

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

|                                      | Actual<br>2004-05        | Budget<br>2005-06        | Amended<br>Budget<br>2005-06 | Estimated<br>2005-06     | Budget<br>2006-07        |
|--------------------------------------|--------------------------|--------------------------|------------------------------|--------------------------|--------------------------|
| Available Fund Balance               | \$ 318,489               | \$ 562,518               | \$ 372,852                   | \$ 372,852               | \$ 203,359               |
| <u>Revenues</u>                      |                          |                          |                              |                          |                          |
| Ticket sales net of refunds          | 7,365,621                | 7,070,000                | 7,070,000                    | 7,222,500                | 7,460,000                |
| Building rental                      | 247,829                  | 250,000                  | 250,000                      | 218,000                  | 230,000                  |
| Technical service fees               | 6,983                    | 10,000                   | 10,000                       | 9,000                    | 9,500                    |
| Bar/food revenue                     | 57,390                   | 72,000                   | 72,000                       | 60,000                   | 80,500                   |
| Grants, contributions & sponsorships | 576,443                  | 390,000                  | 390,000                      | 560,000                  | 635,250                  |
| Van Wezel Foundation Grants          | 267,865                  | 255,000                  | 255,000                      | 255,000                  | 255,000                  |
| Postage & handling charges           | 166,460                  | 165,000                  | 165,000                      | 150,000                  | 185,000                  |
| Concessions                          | 26,327                   | 24,000                   | 24,000                       | 24,250                   | 25,400                   |
| Miscellaneous                        | 267,760                  | 190,000                  | 190,000                      | 190,800                  | 211,000                  |
| Investment income                    | 49,256                   | 67,000                   | 67,000                       | 37,500                   | 46,000                   |
| Ticket surcharge - operations        | 234,438                  | 240,000                  | 240,000                      | 240,000                  | 250,000                  |
| General Fund sponsorship             | 487,185                  | 577,000                  | 577,000                      | 577,000                  | 900,000                  |
| Total Revenue                        | <u>9,753,557</u>         | <u>9,310,000</u>         | <u>9,310,000</u>             | <u>9,544,050</u>         | <u>10,287,650</u>        |
| Estimated Funds Available            | <u>10,072,046</u>        | <u>9,872,518</u>         | <u>9,682,852</u>             | <u>9,916,902</u>         | <u>10,491,009</u>        |
| <u>Expenditures</u>                  |                          |                          |                              |                          |                          |
| Personnel                            | 1,639,178                | 1,847,898                | 1,848,148                    | 1,745,530                | 2,045,780                |
| Operating expenses                   | 3,639,301                | 3,490,515                | 3,495,605                    | 3,719,313                | 3,854,552                |
| Merchandise for resale               | (3,321)                  | 7,700                    | 7,700                        | 6,200                    | 7,200                    |
| Performance fees                     | 4,422,596                | 4,075,000                | 4,070,000                    | 4,215,000                | 4,323,500                |
| Capital                              | 1,440                    | 77,900                   | 77,900                       | 27,500                   | 81,050                   |
| Total Expenditures                   | <u>9,699,194</u>         | <u>9,499,013</u>         | <u>9,499,353</u>             | <u>9,713,543</u>         | <u>10,312,082</u>        |
| Projected Ending Balance             | <u><u>\$ 372,852</u></u> | <u><u>\$ 373,505</u></u> | <u><u>\$ 183,499</u></u>     | <u><u>\$ 203,359</u></u> | <u><u>\$ 178,927</u></u> |

Note: The 2006-07 debt service for the Van Wezel Performing Arts Hall is \$1,590,780.  
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 season includes the first collaboration between the Van Wezel and the Ringling Foundation to co-sponsor the Ringling Town Hall Series, the first collaboration between the Van Wezel and the Perlman Music Program to present the second annual Sarasota-based Winter Residency, and the second collaboration between the Jazz Club and the Van Wezel to co-sponsor the Jazz Festival. This season also includes the second annual week long Festival Diapente, a colorful city-wide collaboration and celebration of the arts.

