

Memorandum

Date: February 5, 2008

Agenda Item No.
12(B)5

To: Honorable Chairman Bruno A. Barreiro and Members,
Board of County Commissioners

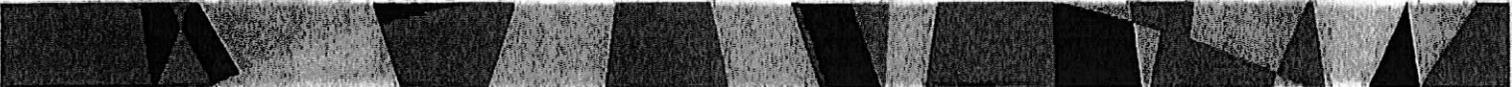
From: George W. Burgess
County Manager

Subject: Carnival Center Monthly Status Report - December 2007

Attached please find the monthly status report and financials provided from the Carnival Center for the Performing Arts.


Assistant County Manager

Attachments


MEMORANDUM

Date: December 19, 2007

To: George Burgess, County Manager

From: Lawrence J. Wilker, Interim President and CEO 

Subject: Carnival Center for the Performing Arts Status Report

As Carnival Center for the Performing Arts nears the end of the first quarter of FY 2008, revenues continue to surpass the prior year's comparable period. The attached spreadsheet reflects the Center's current year projections.

1. Despite lower than projected facility rental revenue for the month of November, the Center covered expenditures and yielded a \$9,000 surplus.
2. The Trust paid the first \$375,000 installment to Miami-Dade County for the repayment of the Sunshine State construction loan on December 19.
3. In early December the Trust received a subsidy payment from the Performing Arts Center Foundation in the amount of \$292,000. Based upon the current levels of revenues and expenditures, existing working capital resources remain insufficient. The Foundation is aggressively pursuing outstanding receivables as well as new contributions from the private sector.

Staff continues to fine-tune the operations of the Center.

1. Management has been successfully focusing on cost reductions which result in a decrease in occupancy costs. In November, occupancy costs on a per square-foot basis were at \$13.72 compared to the budget of \$16.86.
2. Efforts to minimize energy consumption include automating various building systems including temperature controls, building lighting and the cooling towers.
3. Additional efforts to reduce administrative costs include recruiting volunteers to supplement the Center's front-of-house staff. To this end, an ambitious volunteer recruitment campaign has been launched. Currently, the Center has 450 active volunteers. The goal of the campaign is to work with various organizations in the community including cultural associations, government entities, universities and community organizations to recruit 350 additional volunteers by the fall of 2008.

The Center is on track to meet its first quarter FY 2008 financial budget for Carnival Center Presents programming. Furthermore, the Center's spring brochure has been mailed to more than 300,000 households and 200,000 more brochures have been distributed throughout the county. As a result,

1. Ticket sales for spring performances are steadily increasing.
2. A highlight of the spring season will be a three-day Flamenco Festival scheduled for February. This multi-event celebration will include three performances in the Knight Concert Hall featuring many of Spain's greatest stars and emerging young artists, plus workshops, dance classes, films, and photo exhibits in collaboration with Miami's Centro Cultural Español.

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In addition, a number of free events for the community are being planned for the spring.

1. Carnival Center's Target Globalbeat, which has already become Miami's signature multicultural music gathering, will continue through April. The November event was attended by approximately 1,500 adults and children.
2. Staff is in the process of planning a gospel music series which is tentatively scheduled to be launched in February. The series will be presented in partnership with WMBM radio and will feature monthly free performances by choirs from various Miami-Dade County churches.
3. To honor Miami-Dade County's veterans, the Center will present a free performance of the Army Field Band in March 2008.
4. Finalizing summer programming remains a high priority.
5. The free Behind the Scenes Tours have been well received by the community. Since the December 3rd launch, nearly 300 people have toured the Center and the number of participants increase weekly. We will continue to offer these community tours on a bi-weekly basis.

On December 1, the Trust Board held a retreat to determine the strategic direction of the Center. The Board identified three critical areas that need immediate attention:

1. the structure of the relationship between the Performing Arts Center Foundation and Performing Arts Center Trust;
2. private sector support for the Center;
3. the appropriate mix of market-based programming and mission-based programming.

