

**CITY OF SARASOTA, FLORIDA  
VAN WEZEL PERFORMING ARTS HALL**

	Actual 2003-04	Budget 2004-05	Amended Budget 2004-05	Estimated 2004-05	Budget 2005-06
Available Fund Balance	\$ 522,759	\$ 527,714	\$ 318,489	\$ 318,489	\$ 562,518
<u>Revenues</u>					
Ticket sales net of refunds	6,327,117	6,591,000	7,091,000	7,215,000	7,070,000
Building rental	261,850	290,000	290,000	250,000	250,000
Technical service fees	8,373	21,500	21,500	9,000	10,000
Bar/food revenue	60,307	55,000	55,000	72,000	72,000
Grants, contributions & sponsorships	433,436	545,000	545,000	707,500	645,000
Postage & handling charges	130,515	156,000	156,000	155,000	165,000
Concessions	31,155	37,000	37,000	25,000	24,000
Miscellaneous	194,242	214,000	364,000	217,500	190,000
Investment income	63,079	75,000	75,000	60,000	67,000
Ticket surcharge - operations	227,801	235,000	235,000	235,000	240,000
General Fund sponsorship	488,300	487,185	487,185	487,185	577,000
Total Revenue	<u>8,226,175</u>	<u>8,706,685</u>	<u>9,356,685</u>	<u>9,433,185</u>	<u>9,310,000</u>
Estimated Funds Available	<u>8,748,934</u>	<u>9,234,399</u>	<u>9,675,174</u>	<u>9,751,674</u>	<u>9,872,518</u>
<u>Expenditures</u>					
Personnel	1,508,611	1,637,809	1,637,809	1,598,490	1,847,898
Operating expenses	3,168,876	3,192,855	3,468,812	3,363,666	3,490,515
Merchandise for resale	8,942	6,700	6,700	7,500	7,700
Performance fees	3,744,040	3,824,000	4,199,000	4,210,000	4,075,000
Capital	-	71,500	71,500	9,500	77,900
Total Expenditures	<u>8,430,469</u>	<u>8,732,864</u>	<u>9,383,821</u>	<u>9,189,156</u>	<u>9,499,013</u>
Projected Ending Balance	318,465	<u>\$ 501,535</u>	<u>\$ 291,353</u>	<u>\$ 562,518</u>	<u>\$ 373,505</u>
Fund Balance Adjustment	<u>24</u>				
	<u>\$ 318,489</u>				

Note: The 2005-06 debt service for the Van Wezel Performing Arts Hall is \$1,595,442  
These bonds are paid by the Penny Sales Tax.

# VAN WEZEL PERFORMING ARTS HALL

## **Mission Statement**

To present a broad spectrum of the world's finest performing artists in order to meet the diverse cultural needs of all of Southwest Florida's residents and visitors; to bring its visiting artists into the community for meaningful educational outreach programs that help develop new arts audiences; and to provide a quality home for other local cultural organizations that present their programs here.

## **Description of Operations**

The Van Wezel Performing Arts Hall (VWPAH) presents a broad spectrum of local, regional, national, and international performing artists in order to meet the diverse cultural needs of all of Southwest Florida's residents and to further Sarasota's national and international reputation as the cultural capital of Florida. The Van Wezel also supplements its presentation schedule with outreach activities that take visiting artists into the community for meaningful educational programs. In addition, the Van Wezel is made available for rental to other community organizations for their programs. A few of the community organizations that use the Van Wezel on a regular basis are the Florida West Coast Symphony, Sarasota Ballet of Florida, Ringling Town Hall Series, Sarasota Concert Association, Argosy University, NARSAD Symposium, and the Jazz Club of Sarasota. This last season was the first in which the Jazz Club and the Van Wezel co-sponsored the Jazz Festival. Next year, the Van Wezel and the Ringling Foundation will co-sponsor the Ringling Town Hall Series. The Van Wezel just completed the week long Festival Diapente, a fabulous success that is planned to become an annual event.

