

report

to: Mark Beaudreau, Director, Parks Recreation and Culture Department, City of Pompano Beach

copy to: Terrell Fritz, Cultural Development Advisor

from: Duncan Webb, Webb Management Services, Inc.

subject: Combined Governance and Operation of Pompano Beach Cultural Facilities

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Following up on our business plan for the Pompano Beach Amphitheater, we are pleased to offer our preliminary report on the potential consolidation of operations of a set of Pompano-based cultural facilities.

1. Combined Governance Concept

The possibility of combining the governance and operation of multiple cultural arts facilities in Pompano Beach is the result of several factors:

- * First of all, we have determined with City/CRA staff that there is an opportunity to jointly manage a set of cultural facilities in Pompano Beach, including the Ali Building, the Hotel Bailey Visual Arts Center, the Cultural Center at the Civic Campus, and the Pompano Beach Amphitheater. All of these facilities are in a state of evolution. The CRA has made a significant financial commitment to create cultural facilities at the Ali Building and Hotel Bailey. The Cultural Arts Center at the Civic Campus is in the Design Development stage. And the amphitheater is recommended for physical and operational upgrades. This situation essentially gives us a blank slate to consider how all of these facilities might be operated together.
- * Secondly, we have heard from City Commission a desire to avoid adding new staff to the City payroll, given the direct and related costs of doing so.
- * Finally, there is an interest in looking for public-private partnerships that drive operating economies and efficiencies in municipal facilities.

Given these issues and the available options, we would recommend a hybrid structure with the following features:

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- * The four Cultural Arts facilities remain owned by the City/CRA, also with core services (facility maintenance and upkeep) provided by City departments or the CRA.
- * A 501(c)(3) foundation is set up to manage the facilities on behalf of the City. The foundation employs staff, programs and manages facilities, and raises money from the private sector to sustain these facilities on behalf of the community. The key to the Foundation is developing a community-oriented mission that validates support from donors and taxpayers.
- * The foundation should sign a 5-year lease/contract with the City that covers use of and responsibility for these facilities, also establishing objectives for the nature and level of facility use and goals for fundraising.

2. Comparable Projects

As a part of our research, we have looked for and investigated other cities where multiple facilities are operated together and there is some private sector role. Here are their stories.

City of Lakewood, CO

The mission of the City of Lakewood's Heritage, Culture and the Arts Division is to build a sense of community and to serve the diverse citizens of Lakewood, Jefferson County, and neighboring communities through education, outreach, and programs that support community heritage, culture and the arts.

Programming falls into four categories. Visual arts activity includes exhibitions, classes and workshops. The program supports and engages local artists. A public art plan is currently in development. Performing arts activities focus on an extensive presenting series of local, regional and national touring artists as well as dance classes. History programming involves education programs, exhibits, walking tours, classes and a transit museum. And the Division also manages large-scale community events such as the Rockin' Block Party, Holiday Lights and Cider Days, a fall festival. The Division promotes all of these activities through its magazine, Bravo Lakewood.



All of these activities are principally housed in three facilities. The Lakewood Cultural Center is home to a 316-seat theater, artisan store that sells the work of local artists, exhibition space, meeting/event space and classrooms. The Washington Heights Arts Center is Lakewood's

center for arts education. The Lakewood Heritage Center includes a museum with 10 historic structures, 30,000 artifacts, festival area and amphitheater.

The Heritage, Culture and the Arts Division supports a budget of \$2.2 million, which does not include facilities expenses. It is housed within the City Department of Community Resources: Arts, Parks and Recreation, which manages a \$78 million budget. Incorporated in 2005, the Lakewood Heritage, Culture and the Arts (HCA) Alliance fundraises to support City arts programming. HCA develops small-scale fundraising projects to support specific City programs and needs over three year terms. Between 2010 and 2012, HCA is focusing on a small capital project for the Lakewood Heritage Center called the Historic Structure Restoration Fund (\$20,000), youth education and outreach including school visits, programming for scouts, boys and girls club participants and at risk and underserved youth (\$5,500,) artifact restoration for an historic local fire station that is expected to soon become a historic asset (\$15,000) and funds to support its volunteer program (\$250.) HCA supports a membership program with four levels ranging between \$50 and \$500. In collaboration with the City, the organization is facilitating a capital campaign for the establishment of a transit museum. It is an all-volunteer organization, led by board of eight community members, business leaders and representatives of local foundations.

City of Bloomington, IL

In 2000, the City of Bloomington established a plan to develop a three-facility cultural district. The City created the Bloomington Cultural District to assume ownership and renovate an historic temple to serve as an anchor. Initial plans included a \$15 million project. In 2000, the City Council approved a ¼-cent sales tax increase to fund the project. That tax initially provided \$1.5 million annually through 2010 to the District. In 2003, the City Council authorized an extension of the sales tax support to the Cultural District through 2025 to enable a larger scale project and the issuance of 20-year bonds to finance it. The resulting District includes the Bloomington Center for the Performing Arts, McLean County Arts Center (a separate 501(c)3), Creativity Center for Arts Education and Festival Park.

The District is led by a Cultural Commission appointed by City Council. Commission members serve three-year terms and may be re-appointed at the discretion of the Council. The Cultural District Commission mission is to “create an environment where all forms of artistic expression are appreciated, encouraged and seen as a contribution to the quality of life in our community.” The goals of the Commission are to create a Cultural District in the City of Bloomington, “to increase the public's



awareness of and participation in the arts and to nourish a climate of inspiration where the arts can flourish.” The Commission is largely focused on granting programs to enliven the district. The total allocation for the grant program is \$100,000 in amounts ranging from \$500 to \$2,000. Cultural District funds are held within a Special Revenue Fund.

