



VPAC Productions

Managing the Venice Performing Arts Center

“Maximizing cultural and educational return
on investment”

Serving several segments of our community

Multiple stakeholders, multiple needs

Sarasota County School Board

Serving Venice High School students and faculty and students from other schools in the system

City of Venice

Serving residents of and visitors to the Venice area

Resident Arts Organizations

The Venice Symphony, Exsultate!, The Venice Concert Band



1. Inter-local agreement

The Sarasota County School Board and the City of Venice charged the Joint Management Advisory Board with recommending governance structure

2. Observing the first season

The facility was opened and began to operate in November 2014.

3. Lessons learned

A number of challenges were identified and recommendations developed to optimize operations

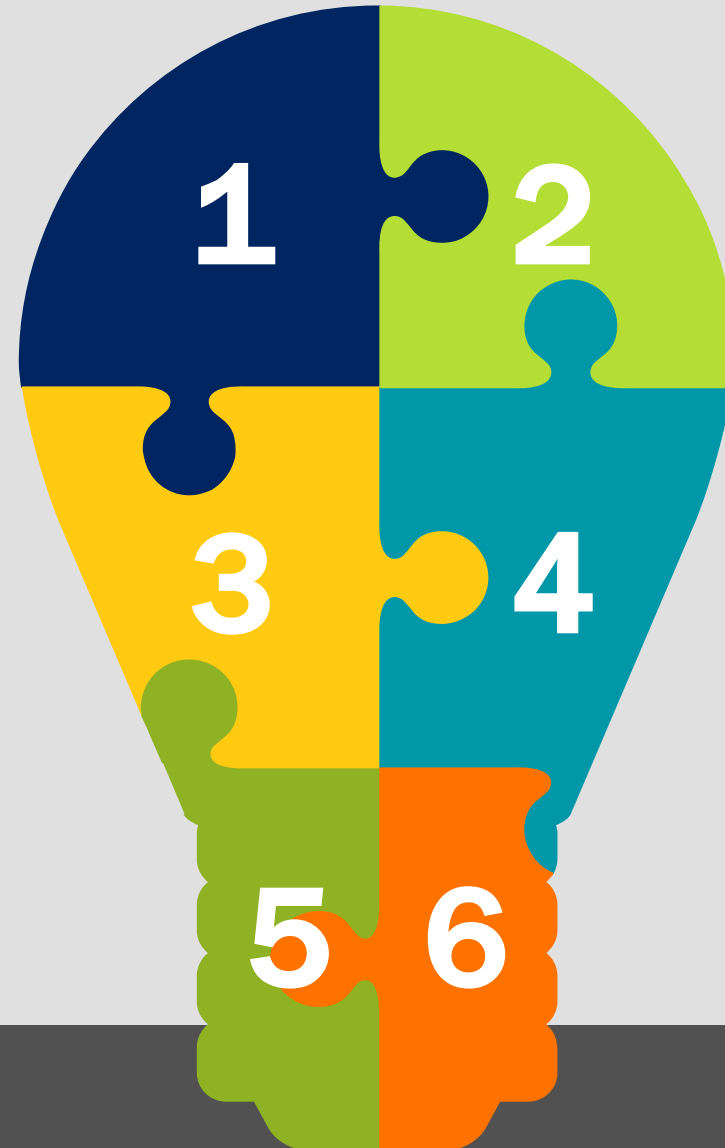
4. VPAC Productions LLC

New, not-for-profit entity under contract to manage VPAC

5. Self-sustaining business model

Productions and sustaining fund raising campaigns designed to provide funding.

6. Designed to optimize cultural and educational return on investment



Developing a sustainable model

Current 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 educational, 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 any purpose.



Benefit of Creating VPAC Productions

One of the main challenges recognized in the first season was the inability to react swiftly to changing demands resulting from the varying uses of the facilities.

A separate entity with its own banking and accounting structures under the daily control of VPAC Productions management would alleviate this challenge and reduce the potential administrative burden on the School system.



Use Fees and Janitorial Fees to the School Board

Use fees and janitorial fees, per the schedule developed by the School Board, would be collected by VPAC Productions (VPAC P) and paid to the School Board.

Technician Fees retained by VPAC P

Appropriate technicians (lighting, sound, stage assistants, security, box office, etc.) would be contracted by VPAC P, and then charged to users with an administrative overhead applied. These funds retained by VPAC Productions.

