

November 6, 2009

# Memorandum



**Date:**

**To:**

Honorable Chairman Dennis C. Moss and  
Members, Board of County Commissioners

**From:**

George M. Burgess  
County Manager

**Subject:**

Adrienne Arsht Center for the Performing Arts Center of Miami-Dade County -  
Monthly Status Report

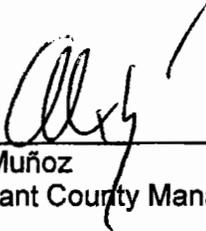
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Agenda Item No. 8C

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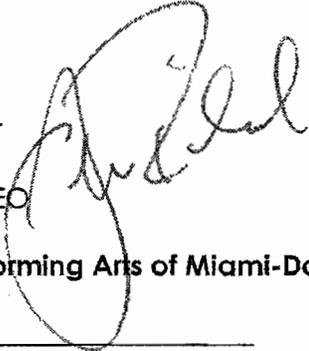
Attached please find the monthly status report and financials provided from the Adrienne Arsht Center for the Performing Art Center of Miami-Dade County.

Attachments

  
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Alex Muñoz  
Assistant County Manager

**MEMORANDUM**

Date: August 12, 2009  
To: George Burgess, County Manager  
From: M. John Richard, President and CEO  
Subject: **Adrienne Arsht Center for the Performing Arts of Miami-Dade County Status Report**



It's been a very productive summer at the Adrienne Arsht Center for the Performing Arts of Miami-Dade County. In addition to hosting a spectacular summer season along with various special events and conducting the annual maintenance of the facility, the Center hosted its first performing arts summer camp, while launching plans for a new lounge. All are indicative of the future direction of the Center as we evolve into Miami-Dade's new town square.

**Economic development**

Continuing in its role as a catalyst for neighborhood economic development, the Adrienne Arsht Center for the Performing Arts of Miami-Dade County finalized a license agreement with Bacardi U.S.A., paving the way for the Center's Bombay Sapphire-branded lounge, the Center's newest amenity for patrons and its surrounding neighborhood. The Bombay Sapphire Lounge will be located on the ground floor of the Center's landmark Carnival Arts Tower. Downtown Miami's newest hotspot will feature a neon blue lighting scheme, modern furnishings, a collage of historic Miami photos, and outdoor seating on the Center's Parker and Vann Thomson Plaza. Scheduled for completion in early 2010, the lounge will offer food, created by Performing Arts Catering by Barton G, and beverage service before and after performances and provide patrons, area residents and the downtown business community with a destination meeting place. As well, later this year Barton G will open a signature restaurant at the Center.

**Arts Education and Outreach**

The culminating performance of *AileyCamp Miami* was held August 8 in the Knight Concert Hall, when the all the camp participants made their Adrienne Arsht Center debut in a jubilant dance concert choreographed just for them. To make the evening extra memorable, an anonymous donor allowed us to invite all the campers and their families to a performance of *The Color Purple*, which opens our Broadway season this fall. Created by the Alvin Ailey Dance Foundation and presented in partnership with the Adrienne Arsht Center, the

summer camp provided a free four-week camp to 82 at-risk middle school students. Many of the campers were inexperienced as dancers, but their wrap-up performance with over 1200 friends and family members in attendance was extraordinary. The attendance at the Ailey Camp Miami showcase was three times greater than any other US city.

The Adrienne Arsht Center implements various inclusive programs, some of which have been recognized nationally, that are designed to integrate the creative arts into educational and community programs for persons with a wide range of special needs. One of these programs – created for teens and adults with special needs – culminated with a performance at the Center this summer. Over the past few months, in partnership with VSA arts of Florida, the Center arranged for residencies with a performing artist for clients at United Cerebral Palsy of South Florida, Mac Town, The Hope Center, and the Center for Independent Living. During these residencies, teens and adults who use the services of the selected centers participated in music and movement classes led by specially trained teaching artists. The performance that resulted from the residencies was an inspiration to the students, teachers and community members who attend. Innovative accessible arts education programming like this earned the Arsht Center the 2008 VSA Arts National Award for Excellence for Outstanding Community Partner.