City owned and operated cultural facilities include the Bloomington Center for the Performing Arts, with 1,200 seats and the City’s largest ballroom, which offers performing, visual arts and arts education facilities as well as green space and parking. The Creativity Center includes arts education space for classes, lessons and rehearsals. These facilities are managed by a staff of 17 FTE and support a budget of \$3M. They are organized as a subdivision of the Department of Parks, Recreation and Cultural Arts (which supports 7 FTE and an annual budget of \$475K.)

A community organization called Arts Partners supports programming and activities at the Center. Arts Partners fundraises to keep ticket prices reasonable, support a series of student performances, add school performances to presented events, providing affordable facility access to local arts groups. The group sells sponsorships and memberships ranging from \$50 to \$2,500.

City of Chandler, AZ

The Chandler Center for the Arts is jointly owned and operated by the City of Chandler and the Chandler Unified School District, and programmed by the Chandler Cultural Foundation (CCF), a separate non-profit organization. CCF also fundraises to support programming and specific projects. With a full time staff of 11 and part-time and contract staff of 8, CCA is a presenting and rental facility that also endures heavy use by the adjacent School District. The Center has operated under this scenario since opening in 1989. In 1997, the Center opened the Vision Gallery, its satellite visual arts space in the City’s downtown corridor.

With a 1,500-seat theater that can convert to three smaller theaters, and an exhibition hall, the CCA provides broad-based education programs, performance and event space to the regional community and showcases touring talent ranging from The London City Opera to Jay Leno. A variety of visual art exhibits are offered in the exhibition hall. Located several blocks away, the Vision Gallery opened as an exhibit space primarily for Arizona-based visual artists and over its history has seen its educational programs grow significantly. Operated as a sales gallery, artists rotate every six to eight weeks and prices of works range from \$150 to \$7,000, but most at the low end of that range. The gallery routinely features oil and acrylic works on canvas, watercolor, sculpture, pottery, hand blown glass, and mixed media works. Vision Kidz Art Program offers



educational workshops in varying mediums of fine art, taught by working artists, all free of charge to the participants.

Even without a development professional on staff, CCA staff and CCF leadership actively fundraise from private foundations for program grants and facility updates, corporations for sponsorships and individuals for membership, raising between \$100K and \$150K annually. A membership program serves as the individual giving strategy for the Center, given its city-embedded operating and governance structure. This program offers specific benefits to members who might otherwise not be as apt to provide support. The CCA membership program draws more than \$30K each year on a relatively steady basis.

CCA operates as an independent department of the City of Chandler, with a direct reporting relationship with the City Manager. It supports an operating budget of approximately \$1.3M, including expenses from CCF and CCA.

These examples make clear that the public and private sector can work together on the programming, operation and sustainability of cultural facilities, and that there are both economies and efficiencies achieved when multiple facilities are operated together.

3. Combined Pro-forma Operating Budget

Attached as Appendix A is a combined activity profile and pro-forma operating budget for the four cultural facilities. There are five spreadsheets in the workbook:

1. An activity profile and earned revenue forecast for the Cultural Center
2. An activity profile and earned revenue forecast for the Amphitheater
3. An activity profile and earned revenue forecast for Ali Building
4. An activity profile and earned revenue forecast for Hotel Bailey
5. A consolidated income statement that combines the earned income from the four facilities and then adds contributed income and operating expenses for the set of facilities.
6. A summary chart that compares separate operating expenses to the integrated budget.

Here are comments on each of the four activity profiles and earned revenue forecasts:

- * **The Cultural Center:** Per our previous work, we assume that the new center opens in FY 2014/2015, with a multi-use space, a lobby gallery, an exhibition gallery, learning space and the digital media center. For each of those programmable spaces, we set rental rates and then project activity, starting with presenting (only in the multi-use event space) and then add City programming and then external rentals. We are fairly

conservative in our estimates of how activity and ticket sales grow over time. Key sources of income are rent, related user fees and box office income from presenting live and film events. Earned income starts at \$560,000 in year one and grows to \$915,000 by the fourth year.

- * **Pompano Beach Amphitheater:** Here, we assume that the Amphitheater is renovated for the first half of 2013/2014 for various upgrades and improvements. Then it re-opens with a more aggressive program of rentals and presenting. There is a significant increase in earned income to go along with more activity – it grows from \$710K in FY 2014/2015 to over \$1 million in FY 2017/2018.
- * **Ali Building:** The Ali Building opens in the second half of FY 2013/2014. Earned revenues grow slowly but steadily with new rental income and program fees, as well as income from the commercial property.
- * **Hotel Bailey:** The Hotel Bailey opens at the beginning of FY 2013/2014. There is similar growth in earned income with additional artist studio rental income, program revenues and commissions on items sold.

Here are key assumptions then for the consolidated P&L:

- * The earned income section of the budget is simply the combination of earned income from each of the four previous spreadsheets (one for each facility).
- * We have projected contributed income from a variety of public and private sector sources. This starts with \$250K from the City and CRA in FY 2013/2014 but then an increase to \$450K as activity and operations ramp up, followed by a gradual drop to \$300K in FY 2017/2018 as other sources grow. This should be considered as a scenario that suggests how this set of facilities might be sustained, as there are certainly variations and other options. But this seems to us to represent reasonable funding levels from the City and CRA, working in parallel with a Foundation taking responsibility for private sector funding.
- * Operating expenses start with full-time, part-time, and event-based personnel. We identify the individuals based and focused on specific facilities, and then the functional areas managed in a more centralized fashion.
- * Non-personnel costs include direct presenting and programming costs, the costs of fundraising, box office, administration and occupancy costs. The combination of staff and these services, we believe, leads to significant cost savings.

