

# The Venice Institute for Performing Arts



Resident Production Company of  
the Venice Performing Arts Center



“Maximizing cultural and  
educational return on the  
community’s investment”

# The Joint Management Advisory Board (JMAB)

- Created by the inter-local agreement between the City of Venice and The Sarasota County School Board, comprising representatives from the City, The School Board, VHS, and the Resident Art Organizations (Venice Symphony, Venice Chorale, and The Venice Concert Band).
- The JMAB (*Jack Turgeon, Angela Hartvigson, Pam Johnson, and Michael Hartley, supported by Miles Mowry and Cassandra Trascik*) was charged with evaluating the challenges and opportunities facing the VPAC and making recommendations for long-term, sustainable operation.
- The JMAB recognized that there was no identified source of funds to support programming at the VPAC beyond the VHS uses and the resident arts organizations and therefore a business model needed to be developed that would provide the financial capability required for programming and sustainability.
- In April 2016 the JMAB recommended that a non-profit resident production company be created to produce programming at VPAC so that the excess of revenues over expenses could be used to support the expanded use of the VPAC, thereby providing a cultural return on capital to the residents and students in the area.

# VPAC Budget & Funding Considerations

Item	Budgeted Amount	Source	Result
Basic Building Overhead		Paid by School Board	Building is maintained; utilities paid, insurance in place
Educational functions		Paid by School Board	Student education, activities, and programs paid for
1 Theatre tech employee (12 month)		Paid by School Board	VPAC calendar is managed and programs facilitated
Box office employee	\$0	VPAC must raise and develop funds, or:	Box office functions at low level
Box office equipment and software	\$0	VPAC must raise and develop funds, or:	No additional equipment, repairs, stock, or extension of Vendini contract
Marketing, advertising, and promotion	\$0	VPAC must raise and develop funds, or:	No advertising or kiosk information
Development of performance events	\$0	VPAC must raise and develop funds, or:	No events for community unless contacted by an outside promoter
Tech staff for non-VHS events(audio, stage, video, etc.)	\$0	VPAC must raise and develop funds, or:	No pool of technical staff or supervision of technical staff for non VHS groups (including Resident artists groups)
Art display infrastructure	\$0	VPAC must raise and develop funds, or:	No joint art programs
Community collaboration initiatives	\$0	VPAC must raise and develop funds, or:	No ability to collaborate with community groups on event development
Website development and maintenance	\$0	VPAC must raise and develop funds, or:	Sub standard, basic website only
Usher training program; usher identification badges, vests, etc.	\$0	VPAC must raise and develop funds, or:	Program will depend on volunteer administration with no budget for materials or training.
Performing artists interview archive program	\$0	VPAC must raise and develop funds, or:	Program will not be possible for VPAC
Administrative support staff	\$0	VPAC must raise and develop funds, or:	There will be no additional administrative support for the VHS performing arts departments

**Conclusion:** Since there are \$0.00 funds budgeted by the City of Venice or the School Board of Sarasota County for activities other than VHS education, the VPAC must raise all funds required for any additional programs, events, and activities that will produce a cultural return on the capital dollars invested. User fees pass directly back to the School Board to defray incremental expenses produced by space and equipment use and are not available to VPAC for these purposes.



**Venice Institute for Performing Arts**  
**Educate • Sustain • Innovate • Inspire**

The Venice Institute for Performing Arts Center Management, Inc. DBA The Venice Institute for Performing Arts  
A Florida not-for-profit corporation formed Q1 2016; 501(c)-3 IRS designation applied for.

## The Institute 2016-2017

### Senior Fellows

Cassandra Trascik is a full time employee of the School Board and manages the VPAC. Miles Mowry is the head of the VHS theatre department.

### The Institute Technical Fellows

Technical Fellowships will be conferred on VHS Seniors that have made significant and consistent volunteer contributions to the Institute and plan to continue their studies related to the performing arts after graduation. They will receive a cash stipend to assist in their education and will distance-mentor other VHS students who follow them.

### The Interns and Volunteers

The Institute will provide opportunities for the VHS intern program. The Institute is also negotiating with area colleges and university intern programs. Volunteers are drawn from the community at large and provided training by the Institute for a variety of essential positions.



### Community Members of the Board

Michael T. Hartley, CFP President  
Bonnie B. Hartley, Ph.D. Secretary/Treasurer  
Jess Franckowiak  
Beatrice C. Holt  
Leah Sherman

### Board Members Volunteer

No fees for serving on the Board will be paid to the members of the Board.

### Advisory Boards & Focus Groups

The Institute plans to form advisory boards or focus groups to help identify the types of entertainment that will create a cultural return on investment for the community.

### Collaboration Potential

We will be working with other community organizations to cross promote and to create joint productions.



### **Use Fees and Janitorial Fees to the School Board**

Use fees and janitorial fees, per the schedule developed by the School Board, are collected by the Institute and paid to the School Board.

### **Technician Admin Fees Retained by the Institute**

Appropriate technicians (lighting, sound, stage assistants, security, box office, etc.) are contracted by the Institute, and then charged to users with an administrative overhead applied.

### **Institute events net revenue + contributions**

The Venice Institute for Performing Arts has developed a series of entertainment and educational events for the 2016/17 season with the goals of providing educational and cultural events to complement the seasons of our resident art organization while creating net revenues to sustain VPAC operations.