The Van Wezel, in its thirty-five year history, has operated with minimal sponsorship compared to similar venues inside and outside the State of Florida. If one looks at the normal funding for an operation such as the Van Wezel in the State of Florida or around the nation, one finds that the comparative funding for a Performing Arts Hall would be between 40% and 60% unearned revenue to balance the budget. The current VWPAH budget reflects unearned revenue of less than 10%.

The City of Sarasota, as owner and operator of the Van Wezel, has been very fortunate over the years to incur minimal sponsorship expense. During the 23rd through 28th years of operation, the Hall experienced a period where its income was derived from 97% to 100% earned income from ticket sales and rental income. The City of Sarasota is very unique from the standpoint that it not only provides the physical plant and its facilities for community programming initiated by the groups listed above, but it takes risks on the majority of the programming presented in the Hall in any given year. This will underscore the importance of the role of the Van Wezel and the City of Sarasota's commitment to providing multi-cultural and diverse programming for the people of the region.

During the fifth season after the renovation, the Van Wezel presented a full schedule of Broadway touring productions; ethnic, ballet and modern dance companies; orchestras and classical music virtuosos; jazz, country and pop music stars, affordable Family Fun and Saturday Morning for Kids Programs plus the third series of FridayFests - free jazz concerts on the bay held monthly from May through October. In total, more than 150 different productions were presented in the Van Wezel. Every night is "Opening Night" at the Van Wezel. The Van Wezel is one of a few Performing Arts Hall in the Tampa Bay Area that presents a subscription series of world class orchestras and has presented 90 in the last 18 years. The Tampa Bay Performing Arts Center, in contrast has presented only a handful of orchestras in the last 12 years. Because of the high cost of presenting orchestras in the current market today, the Hall takes a risk on each presentation. The highly successful Orchestra Series will be presented again this season at the Van Wezel with 6 world-class orchestras performing in January, February, and March of 2006. Ticket packages will be sold again with discounts for multiple-show buyers. Last year's full subscription buyers received free tickets to the Van Wezel presented Julliard String Quartet performance at the Asolo Theatre Company. The symphony performances are not only a great enhancement to the quality of life for those who live in the area, but certainly have proven to be an enhancement to tourism. All the more reason for the claim that Sarasota is the cultural capital of the State of Florida and the cultural mecca of the Southeastern United States.

The Hall also has a Sculpture Garden and Art Walk, the initial focus of which is the Glenna Goodacre sculpture, Facts of Life. An additional gift of the sculpture, Sprite, was received from a donor and is placed near the lobby entrance. The work by Dennis Kowal, PHOTON II, also sits overlooking the water. The newest addition was dedicated on April 16, 2005 - Sails of Sound by Bill Close - creator of MASS Ensemble, the anchor performance for Festival Diapente, the new week long celebration of the arts in Sarasota produced by the Hall. The Van Wezel continues to be the home of the Fine Arts Society with a collection of paintings by major Florida artists. Tours are given the first Tuesday morning of each month and the proceeds are split between the Van Wezel and the Fine Arts Society. This will be the fifth season for the Van Wezel Gift Shop, with ever increasing sales, selling items mostly in purple, with the Van Wezel logo.

In addition to being the major presenter of programs in the area each year, the economic impact of the Van Wezel's operation

## VAN WEZEL PERFORMING ARTS HALL

on the area must be mentioned. The 1,200-plus annual visiting artists who come from all over the world to work at the Van Wezel stay in hotel rooms, eat at local restaurants and significantly enhance the retail economy within the City of Sarasota. Patrons who come to the Van Wezel often have a meal before or after the performance at one of the many City of Sarasota restaurants. Approximately 62% of the attendees at the Van Wezel are from outside the City of Sarasota, most of them from Sarasota and Manatee Counties, showing the extent of the Hall's influence. The economic impact of the Van Wezel operation in the community has been estimated by study at \$24 million. Fully 20% of the ticket sales for 2004-2005 were through the internet at [www.vanwezel.org](http://www.vanwezel.org). Patrons surveyed felt the Van Wezel significantly contributed to the quality of their life and said they would contribute above the price of tickets to help keep the current level of programming. More than 500 donors again this year bore out this statement by contributing in excess of \$36,000 to the Van Wezel Foundation through contributions made at the time of ticket purchases on various brochures this season.