- * After the result of operations, we would anticipate that the combined operation would generate a small surplus that should go into a capital reserve for these facilities.

Here then is a summary of financial performance for the set of facilities:

Summary Results	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017	FY 2017/2018
Ampitheater:	Closed 1st 6 months	Fully Operational---			
Hotel Bailey:	Opens 10/1/2013	Fully Operational---			
Ali House:	Closed 1st 6 months	Fully Operational---			
Cultural Center:		Opens 1/1/15	Fully Operational---		
Financial Summary					
Earned Income	507,548	1,455,598	1,782,082	2,035,811	2,170,258
Contributed Income	350,000	677,500	653,125	628,919	584,886
Total Income	857,548	2,133,098	2,435,207	2,664,729	2,755,144
Operating Expenses	855,267	2,050,058	2,414,385	2,640,487	2,754,819
Result of Operations	2,282	83,039	20,822	24,242	325
Non-operating Items	0	-80,000	-20,000	-20,000	0
Final Result	2,282	3,039	822	4,242	325

This we feel is a reasonable approximation of how these facilities might be jointly programmed, operated and sustained. We are conservative in projecting activity and revenues, but see the financial upside in financially integrating the four facilities.

Finally, we show a chart that compares operating expenses from the most recent version of each of the operating budgets and then compares it to the combined operation in FY 2015/2016.

FY 2015/2016 Expense Summary	Cultural Center	Ampitheater	Ali House	Hotel Bailey	Total	Integrated
Personnel	695,794	246,220	114,190	107,907	1,164,111	1,054,431
Programming Costs	352,095	318,244	27,218	28,067	725,624	759,827
Fundraising Expenses	44,027	44,027	18,576	21,855	128,485	91,503
Box Office	56,602	128,177			184,779	171,750
Administration	106,090	95,254	20,214	24,040	245,598	276,137
Occupancy Costs	155,952	128,397	7,333	17,107	308,789	286,841
Total	1,410,560	960,319	187,531	198,976	2,757,386	2,640,487

The combination of operations allows us to save \$117K in total costs and allows more funds to allocated to higher quality programming while reducing occupancy, fundraising and personnel costs.

appendix a:
combined pro-forma operating budget

POMPANO BEACH CULTURAL FACILITIES COMBINED MULTI-YEAR PRO-FORMA OPERATING BUDGET										
		FY2013/2014	% Change	FY2014/2015	% Change	FY2015/2016	% Change	FY2016/2017	% Change	FY2017/2018
	(year ends Sept. 30) Ampitheater:	Closed 1st 6 months		Fully Operational---						
	Hotel Bailey:	Opens 10/1/2013		Fully Operational---						
	Ali House:	Closed 1st 6 months		Fully Operational---						
	Cultural Center:			Opens 1/1/15		Fully Operational---				
EARNED INCOME										
Ticket Sales & Admissions	Live Events	135,000		383,400		502,446		585,317		623,569
	Film Screenings	60,000		192,000		245,470		276,314		295,760
Rental Income		112,386		292,683		312,688		365,043		385,366
User Fees		34,864		154,419		189,933		210,898		223,446
Program Fees		32,760		39,452		61,811		70,809		79,681
Food Service (Net)	Concessions	32,805		87,480		104,672		116,776		119,700
	Catering	0		20,375		23,695		25,218		26,866
Box Office		21,921		69,296		86,702		99,035		104,862
Membership Income		2,000		52,142		64,095		78,843		97,045
Miscellaneous Income	Facility Fee	32,805		99,180		120,157		133,167		137,049
	Program Advertising	5,468		16,530		20,026		22,194		22,842
	Commission on Sales	27,540		28,642		29,787		30,979		32,218
	Income from Commercial Property	10,000		20,000		20,600		21,218		21,855
TOTAL EARNED INCOME		507,548		1,455,598		1,782,082		2,035,811		2,170,258
CONTRIBUTED INCOME										
	Direct Public Sector Support									
	Government Funding	225,000		450,000		400,000		350,000		300,000
	Foundation-lead Fundraising									
	Individual Giving	25,000	50%	37,500	3%	38,625	3%	39,784	3%	40,977
	Corporate Sponsorships/Giving	25,000	50%	37,500	3%	38,625	3%	39,784	3%	40,977
	Foundation Grants	25,000	50%	37,500	3%	38,625	3%	39,784	3%	40,977
	Special Events	25,000	50%	37,500	3%	38,625	3%	39,784	3%	40,977
	Education Program Funding	25,000	50%	37,500	3%	38,625	3%	39,784	3%	40,977
	Endowment Income	0		40,000		60,000		80,000		80,000
Total Contributed Income		350,000		677,500		653,125		628,919		584,886
TOTAL INCOME		857,548		2,133,098		2,435,207		2,664,729		2,755,144
OPERATING EXPENSES										
Full-time Personnel	Executive Director	100,000	4%	104,000	4%	108,160	4%	112,486	4%	116,986
	Programming Director	60,000	4%	62,400	4%	64,896	4%	67,492	4%	70,192
	Digital Media Center Manager			37,500		50,000	4%	52,000	4%	54,080
	CAC Custodian/Maintenance			26,250		35,000	4%	36,400	4%	37,856
	Ali Building & Bailey Hotel Manager	45,000	4%	46,800	4%	48,672	4%	50,619	4%	52,644
	Director of Marketing/Development			60,000	4%	62,400	4%	64,896	4%	67,492

