,999.96	9,999.96	100%
Steam	93,000	68,247.18	-	-	-	68,247.18	68,800.77	73%
Electricity	107,000	78,964.29	-	-	-	78,964.29	76,973.05	74%
Gas	6,000	4,415.59	-	-	-	4,415.59	3,608.17	74%
Water & Sewer	11,000	8,379.62	-	-	-	8,379.62	11,144.75	76%
Telephone	8,000	5,334.17	-	-	-	5,334.17	6,514.36	67%
Employee Uniforms	2,000	727.94	-	-	-	727.94	56.00	36%
Household Supplies	12,000	3,604.60	-	-	-	3,604.60	7,413.62	30%
Miscellaneous Expense	15,000	21,923.48	-	-	-	21,923.48	12,330.00	146%
Depreciation Expense	4,000	3,465.41	-	-	-	3,465.41	3,908.40	87%
New & Replacement Equip	30,000	-	-	-	-	-	-	-
Space & Utilities	461,000	311,907.82	-	-	-	311,907.82	322,206.12	68%

Milwaukee County War Memorial, Inc.
Statement of Activities/Income Statement
Unaudited Year Ended December 31, 2020 and December 31, 2019

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		Without Donor Restrictions			With Donor Restrictions			
	2020 Operating Budget	Operating YTD	Building YTD	Special Projects YTD	Special Projects YTD	2020 Total	2019 Total	2020 % of Budget
Expenses								
Auto Allowance	500	109.92	-	-	-	109.92	422.36	22%
Meetings	8,000	3,296.15	-	-	-	3,296.15	5,402.51	41%
Postage	3,000	906.71	-	-	-	906.71	1,404.66	30%
Administrative Expense	23,100	18,349.42	-	-	-	18,349.42	21,772.10	79%
Bank Fees	6,000	4,592.86	-	-	-	4,592.86	6,332.58	77%
Bad Debt	-	-	-	-	-	-	-	
Office & Admin Supplies	40,600	27,255.06	-	-	-	27,255.06	35,334.21	67%
Education Program Expenses	15,000	25,017.02	-	-	-	25,017.02	9,423.21	167%
Fundraising Supplies	118,400	29,027.31	-	-	-	29,027.31	129,267.83	25%
Program & Event Expense	35,000	-	-	-	-	-	38,599.98	0%
Cost of Goods Sold	-	3,027.31	-	-	-	3,027.31	-	0%
Building Fund Expenses			\$ 538,109.51			538,109.51	526,953.24	
Miscellaneous Expense		-	-	2.26	-	2.26	1,904.42	
Contingency Reserve		-	-	20,320.50	-	20,320.50	-	
Operation Renew		-	-	-	-	-	17,701.08	
Education Fund		-	-	11,999.34	-	11,999.34	11,883.71	
Greenprint Project				785,268.00	-	785,268.00	-	
Other Funds		-	-	53,923.79	-	53,923.79	88,882.83	
Vietnam Memorial Fund		-	-	1,144.98	-	1,144.98	2,180.95	
Special Projects	-	-	-	872,658.87	-	872,658.87	122,552.99	
Total Expenses	\$ 1,820,000	\$ 1,412,934.06	\$ 538,109.51	\$ 872,658.87	\$ -	\$ 2,823,702.44	\$ 2,248,149.24	78%
Increase (Decrease) in Net Assets	\$ (190,000)	\$ 186,712.62	\$ (538,109.51)	\$ 53,973.89	\$ (65,051.67)	\$ (362,474.67)	\$ (97,201.26)	
Net Assets at Beginning of Year		\$ 325,817.39	\$ 11,882,657.54	\$ 1,318,083.36	\$ 134,268.63	\$ 13,660,826.92	\$ 13,758,028.18	
Transfers between Funds		313,324.64	131,159.72	(444,484.36)	-			
Net Assets at End of Month		\$ 825,854.65	\$ 11,475,707.75	\$ 927,572.89	\$ 69,216.96	\$ 13,298,352.25	\$ 13,660,826.92	

Milwaukee County War Memorial, Inc.
Statement of Financial Position/Balance Sheet
Unaudited As of December 31, 2020 and December 31, 2019