In the last five budget years, the percentage of unearned income has been less than 10%. This statement should certainly underscore how successful the Van Wezel Performing Arts Hall is in this industry. Going back to the industry average of 40 - 60% of unearned income, it is obvious why the Van Wezel has been applauded nationally and internationally for the efforts that have resulted in the successes of the last 35 years. With a high of 100% and a low of 85% of earned income, the Van Wezel has been used nationally as a case study for success.

In other similar venues around the country that are either city-owned or affiliated with city governments, many are subsidized: Tampa Bay Performing Arts Hall receives \$750,000 for the City of Tampa; Ruth Eckerd Hall gets \$416,000 from the City of Clearwater; the Mahaffey/Bayfront receives \$1.3M from the City of St. Petersburg; performing arts halls in Denver, Los Angeles, Tacoma and Dallas all receive similar city subsidies. The Cerritos Center in California is the most similar operation to the Van Wezel. It has an \$8.6 million annual operating budget, with \$3.8 million coming from the City in the form of a line item general fund subsidy. These performing arts halls have budgets from \$1.7 to \$17 million annually and none of comparable size or smaller have as few employees as the Van Wezel. The Van Wezel operates with only 21 full-time employees including janitorial and maintenance staff. Their work is supplemented by 50 dedicated part-time employees and an equally dedicated back stage crew that varies in size from 4 to 100 depending on the show. In some venues around the country, the facilities only rent space and take no risks itself on programming. Many cities the size of Sarasota or larger would jump at the chance to have had such a venue and its activity over the last 35 years with as little subsidy as has been required. The continuing challenges are to maximize both earned and unearned income opportunities, while minimizing the expense of the operation, and not compromising the artistic integrity or the educational programs. According to AMS research this year, the Van Wezel has the smallest staff and the largest number of shows for any venue this size in the country.

For the past nine years, the Van Wezel has expanded its scope of operations to include a very active Education program, which includes Schooltime performances, Arts Odyssey Programs (teacher workshops), and a host of Outreach Programs which take artists into the community for many different projects. In FY 2004-2005, the Education Department of the Van Wezel Performing Arts Hall will host over 32,000 students attending a variety of programs (more than 100 in all) inside the Hall. In addition to offering these programs to students at a \$6.00 ticket price with 1 free ticket for every 10 purchased so those students who cannot pay for their tickets can still attend with their classmates. The Van Wezel has also been able, through the efforts of the Van Wezel Foundation and other funding partners, to have the busing for these events underwritten. These costs continue to rise with the number of attendees and the cost of operating the school buses. The Arts Odyssey workshops, which bring teachers into professional development workshops at the Van Wezel, allow those teachers who attend to go back to their respective schools and share their experiences with their students and teach them what they have learned through this program. The Education program was given an additional honor this year when chosen once again as only 1 or 4 programs to participate in the Kennedy Center-sponsored nation-wide educational assessment project.

The business of operating the Van Wezel Performing Arts Hall relative to programming, income over expense, and the philosophy of the diversity of programs to be presented both by the Van Wezel and the renters of the Hall are constant challenges. The Van Wezel must always look for ways to expand its revenue next fiscal year and in the coming fiscal years in both number and type of sources. The most important source, of course, is ticket revenue. Last year's goal was to significantly increase the percentage of the tickets sold per show, which meant more marketing efforts were needed to be directed toward that goal. Ticket revenue this fiscal year ran \$500,000 ahead of the previous year. In terms of earned income, program selection was the key to increasing income levels. Presenting more popular entertainment with mass appeal led the VWPAAH to increased sales but there remains a need to present shows that are artistically challenging (planned to not reach capacity) and to further develop the Education and Outreach program.

Unearned income increased this fiscal year and plans are in motion to further increase unearned income in the coming years. Future goals will be accomplished by continuing an active campaign to increase individual and corporate sponsorships,

## VAN WEZEL PERFORMING ARTS HALL

multi-level public support from grants and subsidies, and a continued effective working relationship with the Van Wezel Foundation including special events and annual donors on several levels.