POMPANO BEACH CULTURAL FACILITIES COMBINED MULTI-YEAR PRO-FORMA OPERATING BUDGET										
		FY2013/2014	% Change	FY2014/2015	% Change	FY2015/2016	% Change	FY2016/2017	% Change	FY2017/2018
	Director of Technical Services	30,000	100%	60,000	4%	62,400	4%	64,896	4%	67,492
	Food and Beverage Manager							50,000	4%	52,000
	Controller	30,000	100%	60,000	4%	62,400	4%	64,896	4%	67,492
	Administrative Coordinator	40,000	4%	41,600	4%	43,264	4%	44,995	4%	46,794
	Ticketing/IT Manager							50,000	4%	52,000
	Salary Sub-Total	305,000		498,550		537,192		658,680		685,027
	Benefits	76,250		124,638		134,298		164,670		171,257
	Sub-total	381,250		623,188		671,490		823,350		856,284
Part-time Personnel	Grantwriter	25,000	4%	26,000	25%	32,500	4%	33,800	4%	35,152
	Volunteer Manager					20,000	4%	20,800	4%	21,632
	Ali House Program Staff	7,500	4%	7,800	4%	8,112	4%	8,436	4%	8,774
	Bailey Center Program Staff	20,000	4%	20,800	4%	21,632	4%	22,497	4%	23,397
	Ticketing/IT Manager	25,000	4%	26,000	4%	27,040				
	Ticket Office Staff	20,000	4%	20,800	25%	26,000	4%	27,040	4%	28,122
	Food/Beverage Manager			25,000	4%	26,000				
	Sub-total	97,500		126,400		161,284		112,574		117,077
	Benefits	9,750		12,640		16,128		11,257		11,708
	Sub-total	107,250		139,040		177,412		123,831		128,784
Event-based Staff	Technical Labor	20,000	25%	25,000	50%	37,500	4%	39,000	4%	40,560
	Food and Beverage Staff	15,000	25%	18,750	50%	28,125	4%	29,250	4%	30,420
	Event Staff	10,000	25%	12,500	50%	18,750	4%	19,500	4%	20,280
	Event Cleaning	10,000	25%	12,500	50%	18,750	4%	19,500	4%	20,280
	Sub-total	55,000		68,750		103,125		107,250		111,540
	Total Personnel Costs	543,500		830,978		952,027		1,054,431		1,096,608
Programming Costs	Direct Costs of Live Events									
	CAC			144,000		197,760		213,877		231,308
	AMP	0		175,000		216,300		259,921		267,718
	Direct Costs of Film Events									
	CAC			60,800		89,605		97,876		106,912
	AMP	0		84,000		83,615		96,245		101,492
	Direct Costs of Exhibitions			30,000	3%	30,900	3%	31,827	3%	32,782
	Media Center Direct Program Costs			20,000	3%	20,600	3%	21,218	3%	21,855
	Education Program Direct Costs									
	CAC			18,750		25,000	3%	25,750	3%	26,523
	Ali	5,000	3%	5,150	3%	5,305	3%	5,464	3%	5,628
	Bailey	7,000	3%	7,210	3%	7,426	3%	7,649	3%	7,879
	Sub-total	12,000		544,910		676,511		759,827		802,096
Fundraising Expenses	Hospitality (meals & travel)	15,000	3%	15,450	15%	17,768	3%	18,301	3%	18,850
	Materials	20,000	3%	20,600	15%	23,690	3%	24,401	3%	25,133
	Communications	20,000	3%	20,600	15%	23,690	3%	24,401	3%	25,133
	Special Events	20,000	3%	20,600	15%	23,690	3%	24,401	3%	25,133
	Sub-total	75,000		77,250		88,838		91,503		94,248
Box Office	Direct Costs	27,556		85,811		107,078		122,232		129,570

POMPANO BEACH CULTURAL FACILITIES COMBINED MULTI-YEAR PRO-FORMA OPERATING BUDGET									
	FY2013/2014	% Change	FY2014/2015	% Change	FY2015/2016	% Change	FY2016/2017	% Change	FY2017/2018
	Credit Card Fees	10,961	34,648	43,351	49,518	52,431			
	Sub-total	38,517	120,458	150,429	171,750	182,001			
Administration	Institutional Promotion/Advertising	10,000	40,000	46,000	47,380	48,801	300%	15%	3%
	Printing & Publications	10,000	40,000	46,000	47,380	48,801	300%	15%	3%
	Office Equipment/Systems	10,000	30,000	34,500	35,535	36,601	200%	15%	3%
	Office Supplies/Services	5,000	15,000	17,250	17,768	18,301	200%	15%	3%
	Legal/Accounting	5,000	15,000	17,250	17,768	18,301	200%	15%	3%
	Volunteer Management	5,000	15,000	17,250	17,768	18,301	200%	15%	3%
	Professional Development	5,000	15,000	17,250	17,768	18,301	200%	15%	3%
	IT	10,000	30,000	34,500	35,535	36,601	200%	15%	3%
	Telephone	5,000	15,000	17,250	17,768	18,301	200%	15%	3%
	Insurance	5,000	15,000	17,250	17,768	18,301	200%	15%	3%
	Miscellaneous	2,500	3,125	3,594	3,702	3,813	25%	15%	3%
	Sub-total	72,500	233,125	268,094	276,137	284,421			
Occupancy Costs	Indoor Facilities	70,000	153,213	185,658	191,227	196,964			
	Indoor/Outdoor Facilities	43,750	90,125	92,829	95,614	98,482			
	Sub-total	113,750	243,338	278,486	286,841	295,446			
TOTAL OPERATING EXPENSES		855,267	2,050,058	2,414,385	2,640,487	2,754,819			
OPERATING RESULT		2,282	83,039	20,822	24,242	325			
NON-OPERATING ITEMS									
	Contribution to Capital Reserve		80,000	20,000	20,000				
FINAL RESULT		2,282	3,039	822	4,242	325			
Earned Income as % of Op Expenses		59%	71%	74%	77%	79%			
RATIOS AND FORMULAS									
	Annual Escalation Rate		3%	3%	3%	3%			
Endowment Income	Principal		\$ 1,000,000	\$ 1,500,000	\$ 2,000,000	\$ 2,000,000			
	ROR (after inflation)		4%	4%	4%	4%			
Box Office Expenses	Total Tickets Sold	21,870	66,120	80,104	88,778	91,366			
	Cost/Ticket Sold								
	Network Maintenance	\$0.25	\$0.26	\$0.27	\$0.27	\$0.28	3%	3%	3%
	Postage	\$0.20	\$0.21	\$0.21	\$0.22	\$0.23	3%	3%	3%
	Ticket Printing	\$0.01	\$0.01	\$0.01	\$0.01	\$0.01	3%	3%	3%
	Supplies	\$0.05	\$0.05	\$0.05	\$0.05	\$0.06	3%	3%	3%
	Ticketing Service (net)	\$0.75	\$0.77	\$0.80	\$0.82	\$0.84	3%	3%	3%
		\$1.26	\$1.30	\$1.34	\$1.38	\$1.42			
	Total Box Office Gross	438,420	1,385,914	1,734,046	1,980,700	2,097,242			
	Credit Card Fees	3%	3%	3%	3%	3%			