### **Finance**

- Occupancy costs for the year is 5,765,000 which is \$600,000 below budget.
- The year-to-date operating expenses for the fiscal year are within 1.7% of budget
- Arsht Center Presents shows have sold at 61% for the year compared to a budget of 60%
- The year-end projection continues to call for a balanced budget (see attachment)

### **Programming**

The international sensation *Fuerza Bruta* completed a successful run on August 9 with over 30,000 tickets sold. Extended twice by popular demand, the show's 9-week run was the longest in the history of the Center. The G-Lounge, a performance-themed concession area that patrons enjoyed pre and post performance, was created by the Center's caterer Performing Arts Catering by Barton G and the concept will now be replicated as a component of the show in other cities.

For the first time in the United States, the internationally acclaimed hit musical, *The Harder They Come* begins at the Center on August 29. Direct from London's West End the musical offers audiences a peek into the journey of an aspiring

reggae star as depicted in the 1972 international breakthrough film of the same name.

On July 28 the Center announced the Inaugural John S. and James L. Knight Masterworks Season. The Masterworks Season includes the Sanford and Dolores Ziff Classical Musical Series and the Signature Dance Series. Performances include the Israel Philharmonic Orchestra conducted by Pinchas Zukerman, violinist Itzhak Perlman, the Detroit Symphony Orchestra under the baton of Leonard Slatkin and pianist Lang Lang accompanied by the Schleswig-Holstein Music Festival Orchestra, conducted by Christoph Eschenbach. The Signature Dance Series will feature the Batsheva Ensemble, The Joffrey Ballet and the Alvin Ailey American Dance Theater. The Masterworks Season also includes special performances by Seraphic Fire, Sweet Honey in the Rock and Tony Bennett. This inaugural season represents the Center's first full offering of classical music and dance programming.

The Center in partnership with Johnson & Wales University is excited to announce the return of the popular Celebrity Chef Series for the 2009-2010 season. The three-part series, features internationally acclaimed chefs Anthony Bourdain, Jacques Pépin, Eric Ripert, Emeril Lagasse, Ingrid Hoffmann and Daisy Martinez engaging in interviews, live cooking demonstrations and question-and-answer sessions with audience members.

### **Supporting local artists and arts organizations**

The Center's Information Technology (IT) department recently implemented an Information Technology Systems Shared Services agreement with Florida Grand Opera (FGO) that will provide support for FGO's technology infrastructure. Leveraging the experience of the Arsht Center's IT personnel, the Center will provide FGO with computer support, training, ongoing system maintenance as well as manage all future IT upgrades. Through this agreement both organizations will benefit financially by incurring lower costs when purchasing hardware, software and communications services.

In July the International Hispanic Theatre Festival (IHTF) celebrated its 24<sup>th</sup> year. Once again this critically acclaimed affair, presented by Teatro Avante, American Airlines, and the Adrienne Arsht Center, brought some of the best theater companies of Europe, Latin America and the United States to Miami. Renowned internationally for its prestige, this year, the IHTF of Miami was chosen to receive the distinguished Atahualpa del Cioppo Award bestowed unanimously by the Ibero-American Theatre Festival (FIT) in Cadiz, Spain.

Local choreographer Rosie Herrera has been selected to present work she developed for the Arsht Center's Here and Now Festival at the prestigious American Dance Festival. During the festival the work of the young and imaginative Hialeah resident impressed Charles Reinhardt, director of the American Dance Festival which is the biggest, most acclaimed and selective

showcase of modern dance in the country. The 2009 Here and Now Festival stood as a continuation of Miami Light Project's commissioning and performing partnership with the Adrienne Arsht Center.

### **Private Sector Fundraising**

The Center has named Suzanna Valdez as Vice President of Advancement. Ms. Valdez comes to the Center after serving as Chief of Staff to City of Miami Mayor Manny Diaz. Prior to her work at City Hall, Ms. Valdez served as Miami Program Director for the John S. and James L. Knight Foundation.

In her new role as Vice President of Advancement, Ms. Valdez will be a hands-on, deeply involved fundraiser and will direct the Adrienne Arsht Center's efforts to broaden its base of financial support among individual and corporate donors. Her work will include building and strengthening the Center's relationships with the business community, overseeing institutional fundraising activities, and securing major gifts.

