

Memorandum



Date: June 9, 2008

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

From: George M. Burgess
County Manager

Subject: Adrienne Arsht Center for the Performing Art Center of Miami-Dade County -
Monthly Status Report

RCA

Agenda Item No. 7(A)

Attached please find the monthly status report and financials provided from the Adrienne Arsht Center for the Performing Art Center of Miami-Dade County.

Attachments

Alex Muñoz
Assistant County Manager

Agenda
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The Adrienne Arsht Center

for the Performing Arts of Miami-Dade County

MEMORANDUM

Date: May 22, 2208

To: George Burgess, County Manager

From: Lawrence J. Wilker, Interim President and CEO *LW*

Subject: **Adrienne Arsht Center for the Performing Arts of Miami-Dade County Status Report**

We are pleased to report that through the first seven months of the year, the Adrienne Arsht Center for the Performing Arts of Miami-Dade County is running an operating surplus of almost \$2 million. This surplus is due primarily to timing differences and savings from operations and is expected to even out by the end of the fiscal year. The Center's revised budget includes the newly added summer performances (see attachment) which were not originally budgeted, but are assumed to be self-funding. The Center expects to end the year with no operating deficit.

Relative to budget the Arsht Center is:

- **\$1.4m under budget in revenues, at approximately \$17m in total**
 - In revenues the Performing Arts Center Trust has received \$3.3 million from the Foundation of the \$3.5 million originally budgeted for the year. Our revised budget for this fiscal year contemplates raising an additional \$816,000 by fiscal year end.
 - Also, on the revenue side, we have received grant income from various sources in excess of \$600,000, which was not originally budgeted.
 - The Center is in a much stronger financial position than last year in terms of cash flow. Accounts payable beyond 60 days are practically zero and this fiscal year we do not anticipate experiencing a negative cash balance position.

- **\$2.3m under budget in expenses, at approximately \$15m in total.**
 - To date, the Center's occupancy costs are \$1.4 million below budget. We expect to close the year at approximately \$1 million under budget providing a savings to Miami-Dade County.

This is an extremely busy and exciting time. Clearly, the Center is gathering traction, momentum and visibility throughout the community.

- A total of 118 events took place at the Center in the last 2 months;

- Audience attendance continues to be strong. Arsht Center Presents performances were 71% sold in March and 63% sold in April. This brings our own shows to an average of 69% sold year-to-date, versus 41% sold last year, at this time.

Our 2008 marketing strategies have been successful and growing the database continues to be a major priority.

- Direct mail has proven to be our least expensive and most effective marketing tool. Since September the Center's database has increased by 50,000 names.
- A year ago, 35,000 brochures were printed to promote the fall season and 14,000 were mailed. By comparison, at the end of this month the Center will distribute 500,000 brochures for our summer season. The distribution strategy includes inserting the brochures in *Miami Today*, *The Sun Post*, *Biscayne Times* and *The New York Times*.
- For the past seven months the Center has placed weekly ads in *The Miami Herald*, *El Nuevo Herald*, *Diario Las Americas* and *Miami Times*.
- Additional media partners have included: WLRN, WPBT, Hot105, 99Jamz, WMBM, 97.3 The Coast, 101.5 Lite FM, Love94 and WDNA.
- This season the Center has sold more than 51,000 tickets online, which represents a 9,000-ticket increase from last season and more than \$350,000 in revenue. These sales represent approximately 45% of total sales across the board.
- Among the Marketing strategies we anticipate implementing by the beginning of next season are advertisements on taxi tops, bus stops, on streets surrounding the Center and large scale exterior signage on the Carnival Studio Theater.

The Arsht Center's Education and Outreach Department continues to work with and within our community.

- Earlier this month the Center was awarded the 2008 National Award for Excellence from VSA Arts as an outstanding community partner.
- As part of the Center's commitment to develop the next generation of arts professionals, we will participate in the Smithsonian Latino Center's Young Ambassadors Program for a second year in a row. This four-week summer internship is a national leadership development program for high school seniors. The Center also will participate in the Miami-Dade County Public Schools' summer internship program.

Monthly Programming

- Signature Shorts National Short Play Festival– May 29 to June 22
- Creative Golden Visions Art Exhibition – May 31 to June 1
- The Children's Trust Performance Showcase – June 1
- Grammy-winning Brazilian recording star Djavan – June 6
- Chilean superstar Myriam Hernandez – June 7
- *Go, Diego, Go Live! The Great Jaguar Rescue* – June 14
- *Celia: The Life & Music of Celia Cruz* - June 18 to July 6
- *Miami Libre* – July 25 – August 17