POMPANO BEACH CULTURAL FACILITIES COMBINED MULTI-YEAR PRO-FORMA OPERATING BUDGET		FY2013/2014	% Change	FY2014/2015	% Change	FY2015/2016	% Change	FY2016/2017	% Change	FY2017/2018
Benefits	Full-time	25%		25%		25%		25%		25%
	Part-time	10%		10%		10%		10%		10%
Occupancy Costs	Indoor Facilities									
	Total Gross Square Footage	20,000		42,500		50,000		50,000		50,000
	Direct Costs/Square Foot									
	Utilities	\$1.50	3%	\$1.55	3%	\$1.59	3%	\$1.64	3%	\$1.69
	Repairs and Maintenance	\$1.00	3%	\$1.03	3%	\$1.06	3%	\$1.09	3%	\$1.13
	Service Contracts	\$0.50	3%	\$0.52	3%	\$0.53	3%	\$0.55	3%	\$0.56
	Building Supplies	\$0.25	3%	\$0.26	3%	\$0.27	3%	\$0.27	3%	\$0.28
	Cleaning Supplies	\$0.25	3%	\$0.26	3%	\$0.27	3%	\$0.27	3%	\$0.28
		\$3.50		\$3.61		\$3.71		\$3.82		\$3.94
	Indoor/Outdoor Facilities									
	Total Gross Square Footage	37,500		75,000		75,000		75,000		75,000
	Direct Costs/Square Foot									
	Utilities	\$0.50	3%	\$0.52	3%	\$0.53	3%	\$0.55	3%	\$0.56
	Repairs and Maintenance	\$0.33	3%	\$0.34	3%	\$0.35	3%	\$0.36	3%	\$0.38
	Service Contracts	\$0.17	3%	\$0.17	3%	\$0.18	3%	\$0.18	3%	\$0.19
Building Supplies	\$0.08	3%	\$0.09	3%	\$0.09	3%	\$0.09	3%	\$0.09	
Cleaning Supplies	\$0.08	3%	\$0.09	3%	\$0.09	3%	\$0.09	3%	\$0.09	
	\$1.17		\$1.20		\$1.24		\$1.27		\$1.31	
Fundraising Expenses as a % of Cont Inc.	21%		11%		14%		15%		16%	

Summary Results	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017	FY 2017/2018
Ampitheater:	Closed 1st 6 months	Fully Operational--->			
Hotel Bailey:	Opens 10/1/2013	Fully Operational--->			
Ali House:	Closed 1st 6 months	Fully Operational--->			
Cultural Center:		Opens 1/1/15	Fully Operational--->		
Financial Summary					
Earned Income	507,548	1,455,598	1,782,082	2,035,811	2,170,258
Contributed Income	350,000	677,500	653,125	628,919	584,886
Total Income	857,548	2,133,098	2,435,207	2,664,729	2,755,144
Operating Expenses	855,267	2,050,058	2,414,385	2,640,487	2,754,819
Result of Operations	2,282	83,039	20,822	24,242	325
Non-operating Items	0	-80,000	-20,000	-20,000	0
Final Result	2,282	3,039	822	4,242	325