On a philosophical level, policy decisions need to be made relative to the time available for Van Wezel-initiated and renter-initiated programming. Over the years, rental use has increased, allowing the Van Wezel (especially in season) fewer opportunities to present performances and therefore allowing far fewer earned-income opportunities. For example, this season (2004/2005), the Florida West Coast Symphony and the Sarasota Ballet rented the Hall a total of 40 days between November and March. The Sarasota Ballet rented the Hall 16 days during the above period when only 8 years ago they rented the Hall for only 4 days. The Florida West Coast Symphony has increased their use of the Hall to 24 days a year over the same period. These days combined have decreased the number of occasions that the Van Wezel can present programs to potentially earn more income than the basic rental income. The Van Wezel subsidizes local renters because the fixed expenses of operating the Hall are far more than the rental income.

Rental rates for all users of the Hall will be increased approximately 5% in the next fiscal year to help cover part of the increasing costs. The net effect of the increase will be approximately \$10,000. The service charge for phone-in tickets is now \$2 per ticket with a maximum of \$12 per order. Mail-in order processing fees will remain at \$7.50 per order again this year. The Orchestra, Broadway and Mainstage brochures will all offer the opportunity to make a contribution to the Van Wezel Foundation for the benefit of the Van Wezel Performing Arts Hall. All tickets sold will continue to include a \$2 surcharge - \$1 for the Capital Improvement Fund (CIF) and \$1 for the operating surcharge fund.

The food and beverage operation has been contracted out for three seasons now. The food service at the Van Wezel has been greatly enhanced by this arrangement. An RFP for catering/backstage services will be issued in the spring of 2005. Revenue is shared with the Van Wezel - a percentage of food and beverage sales is paid on a monthly basis. The liquor license is jointly owned. Valet Parking has been provided by an outside firm. Revenue is shared with the Van Wezel. Vehicles with handicapped tags pay a reduced fee.

### **Strategic Concern - Arts, Culture and Entertainment**

#### **Strategy**

Develop Fiscal Investment in Arts, Culture and Entertainment

<b>Task</b>	<b>Current Funding</b>	<b>Fiscal Year Completed</b>	<b>Funds Required</b>
Review and evaluate existing programs and facilities. Status - Almost completed. Required consultants to evaluate both what exists in the City of Sarasota plus what exists and what is planned in adjoining areas, i.e. Manatee County, Sarasota County.	Yes	2005	\$0
Identify internal operating and capital priorities. Status - List completed of most pressing capital needs. Preparing to present list to City Commission.	Yes	2005	\$0
Forecast economic impact and the investment needed to drive it. Status - Almost completed. Determine what other halls will exist in the future and what will be needed to compete with them.	Yes	2005	\$0

<b>Description</b>	<b>Unit</b>	<b>FY 2003</b>	<b>FY 2004</b>	<b>FY 2005</b>	<b>FY 2006</b>
<b>Output Measure</b> Performances	Number	250	270	285	300

<b>Indicator</b>	<b>Status</b>
Increasing program level of participation in arts, entertainment and education programs.	Always ongoing.
Develop implementation plan for Cultural District Master Plan.	Ongoing process with many stages and many decisions to be made.

## VAN WEZEL PERFORMING ARTS HALL

Description	Unit	FY 2003	FY 2004	FY 2005	FY 2006
<b>Output Measure</b>					
CDMP sites given to organizations for buildings	Number	n/a	n/a	n/a	2

<u>Indicator</u>	<u>Status</u>
Positive response to survey question "Are current arts, culture and entertainment programs meeting public needs?"	PARC (Performing Arts Research Coalition) created and conducted survey in Sarasota this last year.

Description	Unit	FY 2003	FY 2004	FY 2005	FY 2006
<b>Effectiveness Measure</b>					
Survey response of people who valued arts	Percent	n/a	n/a	>65	>80

### Strategic Concern - Arts, Culture and Entertainment

#### Strategy

Assess Larger Performing Arts Venue

<u>Task</u>	<u>Current Funding</u>	<u>Fiscal Year Completed</u>	<u>Funds Required</u>
Evaluate potential economic and cultural impacts. Status - Planning stage. Survey and research required to gather all necessary information.	No	2007	\$10,000
Determine public and private investment needed to drive such a facility. Status - Planning stage. All possible sources of funding need to be explored.	No	2007	\$25,000
Determine funding sources. Status - Developmental stage. Investigate private, public, government, charitable sources of funds.	No	2007	\$25,000
Evaluate long-term needs for cultural and performing arts center. Status - Developmental stages.	No	2007	\$50,000

<u>Indicator</u>	<u>Status</u>
City decision on willingness to pursue larger venue.	To be determined.