# Prototype Pop Music Production

- We can obtain nationally known musical acts for an artist fee of approximately \$20,000. When the Institute produces an event like this, the economics will be approximately as follows:

• Sale of 1,094 seats at average price of \$45 =	\$49,230
• -Artist fee + Artist Liaison	\$22,000
• -Advertising	\$ 3,000
• -Technical rider & VPAC costs (lights, sound, FOH)	\$ 7,000
• -Hall rental, risers, janitorial	\$ 1,360
	NET PROFIT
	\$15,870

# Budget Projections

<b>Revenue</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Gifts/Grants/Donations/Contributions (and corporate sponsorships)	\$8,000	\$12,500	\$17,500	\$25,000	\$30,000
Membership Fees (+supporting members program)	\$3,000	\$3,500	\$5,000	\$6,000	\$7,000
Other Income - Production income	\$65,000	\$120,000	\$125,000	\$140,000	\$145,000
Sales Income (Sale of goods/services)	\$0	\$5,000	\$7,000	\$8,000	\$10,000
Unusual Grants	\$0	\$0	\$0	\$0	\$0
Fundraising Income (buy-a-brick program)	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
<b>Total Revenue</b>	<b>\$77,500</b>	<b>\$142,500</b>	<b>\$156,000</b>	<b>\$180,500</b>	<b>\$193,500</b>
<b>Expenses</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Line 14 - Fundraising Expenses	\$0	\$0	\$0	\$0	\$0
Line 15 - Grants, Donations, Gifts to Others					
For Fellowship grant to Cassandra Trascik	\$4,000	\$6,000	\$6,000	\$6,000	\$6,000
For Fellowship grant to Miles Mowry	\$4,000	\$6,000	\$6,000	\$6,000	\$6,000
For Fellowship grant to (to be determined)	\$0	\$0	\$4,000	\$4,000	\$4,000
For Grant to Venice High School Performing Arts	\$5,000	\$10,000	\$15,000	\$15,000	\$20,000
For Fellowship grant to (to be determined)					
Line 17 - Director / Officer compensation (Provide NAME & TITLE)					
For Bonnie B. Hartley (Secretary/Treasurer and director)	\$0	\$0	\$0	\$0	\$0
For Michael T. Hartley (President and director)	\$0	\$0	\$0	\$0	\$0
For Jess Fronckowiak (director)	\$0	\$0	\$0	\$0	\$0
For Beatrice C. Holt	\$0	\$0	\$0	\$0	\$0
For Leah Sherman	\$0	\$0	\$0	\$0	\$0
Line 18 - Other salaries and wages (Provide NAME and/or TITLE)					
For stage technician (increased hours over time)	\$5,000	\$18,000	\$25,000	\$25,000	\$30,000
For clerical support employee to be hired in 2017	\$0	\$15,000	\$15,000	\$15,000	\$15,000
Line 19 - Interest Expense	\$0	\$0	\$0	\$0	\$0
Line 20 - Occupancy (rent, utilities, etc.)					
Rent - Auditorium and office	\$24,000	\$45,000	\$47,000	\$50,000	\$50,000
Utilities (electricity and water included in rents)					
Line 21 - Depreciation and Depletion	\$4,500	\$4,500	\$4,500	\$5,000	\$5,000
Line 22 - Professional Fees (legal and accounting)	\$2,500	\$2,600	\$2,500	\$2,600	\$2,700
Line 23 - Other Expenses					
Program Expenses (OVERHEAD EXPENSES. Please Itemize)					
For costumes	\$1,800	\$2,500	\$3,000	\$3,000	\$3,000
For equipment (box office, etc.)	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000
Promotion Expenses	\$0	\$0	\$0	\$0	\$0
Office Supplies	\$950	\$1,450	\$1,850	\$2,250	\$2,500
Telephone	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200
Fax	\$0	\$0	\$0	\$0	\$0
Internet Expense	\$3,300	\$3,400	\$3,500	\$3,600	\$3,600
Delivery & Postage	\$0	\$0	\$0	\$0	\$0
Printing Costs	\$0	\$0	\$0	\$0	\$0
Reproduction (Copying)	\$800	\$800	\$900	\$1,000	\$1,000
Transportation Costs (Gas, Lodging, etc.) mileage reimburse	\$250	\$250	\$250	\$250	\$250
Parking	\$0	\$0	\$0	\$0	\$0
Permits & Licenses	\$0	\$0	\$0	\$0	\$0
Insurance	\$2,200	\$2,300	\$2,400	\$2,500	\$2,600
Other Expenses Subtotal	\$18,500	\$19,900	\$21,100	\$21,800	\$22,150
<b>Total Expenses</b>	<b>\$67,500</b>	<b>\$127,000</b>	<b>\$146,100</b>	<b>\$150,400</b>	<b>\$160,850</b>
<b>Excess Revenue Over Expenses</b>	<b>\$10,000</b>	<b>\$15,500</b>	<b>\$9,900</b>	<b>\$30,100</b>	<b>\$32,650</b>

Every year the excess of revenues over expenses will be divided between; 1) reserves for capital equipment replacement (sound equipment, lighting, computers, control boards, etc.) and acquisition of additional capital equipment; and, 2) working capital for the next season.

<b>Fund Balance Projections</b>					
<b>Reserves for Replacement</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Beginning Year Balance	\$ -	\$ 5,000	\$ 16,600	\$ 22,500	\$ 48,500
Contribution from Operations	\$ 5,000	\$ 11,600	\$ 5,900	\$ 26,000	\$ 28,650
End of Year Balance	\$ 5,000	\$ 16,600	\$ 22,500	\$ 48,500	\$ 77,150
<b>Working Capital</b>					
Beginning Year Balance	\$ -	\$ 5,000	\$ 8,900	\$ 12,900	\$ 17,000
Contribution from Operations	\$ 5,000	\$ 3,900	\$ 4,000	\$ 4,100	\$ 4,000
End of Year Balance	\$ 5,000	\$ 8,900	\$ 12,900	\$ 17,000	\$ 21,000
% of Annual Budget	6.5%	6.2%	8.3%	9.4%	10.9%



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