POMPANO BEACH CULTURAL CENTER @ COUNTY LIBRARY ACTIVITY AND REVENUE FORECAST													
				(year ends Sept. 30)	FY 2013/2014	% Change	FY 2014/2015	% Change	FY 2015/2016	% Change	FY 2016/2017	% Change	FY 2017/2018
SPACES AND RATES	Usable Square Feet	Capacity	Rental Period	Renter Type	OPENS 1/1/15 - 9 months								
Multi-use Space	5,000	theatre	400	Live event - Daily	Resident User		\$600	3%	\$618	3%	\$637	3%	\$656
		round tables	275		Nonprofit		\$750		\$773		\$796		\$820
Lobby/Gallery	1,000			Private event (8hr)	Commercial		\$938		\$966		\$995		\$1,024
					Community & Nonprofit		\$1,000	3%	\$1,030	3%	\$1,061	3%	\$1,093
					Corporate & Commercial		\$1,500		\$1,545		\$1,591		\$1,639
Exhibition Gallery	750			Weekly	Nonprofit		\$80	3%	\$82	3%	\$85	3%	\$87
					Commercial		\$120		\$124		\$127		\$131
Learning Space	500	40	Two-hours	situated with media center	Nonprofit		\$120	3%	\$124	3%	\$127	3%	\$131
					Commercial		\$180		\$185		\$191		\$197
					Resident User		\$40	3%	\$41	3%	\$42	3%	\$44
					Nonprofit		\$50		\$52		\$53		\$55
					Commercial		\$63		\$64		\$66		\$68
ACTIVITY BY SPACE													
Multi-use Event Space		Presenting		Live Performances		24		32	5%	34	5%	35	
				Average Capacity Sold		55%	1%	56%	1%	56%	1%	57%	
				Attendance		5,280		7,110		7,541		7,997	
				Average Ticket Price		\$30.00	3%	\$30.90	3%	\$31.83	3%	\$32.78	
				Presented Perfs Box Office		\$158,400		\$219,711		\$239,994		\$262,149	
				Event Days		24		32		34		35	
				Prep Days		6		8		8		9	
				Total Use Days		30		40		42		44	
				Average Artist Fees		\$4,000	3%	\$4,120	3%	\$4,244	3%	\$4,371	
				Average Promotion Costs		\$1,333		\$1,373		\$1,415		\$1,457	
				Average Other Direct Costs		\$667		\$687		\$707		\$728	
				Total Direct Costs		\$144,000		\$197,760		\$213,877		\$231,308	
				Net from Live Presenting		\$14,400		\$21,951		\$26,117		\$30,841	
				Film Screenings		24		34	5%	36	5%	37	
				Use Days		12		17		18		19	
				Average Capacity Sold		50%	1%	51%	1%	51%	1%	52%	
				Attendance		4,800		6,868		7,284		7,724	
				Average Ticket Price		\$15.00	3%	\$15.45	3%	\$15.91	3%	\$16.39	
				Film Box Office		\$72,000		\$106,111		\$115,906		\$126,606	
				40% Share to Distributor		\$28,800		\$42,444		\$46,362		\$50,642	
				Promotion Costs		\$19,200		\$28,296		\$30,908		\$33,762	
				Other Direct Costs		\$12,800		\$18,864		\$20,606		\$22,508	
				Total Direct Costs		\$60,800		\$89,605		\$97,876		\$106,912	
				Net from Film Presenting		\$11,200		\$16,506		\$18,030		\$19,694	
				Other Parks & Rec									
				Drama Camp		11		11		11		11	
				Piano Competition		3		3		3		3	
				Jazz & the Arts		1		1		1		1	
				Total Days of Use		15		15		15		15	
				Live Event Rentals									
				Resident Users - Live									
				Events		24		32	5%	34	5%	35	
				Ave. Cap sold		60%		60%		60%		60%	
				Attendance		5,760		7,680		8,064		8,467	
				Ave Ticket Price		\$20.00	3%	\$20.60	3%	\$21.22	3%	\$21.85	
				Ticket Sales		\$115,200		\$158,208		\$171,102		\$185,047	
				Event Days		24		32		33		35	
				Prep Days		8		10		11		12	
				Total Use Days		32		42		44		47	
				Total Rent Paid		\$19,200		\$25,956		\$28,008		\$30,815	
				Nonprofit - Live									
				Events		13		16	5%	17	5%	18	
				Ave. Cap sold		60%		61%		62%		63%	
				Attendance		3,120		3,904		4,166		4,445	
				Ave Ticket Price		\$20.00	3%	\$20.60	3%	\$21.22	3%	\$21.85	
				Ticket Sales		\$62,400		\$80,422		\$88,403		\$97,150	
				Event Days		13		16		17		18	
				Prep Days		7		8		8		9	
				Total Use Days		20		24		25		26	
				Total Rent Paid		\$14,625		\$18,540		\$20,051		\$21,685	
				Commercial - Live									
				Events		6		8	5%	8	5%	9	

POMPANO BEACH CULTURAL CENTER @ COUNTY LIBRARY ACTIVITY AND REVENUE FORECAST										
	(year ends Sept. 30)	FY 2013/2014	% Change	FY 2014/2015	% Change	FY 2015/2016	% Change	FY 2016/2017	% Change	FY 2017/2018
	Ave. Cap sold			60%		61%		62%		63%
	Attendance			1,440		1,952		2,083		2,223
	Ave Ticket Price			\$25.00	3%	\$25.75	3%	\$26.52	3%	\$27.32
	Ticket Sales			\$36,000		\$50,264		\$55,252		\$60,718
	Event Days			6		8		8		9
	Prep Days			3		4		4		4
	Total Use Days			9		12		13		13
	Total Rent Paid			\$8,438		\$11,588		\$12,532		\$13,553
All Users	Performances			91		122		128		135
	Attendance			20,400		27,514		29,138		30,856
	Use Days			103		135		142		150
	Rent Paid			\$42,263		\$56,084		\$60,591		\$66,053
	Special Event Rentals									
Community & Nonprofit Events				15		17	5%	18	5%	19
	Event Days			16		19	5%	20	5%	21
	Prep Days		5%	3		3	5%	4	5%	4
	Total Use Days			15		22		24		25
	Total 8-hour blocks			15		22		24		25
	Total Rent Paid			\$15,000		\$22,815		\$25,409		\$27,479
Corporate & Commercial Events				10		13	5%	14	5%	14
	Event Days			14		19	5%	20	5%	21
	Prep Days		5%	3		3	5%	3	5%	3
	Total Use Days			17		22		23		24
	Total 8-hour blocks			17		22		23		24
	Total Rent Paid			\$25,500		\$34,222		\$37,011		\$40,027
Lobby/Gallery	Internal Programming	Days of Use		89		119		126		133
	Exhibitions	Total Use Days		28		28		28		28
		Total Exhibit Weeks		3		3		3		3
		Install/De-install Weeks		1		1		1		1
		Number of Exhibit Rentals		4		4	5%	4	5%	4
		Total Rent Paid		\$1,280		\$1,318		\$1,426		\$1,542
	Private Events	Total Use Days		11		11		12		13
		Total Four-hour Rentals		11	5%	12	5%	12	5%	13
		Total Rent Paid		\$1,320		\$1,428		\$1,544		\$1,670
	All Users	Total Use Days		128		158		166		174
		Total Rental Weeks		16		23		24		25
		Total Rent Paid		\$2,600		\$2,746		\$2,970		\$3,212
Exhibition Gallery	Internal Programming	Days of Use		89		119		126		133
	Exhibitions	Total Use Days		28		28		28		28
		Total Exhibit Weeks		3		3		3		3
		Install/De-install Weeks		1		1		1		1
		Number of Exhibit Rentals		4		4	5%	4	5%	4
		Total Rent Paid		\$1,920		\$1,978		\$2,139		\$2,313
	Private Events	Total Use Days		6		6		6		7
		Total Four-hour Rentals		6		6	5%	6	5%	7
		Total Rent Paid		\$1,080		\$1,112		\$1,203		\$1,301
	All Users	Total Use Days		123		153		160		168
		Total Rental Weeks		16		16		17		18
		Total Rent Paid		\$3,000		\$3,090		\$3,342		\$3,614
Learning Space	Internal Use	Days of Use		34		45		50		55
		Annual Sessions		2		3		3		3
		Classes per Session		10	5%	11	5%	11	5%	12
		Fee per Class		\$5.00	3%	\$5.15	3%	\$5.30	3%	\$5.46
		Capacity Sold		60%		61%		62%		63%
		Number of Students per Class		24	5%	25	5%	26	5%	28
		Total Fees Paid		\$2,400		\$4,088		\$4,642		\$5,272