The Van Wezel, in its thirty-six year history, has operated with minimal sponsorship compared with 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 programming presented in the Hall in any given year. This helps to underscore the important 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 sixth 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 fourth series of FridayFests - free jazz concerts on the Bay held monthly from May through October. In total, more than 200 performances were self-initiated and presented in the Van Wezel. Every night is "Opening Night" at the Van Wezel. The Van Wezel is one of the few performing arts halls in the Tampa Bay Area that presents a subscription series of world class orchestras and has presented 96 in the last 19 years. The Tampa Bay Performing Arts Center, in contrast, has presented only a handful of orchestras in the last decade. Because of the high cost of presenting orchestras in today's market, 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 April of 2007. Ticket packages will be sold again with discounts for multiple show buyers. The symphony performances are not only a great enhancement to the quality of life for those who live in the area, but certainly have been 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 is home to a beautiful Sculpture Garden and Art Walk, the initial focus of which is the Glenna Goodacre sculpture, Facts of Life. An additional gift of 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. It was dedicated during the inaugural 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 sixth 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

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on the area must be mentioned. The 1,300-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. As in years past, the majority of attendees come from outside the City limits with more than 25% coming from regional through international locations, further illustrating the breadth of the Hall's influence. The economic impact of the Van Wezel operation in the community has been estimated by study at \$27 million. Nearly 20% of the ticket sales for the 2005-2006 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. Almost 500 donors again this year bore out that statement by contributing in excess of \$37,000 to the Van Wezel Foundation through contributions made at the time of ticket purchases.

In the last six 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 36 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 the long-term strategic plan done by AMS Strategic Planning, there is a most telling and significant quote. "The level of contributed revenue and the dependence on presenting revenue are unique aspects of the Van Wezel's operations which separate it from other municipally-operated performing arts centers of its size in the country." In other similar venues around the country that are either city-owned or affiliated with city governments, many are subsidized: Tampa Bay Performing Arts Center receives \$750,000 from the City of Tampa; Ruth Eckard 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 much greater 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 25 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 on programming. Many cities the size of Sarasota or larger would jump at the chance to have had such a venue and its capacity over the last 36 years with as little subsidy as has been required. The continuing challenges are to maximize both earned and unearned income opportunities, while containing 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 ten 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 2005-2006, the Education Department of the Van Wezel Performing Arts Hall will reach a total of 36,000 students attending a variety of Education and outreach programs presented at the Hall and in the community (more than 100 events in all) initiated by the Van Wezel. In addition to offering these programs to students at a \$6.00 ticket price, for every 10 tickets purchased, 1 free ticket is made available so that 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, the cost of operating school buses, and through rapidly escalating gas prices. 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 for a third time to participate as 1 of 2 teams involved in a Kennedy Center Professional Development Research 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 in this fiscal year and in the coming fiscal years in both dollars and types of sources. The most important source, of course, is always ticket revenue. One of last year's goals was to significantly increase the percentage of the tickets sold per show, which meant more marketing efforts and dollars were needed to achieve that goal. Actual ticket revenue this fiscal year is already more than \$200,000 ahead of last year at the same time. 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

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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, 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 (2005/2006), the Florida West Coast Symphony and the Sarasota Ballet rented the Hall a total of 43 days between November and March. The Sarasota Ballet rented the Hall 9 days during the above period. The Florida West Coast Symphony has increased their use of the Hall to 34 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 effectively 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 ever-increasing costs. The net effect of the increase will be approximately \$10,000. The service charge for phone-in tickets will remain at \$2.50 per ticket with a maximum of \$10 per order. Mail-in order processing fees for all brochures will be \$10 per order for the 2006/2007 season. 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 four seasons now. Adding food service at the Van Wezel greatly enhanced what is offered to the patrons. A percentage of food and beverage sales revenue is paid to the Van Wezel by the contractor on a monthly basis. The liquor license is jointly owned by the City of Sarasota and the contractor's operating corporation. Revenue generated from valet parking, provided by a private firm, is also shared with the Van Wezel. Vehicles with handicapped tags pay a reduced fee.