Description	Unit	FY 2003	FY 2004	FY 2005	FY 2006
<b>Effectiveness Measure</b>					
Decision to build/not build larger venue consultants need	Dollars	\$0	\$0	\$0	\$100,000

<u>Indicator</u>	<u>Status</u>
Level of public support for long-term planning of a larger performing arts venue.	Developmental stages.

Description	Unit	FY 2003	FY 2004	FY 2005	FY 2006
<b>Effectiveness Measure</b>					
Dollars committed to new venue project planning	Dollars	\$0	\$0	\$0	\$0

# VAN WEZEL PERFORMING ARTS HALL

## Strategic Concern - Operational Focus

### Strategy

To increase operating revenues and decrease expenses to minimize the subsidy required from the City.

### Task

Increase the number of schooltime and mainstage shows, tickets sold, and ticket prices.

Increase the rental rates for all outside users of the hall and increase charges for additional services.

Increase the number of corporate, media, and patron sponsorships as revenue sources.

Work in tandem with the Van Wezel Foundation to apply for new grants and find new friends and donors. Continue and increase special event income.

Continue to skillfully reduce performance fees, other performance related expenses, as well as other operating costs using creativity, ingenuity, and more economies in every area - without sacrificing artistic integrity.

Increase staffing levels and work schedules in the box office to minimize wait times and maximize ticket sales.

Description	Unit	FY 2003	FY 2004	FY 2005	FY 2006
<b>Input Measure</b>					
Rate increase	Percent	3.0	4.0	5.0	5.0
<b>Output Measure</b>					
Shows	Number	8	22	25	32
Grants applied for through foundation	Number	20	8	25	25
<b>Effectiveness Measure</b>					
Sponsors	Number	12	12	30	30
Special event income	Dollars	\$65,000	\$80,000	\$200,000	\$200,000

## Strategic Concern - Operational Focus

### Strategy

To offer many different kinds of programs at the Van Wezel and to continually increase both the numbers and the diversity in the audience.

### Task

To present a diverse, balanced season that appeals to the cultural and entertainment interests of all of Southwest Florida's residents and visitors.

To make ticket prices affordable to the widest possible range of patrons.

To offer a wide range of free or affordable educational outreach experiences to students, teachers and lifelong learners.

To expand the current marketing and public relations efforts that inform the public of the Van Wezel's many offerings.

To continue FridayFest on the Bay - the summer series of free outdoor concerts on the Van Wezel lawn once a month May - October - attracting local residents, visitors, tourists and first time attendees at the Van Wezel.

## VAN WEZEL PERFORMING ARTS HALL

Description	Unit	FY 2003	FY 2004	FY 2005	FY 2006
<b>Output Measure</b>					
Tickets sold	Number	181,314	165,219	185,000	177,500
Hall use by renters	Number	76	76	65	70
Surcharge (operating) on tickets	Dollars	\$235,284	\$225,565	\$237,500	\$235,000
Educational program tickets sold	Number	29,127	28,315	35,000	37,000
<b>Effectiveness Measure</b>					
Grant revenue as a % of budget	Percent	5	7	7	7
Annual donors	Number	300	350	375	400
Corporate sponsorships	Number	10	30	30	30
Schools involved in programs	Number	104	108	110	116
Patron complaints	Number	214	175	175	150
<b>Efficiency Measure</b>					
General fund sponsorship	Dollars	\$0 M	\$.5 M	\$.5 M	\$.58 M

### Department Expenditures by Cost Center

	FY 2004 Actual	FY 2005 Budget	FY 2006 Continuation	FY 2006 Issues	FY 2006 Totals
121000 VAN WEZEL PERFORMING ARTS HALL	7,794,762	8,082,464	8,723,813	0	8,723,813
121076 VAN WEZEL MARKETING DIVISION	629,892	645,700	770,000	0	770,000
Totals	\$8,424,654	\$8,728,164	\$9,493,813	\$0	\$9,493,813