VPAC P events net revenue + contributions

VPAC Productions would develop a series of entertainment and educational events (i.e. musical acts, TEDx, etc.) with the goals of providing educational and cultural events and creating net revenues to sustain VPAC operations.

The VPAC Executive Director

Would serve on the board with voting power on all matters but those related to executive compensation.

Advisory Boards

VPAC P may form advisory boards or focus groups to help identify the types of entertainment etc. that would be most desirable.

Transparency

Monthly financial and operational reports provided.

School Board representation

One board member appointed by the School Board and one appointed by the VHS Principal

City of Venice representation

One board member appointed by the City Manager.

Resident Arts Organizations

One member appointed by each of the three organizations.

Community members

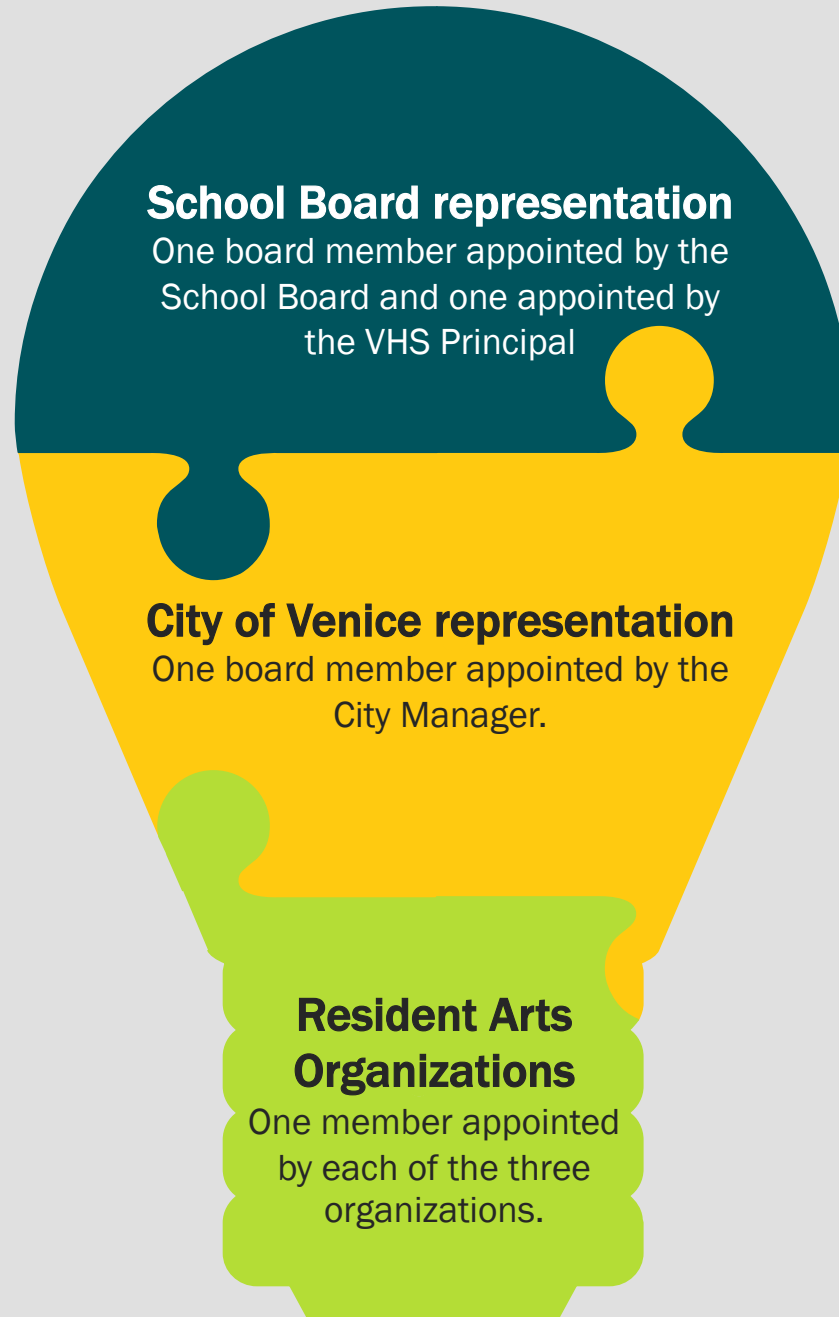
Two Board members would be selected by the other seven members. This would allow the board member profile to reflect current skill needs.