### **STRATEGIC PLAN**

#### **Strategic Goal - A Responsible and Accessible Government that has Sound Financial and Administrative Practices**

**Strategy** - Maximize funding available for City services through increased revenues.

**Objective** - Promote fiscal independence of municipal entertainment facilities by decreasing City sponsorship.

| <b>Task</b>  | <b>Current Funding</b> | <b>Fiscal Year Completed</b> | <b>Funds Required</b> |
|--|------------------------|------------------------------|-----------------------|
| Continue to look for new funding sources of unearned revenue for the Van Wezel PAH and continue to look for ways to generate more earned revenue. Increase revenues enough to reduce or maintain the annual sponsorship from the City of Sarasota. | Yes                    | 2007                         | \$0                   |

Status - The VWPAH is pursuing new funding sources, both earned and unearned. In addition, the VWPAH is seeking new grant sources, new sponsorships and new ways to generate additional revenue. It is an ongoing process that all employees participate in. The VWPAH has been successful in many of its grant requests this year and plans to do more next year.

#### **Strategic Goal - A Workplace that Attracts and Retains an Outstanding Workforce**

**Strategy** - Increase qualified applicants for open positions.

**Objective** - Implement wage & benefit packages that are tailored to attract potential employees interested in job-sharing or other part-time opportunities.

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| Task   | Current Funding | Fiscal Year Completed | Funds Required |
|--|-----------------|-----------------------|----------------|
| Utilize more professional part time and shared time positions at the Van Wezel to augment the work of the regular staff. With the ever increasing number of activities at the Van Wezel, the day to day activities in the hall have become too much for the current staff. Some of the responsibilities could be transferred to part time or shared time professional persons. | Yes             | 2007                  | \$0            |

Status - Part time professionals will be utilized in FY 2007 to augment the full time staff at the Van Wezel. This year the VWPAH presented 190 shows plus 175 rentals and plans for next season are even more. The staff is only a few people larger than it was when those numbers were 100 and 100. With shows every day of every week for 6 months, there are needs for supplemental part time help in many areas.

**Strategic Goal - An Attractive, Environmentally-Friendly Community that is Safe and Livable and Provides an Array of Cultural and Aesthetic Enjoyments**

**Strategy** - Strengthen and diversify City owned entertainment and recreational facilities.

**Objective** - Increase the public's access to affordable entertainment through an expansion of private rentals of the Municipal Auditorium and Payne Park Auditorium.

| Task   | Current Funding | Fiscal Year Completed | Funds Required |
|--|-----------------|-----------------------|----------------|
| Add more programs to the Van Wezel program schedule that are outdoors and/or free of charge and expand opportunities for groups to receive discounted tickets to performances. | Yes             | 2007                  | \$0            |

Status - The VWPAH currently has 5 or 6 FridayFests in the summer, has added Salsa de Mayo in May each year, has supported Jazz on the Bay for many years, has one Rocktoberfest and has supported events outside during Festival Diapente every year. Many of these events are free. In addition, the Van Wezel Foundation recognizes applications from community organizations for blocks of tickets to shows during the season, charging the organization a small service fee for each ticket. Each year, more and more organizations apply and are granted tickets for these events.

**Objective** - Determine how to maximize the benefits of a City-owned performance hall through an analysis of the future needs and expected products of the Van Wezel Performing Arts Hall.

| Task  | Current Funding | Fiscal Year Completed | Funds Required |
|---|-----------------|-----------------------|----------------|
| Research study into the long term needs of the community as it relates to an entertainment facility, i.e. performing arts hall. | Yes             | 2006                  | \$0            |

Status - The contracted research firm is scheduled to finish this project by the fall of 2006. They have been gathering many types of information for review and evaluation to better understand the current hall's operation and have a time line which will run 4 1/2 months taking them to the end of October, 2006 for the final report.