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	Operating	Building	Special Projects	Total	Total
Assets					
Current assets:					
Cash	\$ 949,177.93	\$ -	\$ 682,879.34	\$ 1,632,057.27	\$ 1,631,948.31
Certificate of deposit - VVM (Mat. Date 3/23/21)	-	-	10,217.87	10,217.87	10,000.00
Certificate of deposit (Mat. Date 2/23/21)	-	-	408,692.64	408,692.64	400,000.00
Accounts receivable	19,909.00	-	-	19,909.00	14,667.30
Current portion of pledges receivable	2,000.00	-	696,268.00	698,268.00	20,500.00
Inventory	8,391.36	-	-	8,391.36	-
Prepaid expenses	40,375.68	-	-	40,375.68	35,944.90
Total current assets	1,019,853.97	-	1,798,057.85	2,817,911.82	2,113,060.51
Pledges receivable, net of current portion	-	-	20,000.00	20,000.00	17,769.74
Other - In Kind	-	84,075.00	-	84,075.00	84,075.00
Building in kind -net of accumulated depreciation	-	10,259,999.88	-	10,259,999.88	10,639,999.92
Building improvements	-	982,991.45	-	982,991.45	1,094,808.54
Equipment - net of accumulated depreciation	2,352.20	148,641.42	-	150,993.62	69,591.69
Total Assets	\$ 1,022,206.17	\$ 11,475,707.75	\$ 1,818,057.85	\$ 14,315,971.77	\$ 14,019,305.40
Liabilities and Net Assets					
Current liabilities:					
Accounts payable	\$ 38,478.39	\$ -	\$ -	\$ 38,478.39	\$ 10,947.12
Accrued expenses	78,830.05	-	785,268.00	864,098.05	84,085.81
Deferred revenue	79,043.08	-	36,000.00	115,043.08	260,445.55
Loan Payable (PPP)	-	-	-	-	3,000.00
Total current liabilities	196,351.52	-	821,268.00	1,017,619.52	358,478.48
Net assets:					
Without donor restrictions:					
Undesignated	178,502.45	-	927,572.89	1,106,075.34	993,083.14
Board designated - Operations	190,000.00	-	-	190,000.00	190,000.00
Board designated - Operations Reserve Fund	455,000.00	-	-	455,000.00	455,000.00
Board designated - Operation Renew	-	-	-	-	-
Board designated - Parking Equipment	-	-	-	-	-
Invested in property,equipment (net) and other	2,352.20	11,475,707.75	-	11,478,059.95	11,888,475.15
Total without donor restrictions	825,854.65	11,475,707.75	927,572.89	13,229,135.29	13,526,558.29
With donor restrictions:					
Operation Renew	-	-	-	-	41,544.42
Education	-	-	-	-	1,000.00
Other	-	-	33,984.12	33,984.12	38,994.52
Vietnam Veterans Memorial	-	-	15,232.84	15,232.84	14,459.95
Time restricted for current and future periods	-	-	20,000.00	20,000.00	38,269.74
Total with donor restrictions	-	-	69,216.96	69,216.96	134,268.63
Total net assets	825,854.65	11,475,707.75	996,789.85	13,298,352.25	13,660,826.92
Total Liabilities and Net Assets	\$ 1,022,206.17	\$ 11,475,707.75	\$ 1,818,057.85	\$ 14,315,971.77	\$ 14,019,305.40