Board members volunteer

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

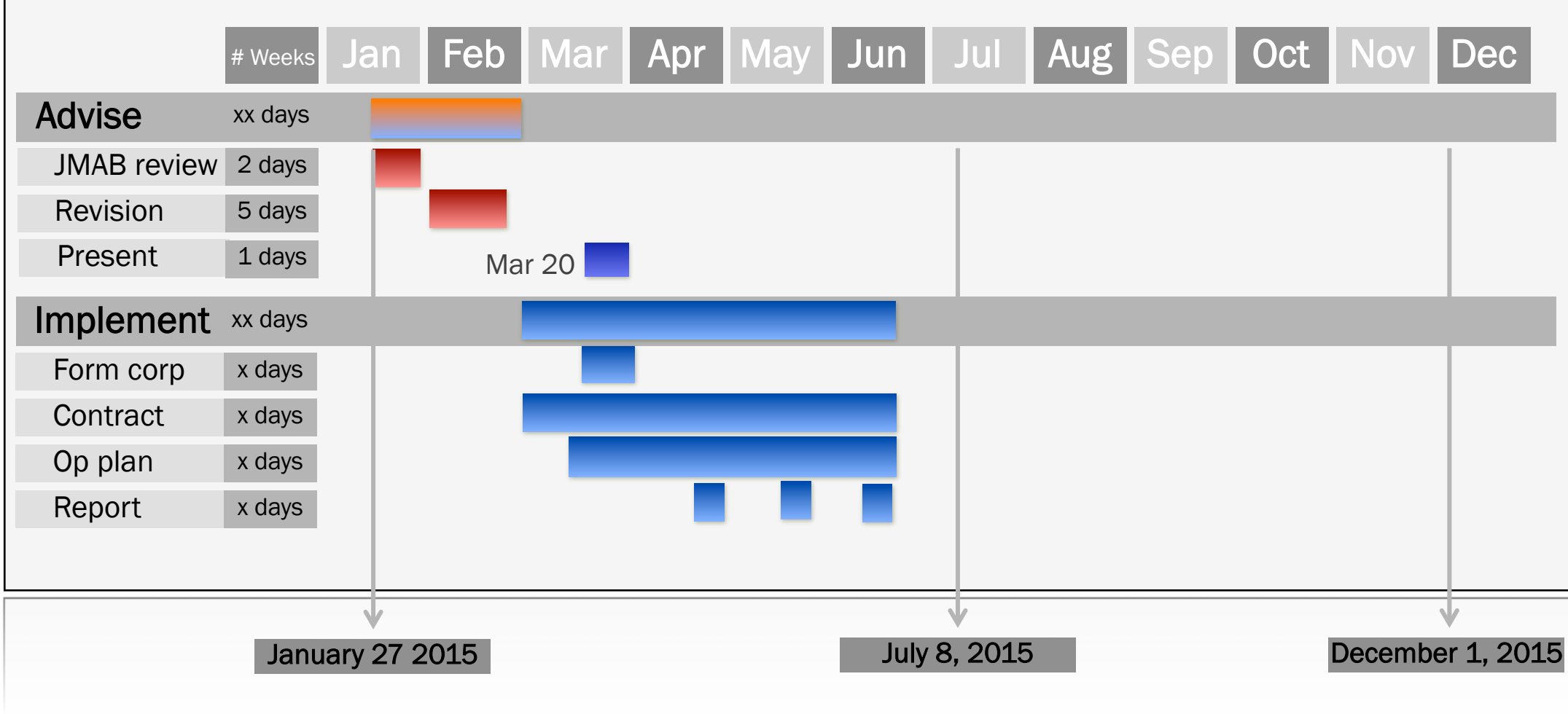
Collaboration Potential

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



Gantt chart (monthly)

VPAC Productions LLC Formation Plan



Completed
 To be completed
 Not started

Prototype Production

- We can obtain musical acts like the original Fifth Dimension for an artist fee of approximately \$15,000. If VPAC Productions were to create an event like this, the economics would be approximately as follows:

• Sale of 1,000 seats at average price of \$40 =	\$40,000
• -Artist fee (\$15k) and technical rider (\$3k)	\$18,000
• -Advertising and insurance	\$ 3,500
• -Technician costs	\$ 2,500
• -Hall rental (1 rehearsal & 1 performance)	\$ 1,200 (to SB)
• -Janitorial charges	\$ 600 (to SB)
• Net Revenue	\$14,200