POMPANO BEACH CULTURAL CENTER @ COUNTY LIBRARY ACTIVITY AND REVENUE FORECAST			(year ends Sept. 30)	FY 2013/2014	% Change	FY 2014/2015	% Change	FY 2015/2016	% Change	FY 2016/2017	% Change	FY 2017/2018
	Resident Group	Total Use Days				7		10	5%	11	5%	11
		Total 2-hour blocks				7		10		11		11
		Total Rent Paid				\$280		\$412		\$446		\$482
	Nonprofits	Total Use Days				16		21	5%	22	5%	23
		Total 2-hour blocks				16		21		22		23
		Total Rent Paid				\$788		\$1,082		\$1,170		\$1,265
	Commercial	Total Use Days				3		3	5%	3	5%	3
		Total 2-hour blocks				3		3		3		3
		Total Rent Paid				\$188		\$193		\$209		\$226
	All Users	Total Use Days				60		79		86		92
		Total 2-hour Rentals				26		34		36		37
		Total Rent Paid				\$1,255		\$1,687		\$1,824		\$1,973
All Users	Performances					91		122		128		135
	Event Days					109		143		150		157
	Prep Days					24		30		32		34
	Use Days					133		173		182		191
	Presented Event Attendance					10,080		13,978		14,824		15,721
	Rental Event Attendance					10,320		13,536		14,314		15,135
	Total Paid Attendance					20,400		27,514		29,138		30,856
	Presented Box Office					\$230,400		\$325,822		\$355,900		\$388,755
	Rental Box Office					\$213,600		\$288,894		\$314,756		\$342,915
	Total Box Office					\$444,000		\$614,716		\$670,657		\$731,670
	Rent Paid					\$95,218		\$126,478		\$137,457		\$149,185
EARNED INCOME												
Ticket Sales & Admissions	Live Events					158,400		219,711		239,994		262,149
	Film Screenings					72,000		106,111		115,906		126,606
Rental Income						95,218		126,478		137,457		149,185
User Fees	Technical Labor	% of Rent	30%			28,565		37,944		41,237		44,755
	Equipment Rental		15%			14,283		18,972		20,619		22,378
	Event Staff		20%			19,044		25,296		27,491		29,837
	Event Cleaning		10%			9,522		12,648		13,746		14,918
Programming	Media Lab											
	Membership					5,000		6,180		7,638		9,441
	Classes					2,400		4,088		4,642		5,272
	Camps					1,250		1,352		1,462		1,581
	Equipment Rental					1,500		1,622		1,754		1,897
	Education Programs											
	Program #1					2,500		2,704		2,924		3,162
	Program #2					2,500		2,704		2,924		3,162
	Program #3					2,500		2,704		2,924		3,162
Food Service	Live Event Concessions (net)	Net/Capita	\$0.75			11,700		15,485		16,391		17,349
	Film Concessions (net)		\$1.50			7,200		10,302		10,925		11,586
	Income from Catered Events (net)					15,375		18,695		20,218		21,866
Box Office	Ticketing Fees from Presented Events	% of Box Office	5%	0		11,520		16,291		17,795		19,438
	Ticketing Fees for Rental Events		5%	0		10,680		14,445		15,738		17,146
Membership Income	Annual Membership Income					50,000		61,800		76,385		94,412
Miscellaneous Income	Facility Fee	\$/paid attenders	\$1.50			30,600		41,272		43,707		46,284
	Program Advertising		\$0.25			5,100		6,879		7,284		7,714
TOTAL EARNED INCOME						0		556,856		753,680		829,163
RATIOS AND FORMULAS												
Escalation Rate						3%		3%		3%		3%
Digital Media Center	Media Center Memberships Sold					100		20%		144		20%
	Average Price					\$50		3%		\$53		3%