Much of the work related to resolving these matters will take place in Trust Board Committee meetings. Several committees will examine the issues in detail and make recommendations to the full Trust Board. I will continue to keep you updated on the outcomes of the Center's strategic direction.

One of the Center's marketing strategies is to strengthen media relationships by supporting community newspapers. Our marketing team has been working diligently on this initiative and as a result recent ad placements have included *The Miami Times*, *Achei*, *Express Gay News*, *Gazeta*, *Desh v'Desh*, *Haiti Progress* and the *Miami New Times*.

Carnival Center's Education and Outreach Department teamed up with VSA arts of Florida (www.vsafl.org) to provide performing arts experiences for students served by Miami-Dade County Public School's Division of Special Education. The artists who taught the classes also received in-service training to support their efforts in making the performing arts accessible to special needs populations. Earlier this month, Carnival Center proudly hosted the final performances for these classes in the Studio Theater with more than 400 students and parents in attendance.

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CARNIVAL CENTER

FOR THE PERFORMING ARTS

Carnival Center Projection
Fiscal Year Ending September 30, 2008

REVENUE	Actual												Revised Projection												Original Budget												Revised Projection Total	Original 08 Budget Total
	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08		
Ticket Sales	\$331	\$369	\$750	\$590	\$510	\$1,080	\$238	\$733	\$142	\$0	\$0	\$0	\$331	\$369	\$750	\$590	\$510	\$1,080	\$238	\$733	\$142	\$0	\$0	\$0	\$331	\$369	\$750	\$590	\$510	\$1,080	\$238	\$733	\$142	\$0	\$0	\$0	\$4,743	\$4,858
Rental Revenue	\$287	\$181	\$230	\$240	\$345	\$350	\$194	\$407	\$204	\$222	\$110	\$110	\$287	\$181	\$230	\$240	\$345	\$350	\$194	\$407	\$204	\$222	\$110	\$110	\$287	\$181	\$230	\$240	\$345	\$350	\$194	\$407	\$204	\$222	\$110	\$110	\$2,855	\$3,056
Facility Chargebacks	\$102	\$99	\$170	\$145	\$145	\$225	\$102	\$224	\$108	\$122	\$50	\$50	\$102	\$99	\$170	\$145	\$145	\$225	\$102	\$224	\$108	\$122	\$50	\$50	\$102	\$99	\$170	\$145	\$145	\$225	\$102	\$224	\$108	\$122	\$50	\$50	\$1,551	\$1,678
Box Office Fees	\$156	\$134	\$250	\$200	\$200	\$350	\$336	\$169	\$192	\$116	\$2,102	\$2,102	\$156	\$134	\$250	\$200	\$200	\$350	\$336	\$169	\$192	\$116	\$2,102	\$2,102	\$156	\$134	\$250	\$200	\$200	\$350	\$336	\$169	\$192	\$116	\$2,102	\$2,102	\$2,102	\$2,660
Parking Revenue	\$44	\$40	\$75	\$70	\$70	\$115	\$169	\$8	\$95	\$58	\$31	\$44	\$44	\$40	\$75	\$70	\$70	\$115	\$169	\$8	\$95	\$58	\$31	\$44	\$44	\$40	\$75	\$70	\$70	\$115	\$169	\$8	\$95	\$58	\$31	\$44	\$819	\$1,320
Concessions	\$10	\$21	\$40	\$40	\$40	\$90	\$45	\$40	\$45	\$35	\$30	\$30	\$10	\$21	\$40	\$40	\$40	\$90	\$45	\$40	\$45	\$35	\$30	\$30	\$10	\$21	\$40	\$40	\$40	\$90	\$45	\$40	\$45	\$35	\$30	\$30	\$426	\$500