The Arsht Center, Florida Grand Opera, Miami City Ballet and New World Symphony have joined efforts and will host a 2009 gala aboard the Seabourn Odyssey cruise ship. *Art Odyssey: A Collaboration* will take place overnight November 13-14 aboard the newest member of The Yachts of Seabourn fleet. This fundraiser is being underwritten by The Yachts of Seabourn with support of the Carnival Corporation. To date \$700,000 has been raised and the funds will support the four organizations' artistic programming, education and community outreach, and apprenticeship and fellowship programs.

Operating Projection for Fiscal Year 2009

REVENUES	Actual												Revised Projection		Revised Projection Total	Original 09 Budget Total
	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Total	Total		
Ticket Sales	395	633	956	936	774	415	210	1,345	439	1,028	672	880	25	8,229	6,674	
Rental Revenue	189	252	283	385	359	232	217	238	106	334	144	190	70	2,893	2,893	
Facility Chargebacks	49	110	47	127	196	56	110	118	279	-	46	106	35	1,000	1,655	
Box Office Fees	150	185	294	330	256	203	248	288	1,539	351	152	150	20	2,995	1,785	
Parking Revenue	27	61	71	103	70	56	96	82	41	41	21	30	32	650	950	
Concessions	13	2	7	11	8	5	7	12	11	30	26	30	20	171	350	
Merchandise Sales	1	3	1	5	-	3	1	5	15	4	4	4	4	35	50	
Subsidy-Foundation	325	200	200	1,200	600	900	485	400	250	564	550	920	1,497	7,507	7,507	
Miami-Dade County Funding	533	514	485	656	528	574	596	658	668	564	840	757	755	7,260	7,650	
Tax Incremental Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	1,228	-	
Other Revenue	1	2	517	1	-	1	61	2	-	1,228	1	7	7	600	500	
<b>Total Revenue</b>	<b>1,643</b>	<b>1,982</b>	<b>2,841</b>	<b>3,754</b>	<b>2,791</b>	<b>2,446</b>	<b>1,981</b>	<b>3,156</b>	<b>3,630</b>	<b>2,296</b>	<b>3,084</b>	<b>2,485</b>	<b>22,108</b>	<b>29,994</b>		
<b>EXPENSES</b>																
Non-Stagehands Salaries & Benefits	322	360	416	635	421	429	419	439	355	695	455	439	439	5,385	6,169	
Stagehands Salaries & Benefits	85	107	41	118	294	64	69	106	161	180	148	148	60	1,433	1,621	
Marketing & Communications	418	111	216	347	186	280	217	273	279	207	240	201	201	2,975	2,734	
Event Expenses	338	429	750	710	554	439	235	921	1,539	215	882	50	710	7,702	7,209	
Professional Services	122	104	129	142	80	97	31	59	41	44	50	10	90	946	865	
Fulfillment Costs & Comp. Tickets	22	6	27	10	16	21	15	11	11	6	10	8	8	115	115	
Show/Event Parking	14	50	57	89	65	47	47	65	38	20	20	28	30	550	840	
Administration & Overhead	170	121	129	161	80	129	152	122	175	124	125	125	125	1,623	1,042	
Occupancy Costs	533	514	495	656	528	574	596	668	564	640	757	757	755	7,280	7,650	
Miami-Dade County Commitment	-	-	375	-	-	375	-	-	375	-	-	-	375	1,500	1,500	
Settlement	-	-	-	-	-	-	28	-	1,200	-	-	-	-	1,200	-	
Capital Expenditures	-	-	-	-	8	15	9	-	(30)	-	-	-	-	130	599	
Depreciation Expense	10	10	12	13	9	8	9	11	11	12	12	12	13	100	100	
Interest Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Expenses</b>	<b>2,034</b>	<b>1,812</b>	<b>2,644</b>	<b>2,881</b>	<b>2,251</b>	<b>2,478</b>	<b>1,818</b>	<b>2,654</b>	<b>4,970</b>	<b>2,743</b>	<b>2,697</b>	<b>2,797</b>	<b>30,859</b>	<b>28,994</b>		
Operating Surplus (Deficit)	(391)	170	197	873	540	(33)	173	502	(440)	113	387	(302)	1,349	9		
Accumulated Surplus (Deficit)	(1,919)	(1,459)	(1,272)	(399)	141	108	281	783	(67)	96	423	121	121			