**Objective** - Diversify audience at the Van Wezel Performing Arts Hall by increasing minority, ethnic, family and cutting edge programming.

| Task  | Current Funding | Fiscal Year Completed | Funds Required |
|---|-----------------|-----------------------|----------------|
| Continue to expand the types and numbers of offerings at the Van Wezel including regular, outdoor, student and other venue programming. | Yes             | 2007                  | \$0            |

Status - For the past several years, the VWPAH has increased the number and types of ethnic programming in an attempt to reach all segments of the community. The VWPAH will continue to pursue ways to increase these offerings, mindful that many of these shows will not sell out.

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**Objective** - Increase adult and youth educational opportunities at the Van Wezel Performing Arts Hall.

| Task  | Current Funding | Fiscal Year Completed | Funds Required |
|---|-----------------|-----------------------|----------------|
| Continue to expand the Education Department at the Van Wezel Performing Arts Hall by adding more school time performances, community outreach programs, training programs, visiting artists and artist in residence programs and more off-site productions.<br>Status - The VWPAH has more schooltime shows every year and more training components every year. The Van Wezel Foundation helps to fund these projects and is expanding their commitment to allow more and more programming. In addition, several new grants have been received to expand teacher training in the inner counties of the state. | Yes             | 2007                  | \$0            |

## **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.  
 Reassess work distribution based on all of the additional activities in the hall. Consider creation of new positions and the use of more part time skilled and professional staff during the next year.

| Description                           | Unit    | FY 2004  | FY 2005   | FY 2006   | FY 2007   |
|---------------------------------------|---------|----------|-----------|-----------|-----------|
| <b>Input Measure</b>                  |         |          |           |           |           |
| Rate increase                         | Percent | 4.0      | 5.0       | 5.0       | 5.0       |
| <b>Output Measure</b>                 |         |          |           |           |           |
| Shows                                 | Number  | 22       | 25        | 28        | 30        |
| Grants applied for through foundation | Number  | 8        | 6         | 6         | 8         |
| <b>Effectiveness Measure</b>          |         |          |           |           |           |
| Sponsors                              | Number  | 12       | 12        | 15        | 20        |
| Special event income                  | Dollars | \$80,000 | \$252,000 | \$200,000 | \$240,000 |

### **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 increase the number of tickets that the Van Wezel Foundation purchases for organizations and groups in the community.  
 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.

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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.

To continue Festival Diapente as a spring event for the whole community, focusing around one cutting edge performance group and expanding in all directions to create a wheel of activity.

To continue to be the home of the Perlman Music Program winter residency program, giving the community many opportunities to see young artists as they practice and perform. A Young Artists' Concert Series will be added to next year's line-up, using Perlman students and utilizing Holley Hall.

To continually create new ideas for different segments of the community - outdoor festivals like Salsa de Mayo and parties like Billy Idol on Halloween.

To co-sponsor, joint venture, or co-promote more performances with small Sarasota arts organizations throughout the year. This helps these organizations by allowing them access to the staff, systems, negotiating power and other resources of the Van Wezel, allowing them to focus on the artistic portion of their shows.

| Description                      | Unit    | FY 2004   | FY 2005   | FY 2006   | FY 2007   |
|----------------------------------|---------|-----------|-----------|-----------|-----------|
| <b>Output Measure</b>            |         |           |           |           |           |
| Tickets sold                     | Number  | 165,219   | 182,549   | 190,000   | 195,000   |
| Hall use by renters              | Number  | 76        | 80        | 85        | 90        |
| Surcharge (operating) on tickets | Dollars | \$225,565 | \$234,438 | \$235,000 | \$250,000 |
| Educational program tickets sold | Number  | 28,315    | 25,857    | 29,850    | 32,000    |
| <b>Effectiveness Measure</b>     |         |           |           |           |           |
| Grant revenue as a % of budget   | Percent | 7         | 6         | 4         | 5         |
| Annual donors                    | Number  | 350       | 350       | 350       | 350       |
| Corporate sponsorships           | Number  | 30        | 32        | 35        | 40        |
| Schools involved in programs     | Number  | 108       | 102       | 104       | 110       |
| Patron complaints                | Number  | 175       | 150       | 155       | 150       |
| <b>Efficiency Measure</b>        |         |           |           |           |           |
| General fund sponsorship         | Dollars | \$0.5 M   | \$0.48M   | \$0.58M   | \$0.9M    |