Merchandise Sales	\$3	\$6	\$5	\$3	\$8	\$7	\$6	\$0	\$4	\$2	\$1	\$2	\$3	\$6	\$5	\$3	\$8	\$7	\$6	\$0	\$4	\$2	\$1	\$2	\$3	\$6	\$5	\$3	\$8	\$7	\$6	\$0	\$4	\$2	\$1	\$2	\$47	\$50
Foundation Subsidy	\$0	\$292	\$584	\$292	\$292	\$292	\$292	\$292	\$292	\$292	\$292	\$292	\$0	\$292	\$584	\$292	\$292	\$292	\$292	\$292	\$292	\$292	\$292	\$292	\$0	\$292	\$584	\$292	\$292	\$292	\$292	\$292	\$292	\$292	\$292	\$292	\$47	\$50
County Funding	\$632	\$536	\$725	\$800	\$776	\$834	\$727	\$724	\$589	\$813	\$602	\$622	\$632	\$536	\$725	\$800	\$776	\$834	\$727	\$724	\$589	\$813	\$602	\$622	\$632	\$536	\$725	\$800	\$776	\$834	\$727	\$724	\$589	\$813	\$602	\$622	\$8,380	\$8,852
Other Revenue	\$3	\$62	\$13	\$439	\$13	\$13	\$13	\$10	\$13	\$13	\$13	\$413	\$3	\$62	\$13	\$439	\$13	\$13	\$13	\$10	\$13	\$13	\$13	\$413	\$3	\$62	\$13	\$439	\$13	\$13	\$13	\$10	\$13	\$13	\$13	\$413	\$1,014	\$148
TOTAL REVENUE	\$1,546	\$1,740	\$2,841	\$2,818	\$2,399	\$3,316	\$2,122	\$2,464	\$1,682	\$1,672	\$1,186	\$1,048	\$25,437	\$26,622																								
EXPENSES	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Total	Total																								
Non-Stagehands Salaries & Benefits	\$436	\$393	\$440	\$440	\$440	\$458	\$458	\$458	\$458	\$458	\$458	\$458	\$5,355	\$5,497																								
Stagehands Salaries & Benefits	\$158	\$124	\$180	\$110	\$140	\$195	\$89	\$139	\$64	\$29	\$12	\$12	\$1,252	\$1,195																								
Marketing & Communication	\$162	\$128	\$175	\$150	\$115	\$197	\$96	\$140	\$61	\$55	\$47	\$46	\$1,373	\$1,341																								
Event Expenses	\$406	\$387	\$645	\$495	\$350	\$865	\$300	\$626	\$216	\$64	\$41	\$8	\$4,403	\$4,534																								
Professional Services	\$24	\$54	\$34	\$49	\$55	\$52	\$51	\$44	\$43	\$47	\$43	\$43	\$609	\$609																								
Fulfillment Costs & Camp Tickets	\$11	\$5	\$8	\$11	\$16	\$8	\$8	\$8	\$13	\$8	\$8	\$8	\$111	\$110																								
Show/Event Parking Services	\$38	\$22	\$60	\$55	\$55	\$100	\$143	\$76	\$89	\$8	\$28	\$40	\$686	\$1,188																								
Administration & Overhead	\$106	\$79	\$85	\$91	\$87	\$87	\$112	\$76	\$89	\$92	\$80	\$78	\$1,062	\$1,055																								
Miami Dade County Commitment	\$0	\$0	\$375	\$0	\$0	\$375	\$0	\$0	\$375	\$0	\$0	\$0	\$1,500	\$1,500																								
Occupancy Costs	\$632	\$531	\$730	\$800	\$776	\$834	\$727	\$724	\$589	\$813	\$602	\$622	\$8,380	\$8,852																								
Depreciation Expense	\$8	\$8	\$6	\$6	\$6	\$6	\$6	\$6	\$6	\$6	\$6	\$7	\$78	\$50																								
Capital Items	\$0	\$0	\$49	\$83	\$90	\$138	\$49	\$49	\$49	\$84	\$49	\$49	\$690	\$690																								
TOTAL EXPENSES	\$1,981	\$1,731	\$2,788	\$2,290	\$2,130	\$3,316	\$2,039	\$2,277	\$2,049	\$1,708	\$1,374	\$1,747	\$25,429	\$26,622																								
Operating Surplus (Deficit)	(\$433)	\$99	\$54	\$528	\$269	\$0	\$84	\$188	(\$367)	(\$36)	(\$188)	(\$99)	\$8	\$0																								

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