War Memorial Center
Comparative Budget Analysis
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	Month Variance			Variance		
	Dec 2020	Dec 2019	Better (Worse)	2020 Total	2019 Total	Better (Worse)
OPERATING FUND						
Revenue						
Earned Revenue						
Parking Revenue	\$ 10,774.33	\$ 26,742.21	\$ (15,967.88)	\$ 187,916.03	\$ 381,971.29	\$ (194,055.26)
Hall, Plaza & Grounds Rentals	2,000.00	9,145.00	(7,145.00)	103,675.00	198,420.00	(94,745.00)
4th Floor Meeting Room Rentals	-	840.00	(840.00)	4,920.00	15,145.00	(10,225.00)
Office Rental	16,697.00	16,349.00	348.00	198,624.00	202,566.00	(3,942.00)
Catering Commissions	-	1,374.25	(1,374.25)	9,994.35	30,449.50	(20,455.15)
Liquor Commission	-	754.38	(754.38)	5,399.46	17,349.80	(11,950.34)
Miscellaneous Revenue	11,382.60	7,317.61	4,064.99	81,527.59	68,287.83	13,239.76
July 3rd Revenue		-	-	-	83,007.67	(83,007.67)
Interest	121.59	192.47	(70.88)	2,366.59	2,643.20	(276.61)
Total Earned Revenue	40,975.52	62,714.92	(21,739.40)	594,423.02	999,840.29	(405,417.27)
Donations/Grants - Operating	44,890.63	25,958.31	18,932.32	278,487.96	181,886.09	96,601.87
Tax Levy	40,500.00	40,500.00	-	486,000.00	486,000.00	-
Payroll Protection Plan Forgiveness	-	-	-	155,000.00	-	155,000.00
Gifts In Kind	2,472.65	1,254.59	1,218.06	51,641.87	16,551.92	35,089.95
Total Contributed Revenue	87,863.28	67,712.90	20,150.38	971,129.83	684,438.01	286,691.82
Net Assets Released	3,619.42	523.39	3,096.03	34,093.83	5,734.54	28,359.29
Total Revenue	\$ 132,458.22	\$ 130,951.21	\$ 1,507.01	\$ 1,599,646.68	\$ 1,690,012.84	\$ (90,366.16)
Expenses						
Salaries & Wages	\$ 54,113.47	\$ 52,619.74	\$ (1,493.73)	\$ 626,136.91	\$ 645,744.49	\$ 19,607.58
Employee Group Benefits	10,648.71	14,767.44	4,118.73	135,751.24	181,977.57	46,226.33
Retirement Health Benefits	-	-	-	-	-	-
Social Security Taxes	3,749.20	3,866.48	117.28	46,082.38	47,525.19	1,442.81
Unemployment Insurance	10.92	16.29	5.37	657.41	724.72	67.31
Worker's Compensation	-	-	-	7,793.00	6,867.80	(925.20)
Personnel Services	68,522.30	71,269.95	2,747.65	816,420.94	882,839.77	66,418.83
Ash & Rubbish Removal	217.50	477.50	260.00	3,177.00	5,982.63	2,805.63
Fees Custodial	-	5,919.00	5,919.00	56,259.00	70,076.00	13,817.00
Consulting Fees	2,625.00	-	(2,625.00)	9,150.00	4,410.90	(4,739.10)
Audit Fees	-	-	-	11,800.00	12,000.00	200.00
Parking Lot Remote Mgmt	833.33	-	(833.33)	4,166.65	-	(4,166.65)
Professional Fees	3,675.83	6,396.50	2,720.67	84,552.65	92,469.53	7,916.88

War Memorial Center
Comparative Budget Analysis
DRAFT

	Month Variance			Variance		
	Dec 2020	Dec 2019	Better (Worse)	2020 Total	2019 Total	Better (Worse)
Marketing Fees	4,965.63	2,990.00	(1,975.63)	30,897.79	45,221.21	14,323.42
Advertising & Photography	9,568.37	650.00	(8,918.37)	82,941.40	43,126.30	(39,815.10)
Printing & Production	400.00	106.70	(293.30)	1,886.76	154.85	(1,731.91)
Advertising & Promotion	14,934.00	3,746.70	(11,187.30)	115,725.95	88,502.36	(27,223.59)
Insurance Premiums	-	-	-	21,890.00	23,170.20	1,280.20
Bldg Service Contracts	2,302.47	2,247.39	(55.08)	30,718.48	29,872.94	(845.54)
Repairs - Building	2,381.89	2,652.32	270.43	32,458.94	33,528.83	1,069.89
Repairs - Maint Grounds	3,282.16	2,959.51	(322.65)	21,778.16	34,885.07	13,106.91
Security Monitoring Fees	833.33	833.33	-	9,999.96	9,999.96	-
Steam	5,866.92	4,145.22	(1,721.70)	68,247.18	68,800.77	553.59
Electricity	5,206.75	5,528.50	321.75	78,964.29	76,973.05	(1,991.24)
Gas	409.87	261.70	(148.17)	4,415.59	3,608.17	(807.42)
Water & Sewer	2,217.06	2,736.57	519.51	8,379.62	11,144.75	2,765.13
Telephone	394.90	518.10	123.20	5,334.17	6,514.36	1,180.19
Employee Uniforms	-	-	-	727.94	56.00	(671.94)
Household Supplies	657.54	1,913.15	1,255.61	3,604.60	7,413.62	3,809.02
Miscellaneous Expenses	4,830.83	5,069.18	238.35	21,923.48	12,330.00	(9,593.48)
Depreciation Expense	123.80	325.70	201.90	3,465.41	3,908.40	442.99
New & Replacement Equip	-	-	-	-	-	-
Space & Utilities	28,507.52	29,190.67	683.15	311,907.82	322,206.12	10,298.30
Auto Allowance	-	70.48	70.48	109.92	422.36	312.44
Meetings	205.43	674.86	469.43	3,296.15	5,402.51	2,106.36
Postage	105.00	139.84	34.84	906.71	1,404.66	497.95
Administrative Expense	4,541.24	4,381.67	(159.57)	18,349.42	21,772.10	3,422.68
Bank Service Charges	477.80	414.52	(63.28)	4,592.86	6,332.58	1,739.72
Bad Debt Expense	-	-	-	-	-	-
Office & Admin Supplies	5,329.47	5,681.37	351.90	27,255.06	35,334.21	8,079.15
Education Program Expenses	12,911.48	1,485.43	(11,426.05)	25,017.02	9,423.21	(15,593.81)
Fundraising Supplies	1,604.31	8,166.60	6,562.29	29,027.31	129,267.83	100,240.52
Program & Event Expense	-	-	-	-	38,599.98	38,599.98
Cost of Goods Sold	2,332.68	-	(2,332.68)	3,027.31	-	(3,027.31)
Total Expenses	\$ 137,817.59	\$ 125,937.22	\$ (11,880.37)	\$ 1,412,934.06	\$ 1,598,643.01	\$ 185,708.95
Operating Fund Excess (Deficit)	\$ (5,359.37)	\$ 5,013.99	\$ (10,373.36)	\$ 186,712.62	\$ 91,369.83	\$ 95,342.79