### Department Expenditures by Cost Center

|                                       | FY 2005<br>Actual | FY 2006<br>Budget | FY 2007<br>Continuation | FY 2007<br>Issues | FY 2007<br>Totals |
|---------------------------------------|-------------------|-------------------|-------------------------|-------------------|-------------------|
| 121000 VAN WEZEL PERFORMING ARTS HALL | 8,915,398         | 8,723,813         | 9,479,082               | 0                 | 9,479,082         |
| 121076 VAN WEZEL MARKETING DIVISION   | 778,815           | 770,000           | 827,000                 | 0                 | 827,000           |
| Totals                                | \$9,694,213       | \$9,493,813       | \$10,306,082            | \$0               | \$10,306,082      |

### Department Expenditures By Category

|                           | FY 2005<br>Actual | FY 2006<br>Budget | FY 2007<br>Continuation | FY 2007<br>Issues | FY 2007<br>Totals |
|---------------------------|-------------------|-------------------|-------------------------|-------------------|-------------------|
| Personal Expenditures     | 1,639,179         | 1,847,898         | 2,045,780               | 0                 | 2,045,780         |
| Non Personal Expenditures | 7,833,713         | 7,340,988         | 7,944,279               | 0                 | 7,944,279         |
| Capital Expenditures      | 1,440             | 77,900            | 81,050                  | 0                 | 81,050            |
| Transfer Expenditures     | 219,881           | 227,027           | 234,973                 | 0                 | 234,973           |
| Totals                    | \$9,694,213       | \$9,493,813       | \$10,306,082            | \$0               | \$10,306,082      |

### Personnel Summary

|                  |       |       |      |       |
|------------------|-------|-------|------|-------|
| Actual Positions | 25.00 | 25.00 | 0.00 | 25.00 |
|------------------|-------|-------|------|-------|

## VAN WEZEL PERFORMING ARTS HALL

### Revenue Summary

|                              | FY 2005<br>Actual | FY 2006<br>Budget | FY 2007<br>Continuation | FY 2007<br>Issues | FY 2007<br>Totals |
|------------------------------|-------------------|-------------------|-------------------------|-------------------|-------------------|
| INTERGOVERNMENTAL            | 345,482           | 170,000           | 370,000                 | 0                 | 370,000           |
| CHARGES FOR SERVICES         | 8,091,180         | 7,764,000         | 8,218,900               | 0                 | 8,218,900         |
| INTEREST                     | 49,256            | 67,000            | 46,000                  | 0                 | 46,000            |
| OTHER MISCELLANEOUS REVENUES | 723,063           | 660,000           | 675,250                 | 0                 | 675,250           |
| TRANSFERS                    | 487,185           | 577,000           | 900,000                 | 0                 | 900,000           |
|                              | \$9,696,166       | \$9,238,000       | \$10,210,150            | \$0               | \$10,210,150      |

# 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 Van Wezel is about to complete its fourth year with a resident caterer. Revenue is shared with the Van Wezel - a percentage of both bar and food sales is paid monthly. All operating expenses and responsibilities have been assumed by the contractor. The liquor license is jointly owned by the City of Sarasota and the caterers operating corporation. Liquor liability insurance is purchased through the City's Risk Management Department. Other private caterers can and do use the facilities. This is the third season that the catering 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.