The Adrienne Arsht Center

for the Performing Arts of Miami-Dade County

Formerly: CARNIVAL CENTER
FOR THE PERFORMING ARTS

Fiscal Year Ending September 30, 2008

REVENUE	Actual												Revised Projection			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	May-08	Jun-08	Jul-08			Aug-08	Sep-08
Ticket Sales	\$331	\$369	\$841	\$511	\$533	\$1,021	\$299	\$678	\$810	\$1,055	\$1,560	\$0	\$8,008	\$810	\$1,055	\$1,560	\$0	\$8,008	\$4,858
Rental Revenue	\$267	\$181	\$238	\$236	\$303	\$309	\$242	\$310	\$268	\$339	\$75	\$175	\$2,943	\$310	\$339	\$75	\$175	\$2,943	\$3,056
Facility Chargebacks	\$102	\$99	\$106	\$65	\$184	\$350	\$77	\$210	\$100	\$100	\$75	\$50	\$1,518	\$100	\$100	\$75	\$50	\$1,518	\$1,678
Box Office Fees	\$156	\$134	\$266	\$137	\$259	\$308	\$59	\$225	\$110	\$105	\$100	\$25	\$1,884	\$110	\$105	\$100	\$25	\$1,884	\$2,660
Parking Revenue	\$44	\$40	\$106	\$58	\$111	\$143	\$55	\$100	\$75	\$75	\$75	\$50	\$932	\$100	\$75	\$75	\$50	\$932	\$1,320
Concessions	\$10	\$21	\$34	\$8	\$25	\$39	\$24	\$35	\$35	\$40	\$40	\$30	\$341	\$35	\$40	\$40	\$30	\$341	\$500
Merchandise Sales	\$3	\$6	\$2	\$1	\$2	\$3	\$0	\$4	\$4	\$4	\$4	\$2	\$35	\$4	\$4	\$4	\$2	\$35	\$50
Foundation Subsidy	\$0	\$292	\$500	\$1,292	\$177	\$225	\$847	\$33	\$33	\$33	\$33	\$35	\$3,500	\$33	\$33	\$33	\$35	\$3,500	\$3,500
Additional Fundraising	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$163	\$163	\$163	\$163	\$164	\$816	\$163	\$163	\$163	\$164	\$816	\$0
County Funding	\$632	\$536	\$671	\$535	\$538	\$621	\$625	\$725	\$725	\$725	\$725	\$717	\$7,775	\$725	\$725	\$725	\$717	\$7,775	\$8,852
Other Revenue	\$3	\$62	\$20	\$30	\$623	\$4	-\$20	\$15	\$15	\$15	\$15	\$15	\$797	\$15	\$15	\$15	\$15	\$797	\$148
TOTAL REVENUE	\$1,548	\$1,740	\$2,784	\$2,873	\$2,755	\$3,023	\$2,208	\$2,498	\$2,338	\$2,654	\$2,865	\$1,263	\$28,549	\$2,498	\$2,654	\$2,865	\$1,263	\$28,549	\$26,622
EXPENSES	\$436	\$393	\$416	\$336	\$503	\$401	\$347	\$425	\$425	\$425	\$541	\$455	\$5,103	\$425	\$425	\$541	\$455	\$5,103	\$5,497
Non-Stagehands Salaries & Benefits	\$158	\$124	\$53	\$169	\$126	\$342	\$82	\$185	\$150	\$150	\$210	\$80	\$1,829	\$150	\$150	\$210	\$80	\$1,829	\$1,195
Stagehands Salaries & Benefits	\$162	\$128	\$222	\$161	\$145	\$165	\$69	\$195	\$180	\$200	\$295	\$100	\$2,022	\$180	\$200	\$295	\$100	\$2,022	\$1,341
Marketing & Communication	\$406	\$387	\$696	\$387	\$357	\$842	\$433	\$725	\$800	\$925	\$1,160	\$100	\$7,218	\$800	\$925	\$1,160	\$100	\$7,218	\$4,534
Event Expenses	\$24	\$54	\$20	\$64	\$50	\$60	\$33	\$60	\$60	\$60	\$55	\$60	\$600	\$60	\$60	\$55	\$60	\$600	\$609
Professional Services	\$11	\$5	\$5	\$5	\$13	\$9	\$21	\$10	\$10	\$10	\$10	\$5	\$114	\$10	\$10	\$10	\$5	\$114	\$110
Fulfillment Costs & Comp Tickets	\$38	\$22	\$105	\$36	\$112	\$95	\$70	\$95	\$70	\$70	\$70	\$50	\$833	\$70	\$70	\$70	\$50	\$833	\$1,188
Show/Event Parking Services	\$106	\$79	\$139	\$112	\$122	\$128	\$74	\$110	\$110	\$110	\$105	\$105	\$1,300	\$110	\$110	\$105	\$105	\$1,300	\$1,055
Administration & Overhead	\$0	\$0	\$375	\$0	\$0	\$375	\$0	\$0	\$375	\$0	\$0	\$375	\$1,500	\$375	\$0	\$0	\$375	\$1,500	\$1,500
Miami Dade County Commitment	\$368	\$365	\$591	\$351	\$245	\$747	\$363	\$630	\$730	\$855	\$1,090	\$50	\$6,385	\$730	\$855	\$1,090	\$50	\$6,385	\$3,346
Occupancy Surplus (Deficit)	\$8	\$8	\$8	\$9	\$9	\$9	\$9	\$9	\$9	\$9	\$9	\$9	\$105	\$9	\$9	\$9	\$9	\$105	\$50
Depreciation Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100	\$50	\$0	\$0	\$150	\$100	\$50	\$0	\$0	\$150	\$691
Capital Items	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EXPENSES	\$1,717	\$1,565	\$2,629	\$1,630	\$1,682	\$3,173	\$1,501	\$2,444	\$3,020	\$2,864	\$3,545	\$1,389	\$27,159	\$2,444	\$2,864	\$3,545	\$1,389	\$27,159	\$21,116
Operating Surplus (Deficit)	(\$169)	\$175	\$155	\$1,243	\$1,073	(\$150)	\$707	\$54	(\$682)	(\$210)	(\$680)	(\$126)	\$1,390	\$54	(\$682)	(\$680)	(\$126)	\$1,390	\$5,506

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