War Memorial Center
Comparative Budget Analysis
DRAFT

	Month Variance			Variance		
	Better			Better		
	(Worse)			(Worse)		
	Dec 2020	Dec 2019	2020 Total	2019 Total		
BUILDING FUND						
Revenue						
Gifts In Kind	\$ -	\$ 24,850.00	\$ (24,850.00)	\$ -	\$ 84,075.00	\$ (84,075.00)
Total Revenue	\$ -	\$ 24,850.00	\$ (24,850.00)	\$ -	\$ 84,075.00	\$ (84,075.00)
Expenses						
Depreciation Expense	46,272.97	\$ 43,931.86	\$ (2,341.11)	\$ 538,109.51	\$ 526,953.24	\$ (11,156.27)
Total Expenses	\$ 46,272.97	\$ 43,931.86	\$ (2,341.11)	\$ 538,109.51	\$ 526,953.24	\$ (11,156.27)
Building Fund Excess (Deficit)	\$ (46,272.97)	\$ (19,081.86)	\$ (27,191.11)	\$ (538,109.51)	\$ (442,878.24)	\$ (95,231.27)
SPECIAL PROJECTS FUND						
Contributions						
Miscellaneous Revenue	\$ -	\$ -	\$ -	\$ 1,170.64	\$ 1,988.74	\$ (818.10)
Interest Earnings	87.10	752.50	(665.40)	11,081.59	16,885.99	(5,804.40)
Vietnam Memorial Fund	225.00	875.00	(650.00)	1,917.87	2,025.53	(107.66)
Operation Renew	2,230.26	1,731.69	498.57	2,230.26	251,731.69	(249,501.43)
Education Fund	-	(27,732.90)	27,732.90	22,732.90	12,407.10	10,325.80
Greenprint Project	785,268.00	-	785,268.00	785,268.00	-	785,268.00
Other Funds	600.00	6,000.63	(5,400.63)	61,700.00	41,750.63	19,949.37
Gifts In Kind	-	-	-	9,573.66	55,805.00	(46,231.34)
Net Assets Released	(3,619.42)	(523.39)	(3,096.03)	(34,093.83)	(523.39)	(33,570.44)
Total Contributions	\$ 784,790.94	\$ (18,896.47)	\$ 803,687.41	\$ 861,581.09	\$ 382,071.29	\$ 479,509.80
Expenses						
Miscellaneous Expense	\$ -	\$ -	\$ -	\$ 20,322.76	\$ 1,904.42	\$ (18,418.34)
Operation Renew	-	-	-	-	17,701.08	17,701.08
Education Fund	-	-	-	11,999.34	17,094.86	5,095.52
Greenprint Project	785,268.00	-	(785,268.00)	785,268.00	-	(785,268.00)
Other Funds	-	-	-	53,923.79	88,882.83	34,959.04
Vietnam Memorial Fund	-	-	-	1,144.98	2,180.95	1,035.97
Total Expenses	\$ 785,268.00	\$ -	\$ (785,268.00)	\$ 872,658.87	\$ 127,764.14	\$ (744,894.73)
Special Projects Excess (Deficit)	\$ (477.06)	\$ (18,896.47)	\$ 18,419.41	\$ (11,077.78)	\$ 254,307.15	\$ (265,384.93)
Grand Total Excess (Deficit)	\$ (52,109.40)	\$ (32,964.34)	\$ (19,145.06)	\$ (362,474.67)	\$ (97,201.26)	\$ (265,273.41)