### Department Expenditures By Category

	FY 2004 Actual	FY 2005 Budget	FY 2006 Continuation	FY 2006 Issues	FY 2006 Totals
Personal Expenditures	1,508,612	1,637,809	1,847,898	0	1,847,898
Non Personal Expenditures	6,701,500	6,798,974	7,340,988	0	7,340,988
Capital Expenditures	0	71,500	77,900	0	77,900
Transfer Expenditures	214,542	219,881	227,027	0	227,027
Totals	\$8,424,654	\$8,728,164	\$9,493,813	\$0	\$9,493,813

### Personnel Summary

Actual Positions	21.50	21.00	4.00	25.00
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### Revenue Summary

	FY 2004 Actual	FY 2005 Budget	FY 2006 Continuation	FY 2006 Issues	FY 2006 Totals
INTERGOVERNMENTAL	340,099	400,000	425,000	0	425,000
CHARGES FOR SERVICES	6,987,405	7,334,500	7,764,000	0	7,764,000
INTEREST	63,079	75,000	67,000	0	67,000
OTHER MISCELLANEOUS REVENUES	286,988	355,000	405,000	0	405,000
TRANSFERS	488,300	487,185	577,000	0	577,000
Totals	\$8,165,871	\$8,651,685	\$9,238,000	\$0	\$9,238,000

# VAN WEZEL BAR OPERATIONS

## Mission Statement

To provide first class food and beverage services for the patrons of the Van Wezel Performing Arts Hall.

## Description of Operations

The current contractor is poised to complete the third year as the Van Wezel's resident caterer. Buffet dinners are served nightly before each performance, special theme dinner parties, catered events, coffee and dessert service before every show and during intermission. Since the arrival of the current contractor, the food and beverage operations at the Van Wezel has an entirely new look and a completely different way of operating. Revenue is shared with the Van Wezel - a percentage of both bar and food sales is paid monthly. Tables and chairs, colorful linens, plants, stanchions, room dividers, and other items are used to create a restaurant-type atmosphere in the grand foyer. All operating expenses and responsibilities have been assumed by the contractor. The liquor license is jointly owned by the City of Sarasota and their operating corporation. Liability insurance is still in place for the operation through Risk Management (City). Other caterers can and do use the facilities. The patrons are enjoying a much more extensive and higher caliber of service and product than in the past. In addition to the patron service level being greatly enhanced, net revenues are higher than when the Van Wezel had it's own operation. This is the second season that the contractor has also been handling the backstage catering for the visiting shows, their crews and the house crew. Some small parties and internal events are still handled by the Van Wezel administrative staff. An RFP will be issued in the spring of 2005 to give the Van Wezel the opportunity to look at other catering/backstage food service options.

## Strategic Concern - Operational Focus

### Strategy

Maximize the revenue generated from the food and beverage operation by expanding the kinds of services provided and the number of patrons served.

### Task

Increase the number of buffets and desserts sold. Increase the number of private parties held at the Van Wezel and catered by the in house contractor.

Description	Unit	FY 2003	FY 2004	FY 2005	FY 2006
<b>Output Measure</b>					
Private parties booked	Number	18	12	8	12
<b>Effectiveness Measure</b>					
Complaints from customers	Number	12	25	25	25
Profit (loss) of operation	Dollars	\$29,030	\$54,490	\$60,000	\$75,000

## Cost Center Expenditures By Category

	FY 2004 Actual	FY 2005 Budget	FY 2006 Continuation	FY 2006 Issues	FY 2006 Totals
Personal Expenditures	0	0	0	0	0
Non Personal Expenditures	5,817	4,700	5,200	0	5,200
Totals	\$5,817	\$4,700	\$5,200	\$0	\$5,200

## Personnel Summary

Actual Positions	0.00	0.00	0.00	0.00
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## Revenue Summary

	FY 2004 Actual	FY 2005 Budget	FY 2006 Continuation	FY 2006 Issues	FY 2006 Totals
CHARGES FOR SERVICES	60,307	55,000	72,000	0	72,000
	\$60,307	\$55,000	\$72,000	\$0	\$72,000