First Fiscal Year Pro-Forma – Op Expenses

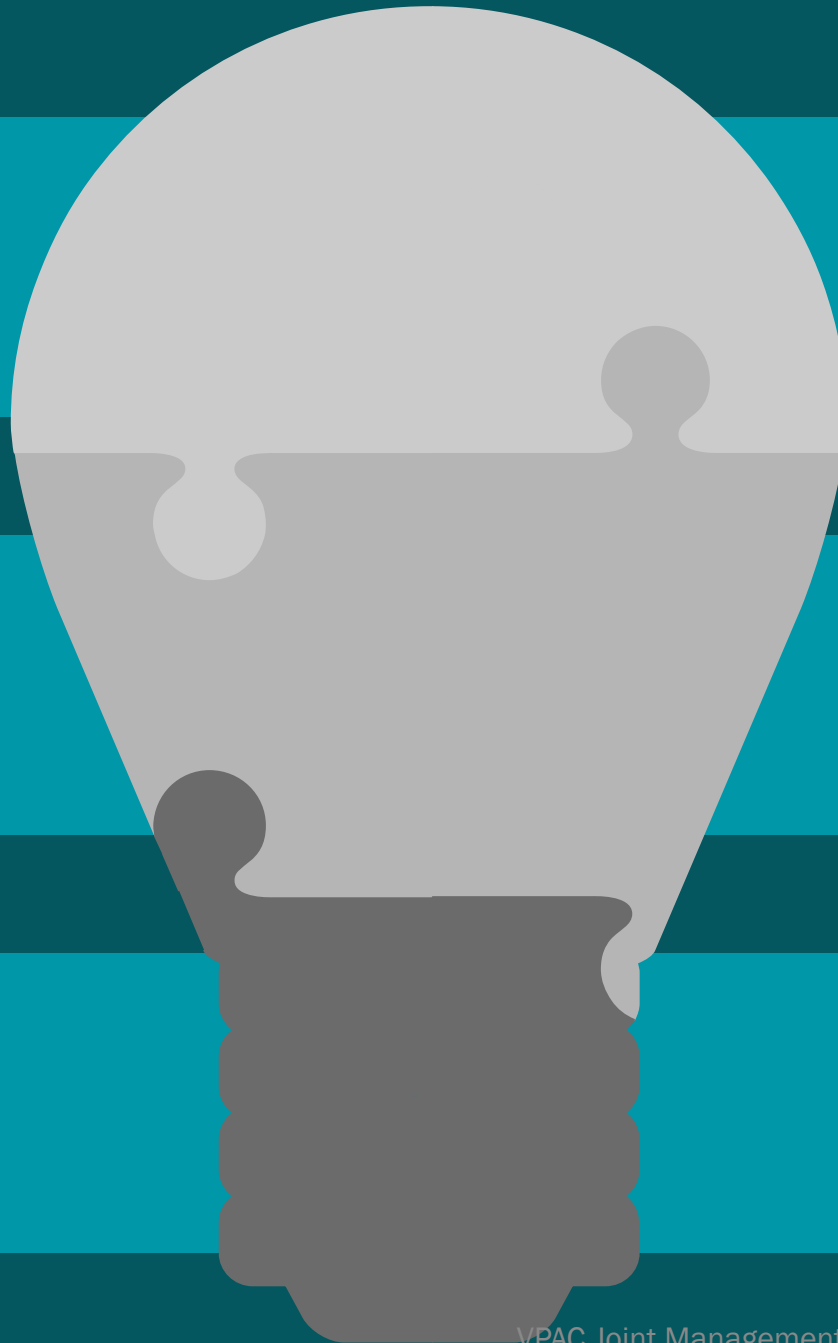
First Fiscal Year Pro-Forma – Fund Raising

First Fiscal Year Pro-Forma – Recap

• Net Production Revenues	\$ 85,200 (6 productions)
• Net Fund Raising	<u>\$ 68,000</u>
• Total Revenues	\$153,200
• Total Operating Expenses	(\$ 98,000)
• Net Increase in cash	\$ 55,200

Supporting the Performing Arts

- \$55,200 net increase in cash:
 - 60% to building endowment = \$33,120
 - 40% to support local performing arts projects = \$22,080
 - \$15,000 - Support for resident arts organizations use of hall
 - \$ 2,000 - Performing artists interview archive
 - \$ 5,080 - Companion art programs