## 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 and types of events held at the Van Wezel. Increase the number of private parties and corporate events. Expand the services provided on a daily basis - lunches and dinners, beverage service, bar services, desserts and coffees. Be more creative about the types of service, i.e. themed parties, outside bars, multiple serving areas, multiple types of meals available.

| Description                  | Unit    | FY 2004  | FY 2005  | FY 2006  | FY 2007  |
|------------------------------|---------|----------|----------|----------|----------|
| <b>Output Measure</b>        |         |          |          |          |          |
| Private parties booked       | Number  | 12       | 10       | 5        | 25       |
| <b>Effectiveness Measure</b> |         |          |          |          |          |
| Complaints from customers    | Number  | 25       | 25       | 75       | 25       |
| Profit (loss) of operation   | Dollars | \$54,490 | \$52,405 | \$55,300 | \$71,500 |

## Cost Center Expenditures By Category

|                           | FY 2005<br>Actual | FY 2006<br>Budget | FY 2007<br>Continuation | FY 2007<br>Issues | FY 2007<br>Totals |
|---------------------------|-------------------|-------------------|-------------------------|-------------------|-------------------|
| Non Personal Expenditures | 4,985             | 5,200             | 6,000                   | 0                 | 6,000             |
| Totals                    | \$4,985           | \$5,200           | \$6,000                 | \$0               | \$6,000           |

## Personnel Summary

|                  |      |      |      |      |
|------------------|------|------|------|------|
| Actual Positions | 0.00 | 0.00 | 0.00 | 0.00 |
|------------------|------|------|------|------|

## Revenue Summary

|                      | FY 2005<br>Actual | FY 2006<br>Budget | FY 2007<br>Continuation | FY 2007<br>Issues | FY 2007<br>Totals |
|----------------------|-------------------|-------------------|-------------------------|-------------------|-------------------|
| CHARGES FOR SERVICES | 57,390            | 72,000            | 77,500                  | 0                 | 77,500            |
|                      | \$57,390          | \$72,000          | \$77,500                | \$0               | \$77,500          |

## 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** \$1,051,556

### Revenue Summary

| Title                | Continuation | Issues | Total     |
|----------------------|--------------|--------|-----------|
| CHARGES FOR SERVICES | 250,000      | 0      | 250,000   |
| INTEREST             | 5,000        | 0      | 5,000     |
| TRANSFERS            | 0            | 0      | 0         |
| Totals               | \$255,000    | \$0    | \$255,000 |

### Department Expenditure Summary

| Title                          | Continuation | Issues | Total     |
|--------------------------------|--------------|--------|-----------|
| VAN WEZEL PERFORMING ARTS HALL | 560,450      | 0      | 560,450   |
| Totals                         | \$560,450    | \$0    | \$560,450 |

**Ending Fund Balance** 746,106

CITY OF SARASOTA, FLORIDA  
VAN WEZEL SURCHARGE FUND

|                            | Actual<br>2004-05   | Budget<br>2005-06 | Amended<br>Budget<br>2005-06 | Estimated<br>2005-06 | Budget<br>2006-07 |
|----------------------------|---------------------|-------------------|------------------------------|----------------------|-------------------|
| Available Fund Balance     | \$ 314,380          | \$ 846,906        | \$ 1,012,056                 | \$ 1,012,056         | \$ 1,051,556      |
| <u>Revenues</u>            |                     |                   |                              |                      |                   |
| VW ticket surcharge        | 234,438             | 240,000           | 240,000                      | 240,000              | 250,000           |
| Investment income          | (2,336)             | 5,000             | 5,000                        | 5,000                | 5,000             |
| Transfer from General Fund | 665,051             | -                 | -                            | -                    | -                 |
| Total Revenue              | 897,153             | 245,000           | 245,000                      | 245,000              | 255,000           |
| Estimated Funds Available  | 1,211,533           | 1,091,906         | 1,257,056                    | 1,257,056            | 1,306,556         |
| <u>Expenditures</u>        |                     |                   |                              |                      |                   |
| Operating                  | 43,683              | 106,500           | 111,620                      | 82,000               | 120,750           |
| Capital                    | 155,794             | 690,300           | 705,483                      | 123,500              | 439,700           |
| Total Expenditures         | 199,477             | 796,800           | 817,103                      | 205,500              | 560,450           |
| Projected Ending Balance   | <u>\$ 1,012,056</u> | <u>\$ 295,106</u> | <u>\$ 439,953</u>            | <u>\$ 1,051,556</u>  | <u>\$ 746,106</u> |