# VAN WEZEL PERFORMING ARTS HALL

## Reorganization

The Van Wezel Performing Arts Hall is staffed with the smallest number of full time employees for a hall this size anywhere in the country. Because of the dedication of the 20 full time employees, 50 part time employees, and the 50 members of the back stage crew, the Van Wezel is one of the best run halls in the nation. Almost weekly we hear from road shows that our backstage crew is the best in the country. The Van Wezel is always cited as an example of an operation with an unbelievably high percentage of earned income and minimum subsidy requirements compared to other venues - whether government or privately owned. The success of the hall during the 5 seasons since reopening after the renovation has not come without a price and without taking a toll on the employees.

As the seasons have become longer and fuller, and the numbers of all activities in the hall increase, the workload increases proportionately. The five positions represented in this issue are jobs currently being done by people being paid from the part time salary line at the Van Wezel. These staff positions all carry tremendous amounts of responsibility and should be made into full time positions in order to adequately and fairly compensate the people doing them. The addition of an assistant technical director, house manager, two box office assistants, and an additional education associate would greatly enhance the operation of several departments.

One of the major goals of the City of Sarasota and the Van Wezel Performing Arts Hall is spectacular customer service - all the time, in every undertaking. Because several hundred thousand people come through the doors of the Van Wezel each year, the necessity of constant vigilance to assure that this goal is met is obvious. The box office is open every day of the year except Easter, Thanksgiving, and Christmas. Almost everyone who comes to the hall interacts with the employees in the box office in some manner. Over \$7,000,000 in Van Wezel ticket sales and hundreds of thousands of dollars of rental ticket sales are handled by the box office staff each year. Both day and evening shifts as well as weekends need to be managed so decisions can be made on the spot and customer concerns and problems can be resolved. Currently two people take these responsibilities for all shifts - but both are paid from the part-time salary line. These Box Office Assistant positions should be converted into full time jobs. These jobs would perform a variety of administrative, public relations, and clerical functions to assist in the management and operation of the box office. Ability to learn software programs required to account for and report on takes sales; to plan assign, supervise and review the work of box office cashiers engaged in ticket sales; prepare, provide and account for the cash made available to box office cashiers for ticket sales; receive and respond to a wide range of inquiries, disputes, complaints and special problems involving errors in charges, seat assignments, and other related situations; and extensive contact with the public on a regular basis would correctly describe the skills needed for these positions.

In addition to the full-time box office staff, the Van Wezel needs a House Manager Assistant. The House Manager position would take some of the workload off of the Box Office Assistants who are trying to manage both inside the box office and inside the hall. Additionally, the Managers on Duty (who are rotating department managers who do this job in addition to their other responsibilities) would have some help before, after and during the shows. Managing the entire hall during a show (other than the technical side) is a large responsibility and would be more effectively handled by a manager for the hall, for the box office, and for the house. This job would be described as performing a variety of administrative and public relations oriented functions to insure the smooth running of the Front of House operations; assisting in overseeing all Front of House activities including concessions, lobby logistics, and trouble shooting; directing and participating in the orderly seating of patrons, answering inquiries concerning the building, program or other information; assisting the head usher in directing volunteers in their assigned duties; and, of course, extensive contact with the public on a regular basis.

The Van Wezel PAH presents almost 200 of it's own shows plus over 150 rentals - this is why there are several hundred thousand people through our doors every year. As a 7 day a week operation for more than 6 months, the number of hours required to manage the technical side of the hall are astronomical. Our Technical Director has been carrying this responsibility for the 5 seasons since renovation. In January of 2005, we hired a young man as a temporary part time person to help relieve some of this workload - taking over the simpler shows and rentals and parts of a load in, 2 show, load out day (about 18 hours long). This person also highlights contracts, creating checklists for artist requirements, tracks crew and production hours and expenses, conveys information to and communicates with other departments, assists in preparing show expense estimates, assists in preparing and distributing production information, assists with production duties, assists visiting artists and their production staffs, assists renters with planning and performances, assists in monitoring catering operations, learns to operate theatrical software programs, and helps with equipment inventories. This position needs to become a full time permanent position.