VPAC Performing Artist Interview Archive

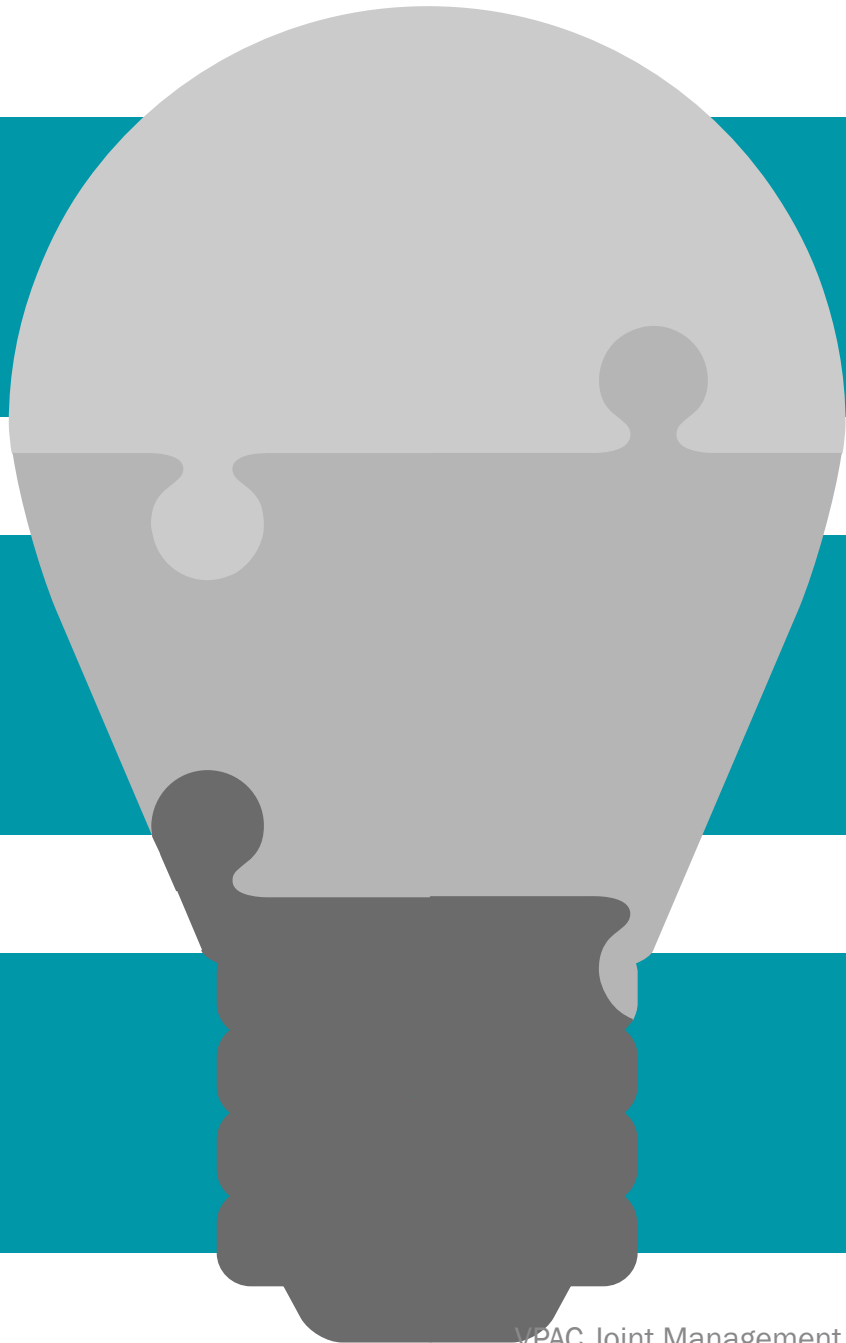
Interviews with scores of artists from a radio show being donated to VPAC. We can continue adding more. Will be available for student and resident research.

Partnering and Collaboration

We have been in contact with organizations like the Venice Yacht Club to co-produce a show each year. We can also partner with them to co-produce a themed dinner related to the production.

Becoming the Nexus of Arts and Culture

It is our vision to present related arts events such as speakers or visual art displays to relate to VPAC performances.



Downtown Venice Kiosk or signboard

Notifying the public of every event at the VPAC. Changed monthly.

Media Partners

We will approach local and area media outlets for PSA time to announce events.

Supporting the arts programs at VHS

We plan to provide secretarial assistance to the VHS performing arts departments and to provide opportunities for students, under teacher guidance, to gain professional exposure to technical and administrative aspects of the performing arts.



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