The fifth position that is needed is an Education Assistant. The Education programs at the Van Wezel have grown

# VAN WEZEL PERFORMING ARTS HALL

## Reorganization

exponentially over the last few years, with 36000 students coming to shows, workshops and residency programs going into the community and being held at the hall, and outreach programs expanding into an ever widening circle of influence. The work load has grown with the program. Many hands and hours and needed to make and take these programs. This job would cover all aspects of the education department. It would include processing orders for Schooltime performances from teachers in a 4 county area, corresponding with teachers on confirmations, doing performance evaluations, preparing educational study materials and mailings to schools in a timely manner, processing appropriate requests for bus reimbursements, assisting with actual activities at performances, assisting in the gathering and collating of information at year end for grant writing and reporting, working with students and teachers for various workshops, coordinating and working on logistics for outreach programs, and doing some marketing and recording.

The addition of all of these positions, plus some increased responsibilities for some of the current staff should help to redistribute some of the workload in the hall, making a little lighter work for all. The job of running the hall is still unbelievably large and gets bigger with each season, but with the level of dedication from the current staff and those to come the job can get done.

These positions are funded with some money from part time salaries (as several of them are already filled as temporary part time positions), money that is freed up with the removal of two positions from the full time personnel list (Supervisor, Facilities Maintenance and Manager, Department Finance). The maintenance responsibilities have been taken over by the replacement of this position with a Maintenance Technician III. The Finance responsibilities have been built into the requirements for the Deputy Director. The net cost of the changes is zero.

### *Personal Expenditures*

000101	SALARIES AND WAGES	\$61,827
000108	PART TIME SALARIES	(\$96,626)
000204	SOCIAL SECURITY	(\$2,662)
000205	MEDICAL AND DENTAL	\$32,864
000206	LIFE INSURANCE	\$180
000207	RETIREMENT-CITY PORTION	\$5,484
000208	WORKERS' COMPENSATION	(\$1,123)
000218	ACCIDENTAL DEATH & DISMEMBER	\$56
000219	LAW ENFORCEMENT DEATH BENEFIT	\$0
<b><i>Personal Expenditures Total</i></b>		<b>\$0</b>
Issue Total		\$0
Center Total		\$0

## VAN WEZEL EQUIPMENT SURCHARGE FUND

### Description

The Van Wezel Surcharge Fund was established to accumulate funds for the necessary replacement of equipment or major repair of the facility. The surcharge is levied at the rate of \$1.00 per ticket sold

**Beginning Fund Balance** \$846,906

### Revenue Summary

Title	Continuation	Issues	Total
CHARGES FOR SERVICES	240,000	0	240,000
INTEREST	5,000	0	5,000
Totals	\$245,000	\$0	\$245,000

### Department Expenditure Summary

Title	Continuation	Issues	Total
VAN WEZEL PERFORMING ARTS HALL	796,800	0	796,800
Totals	\$796,800	\$0	\$796,800

**Ending Fund Balance** 295,106

CITY OF SARASOTA, FLORIDA  
VAN WEZEL SURCHARGE FUND

	Actual 2003-04	Budget 2004-05	Amended Budget 2004-05	Estimated 2004-05	Budget 2005-06
Available Fund Balance	\$ 282,088	\$ 287,750	\$ 314,380	\$ 314,380	\$ 846,906
<u>Revenues</u>					
VW ticket surcharge	227,664	235,000	235,000	235,000	240,000
Investment income	5,266	4,750	4,750	4,750	5,000
Transfer from General Fund	-	-	665,051	665,051	-
Total Revenue	232,930	239,750	904,801	904,801	245,000
Estimated Funds Available	515,018	527,500	1,219,181	1,219,181	1,091,906
<u>Expenditures</u>					
Operating	43,551	103,250	108,635	80,000	106,500
Capital	157,087	136,200	833,228	292,275	690,300
Total Expenditures	200,638	239,450	941,863	372,275	796,800
Projected Ending Balance	\$ 314,380	\$ 288,050	\$ 277,318	\$ 846,906	\$ 295,106