POMPANO BEACH CULTURAL CENTER @ COUNTY LIBRARY ACTIVITY AND REVENUE FORECAST		(year ends Sept. 30)	FY 2013/2014	% Change	FY 2014/2015	% Change	FY 2015/2016	% Change	FY 2016/2017	% Change	FY 2017/2018
	Media Center Camp (hours delivered)				500	5%	\$525	5%	\$551	5%	\$579
	Average Fee/Hour				\$2.50	3%	\$2.58	3%	\$2.65	3%	\$2.73
	# Equipment Items Rented				100	5%	\$105	5%	\$110	5%	\$116
	Average Rental Rate				\$15.00	3%	\$15.45	3%	\$15.91	3%	\$16.39
Other Education Programs	Education Program #1 (hours delivered)				10	5%	11	5%	11	5%	12
	Average Price				\$250	3%	\$258	3%	\$265	3%	\$273
	Education Program #2 (hours delivered)				100	5%	105	5%	110	5%	116
	Average Price				\$25	3%	\$26	3%	\$27	3%	\$27
	Education Program #3 (hours delivered)				1,000	5%	1,050	5%	1,103	5%	1,158
	Average Price				\$2.50	3%	\$2.58	3%	\$2.65	3%	\$2.73
Catered Events	Multipurpose Room Catered Events				25		30		32		33
	Fee/per Event				\$500	3%	\$515	3%	\$530	3%	\$546
	Other Catered Events				15	5%	16	5%	17	5%	17
	Fee/per Event				\$200	3%	\$206	3%	\$212	3%	\$219
Membership Income	Average Membership Fee				\$100	3%	103	3%	106	3%	109
	# of Members				500	20%	600	20%	720	20%	864

POMPANO BEACH AMPHITHEATER ACTIVITY & PROFORMA												
			(year ends Sept. 30) FY 2013/2014	% Change	FY 2014/2015	% Change	FY 2015/2016	% Change	FY 2016/2017	% Change	FY 2017/2018	
SPACES AND RATES	Capacity	Rental Period	Renter Type	6 month Renovation								
Amphitheater	3,000		Nonprofit	\$4,000		\$4,000	3%	\$4,120	3%	\$4,244	3%	\$4,371
ACTIVITY	Presenting	Live Performances		3		5		6		7		7
		Average Capacity Sold		60%		60%		61%		62%		63%
		Attendance		5,400		9,000		10,980		13,020		13,230
		Average Ticket Price		\$25.00		\$25.00	3%	\$25.75	3%	\$26.52	3%	\$27.32
		Presented Events Box Office		\$135,000		\$225,000		\$282,735		\$345,323		\$361,419
		Event Days		3		5		6		7		7
		Prep Days		1		1		2		2		2
		Total Use Days		4		6		8		9		9
		Average Artist Fees		\$20,000		\$20,000	3%	\$20,600	3%	\$21,218	3%	\$21,855
		Average Promotion Costs		\$10,000		\$10,000	3%	\$10,300	3%	\$10,609	3%	\$10,927
		Average Other Direct Costs		\$5,000		\$5,000	3%	\$5,150	3%	\$5,305	3%	\$5,464
		Total Direct Costs		\$105,000		\$175,000		\$216,300		\$259,921		\$267,718
		Net from Live Presenting		\$30,000		\$50,000		\$66,435		\$85,402		\$93,701
	Film Screenings	Screenings		5		10		11		12		12
		Average Capacity Sold		40%		40%		41%		42%		43%
		Attendance		6,000		12,000		13,530		15,120		15,480
		Average Ticket Price		\$10.00		\$10.00	3%	\$10.30	3%	\$10.61	3%	\$10.93
		Total Box Office		\$60,000		\$120,000		\$139,359		\$160,408		\$169,154
		Event Days		3		5		6		6		6
		Prep Days		0		0		0		0		0
		Total Use Days		3		5		6		6		6
		40% Share to Distributor		\$24,000		\$48,000		\$55,744		\$64,163		\$67,662
		Promotion Costs		\$12,000		\$24,000		\$18,581		\$21,388		\$22,554
		Other Direct Costs		\$6,000		\$12,000		\$9,291		\$10,694		\$11,277
		Total Direct Costs		\$42,000		\$84,000		\$83,615		\$96,245		\$101,492
		Net from Film Presenting		\$18,000		\$36,000		\$55,744		\$64,163		\$67,662
	City Programs	Event Days		4		8		8		8		8
		Prep Days		2		4		4		4		4
		Total Use Days		6		12		12		12		12
	Nonprofit Renters	Performances		4		8		9		10		10
		Ave. Cap sold		40%		40%		41%		42%		43%
		Attendance		4,800		9,600		11,070		12,600		12,900
		Average Ticket Price		\$20.00		\$20.00	3%	\$20.60	3%	\$21.22	3%	\$21.85
		Total Box Office		\$96,000		\$192,000		\$228,042		\$267,347		\$281,924
		Event Days		4		7		8		9		9
		Prep Days		1		2		3		3		3
		Total Use Days		5		10		11		12		12
		Rent Collected		\$19,152		\$38,304		\$44,385		\$50,796		\$52,320
	Commercial Renters	Performances		3		8		9		10		10
		Ave. Cap sold		63%		63%		63%		63%		63%
		Attendance		5,670		15,120		17,010		18,900		18,900
		Average Ticket Price		\$26.00	3%	\$26.78	3%	\$27.58	3%	\$28.41	3%	\$29.26
		Total Box Office		\$147,420		\$404,914		\$469,194		\$536,966		\$553,075
		Event Days		3		7		8		9		9
		Prep Days		1		2		3		3		3
		Total Use Days		4		10		11		12		12

POMPANO BEACH AMPHITHEATER ACTIVITY & PROFORMA											
		(year ends Sept. 30) FY 2013/2014		% Change	FY 2014/2015	% Change	FY 2015/2016	% Change	FY 2016/2017	% Change	FY 2017/2018
	Surcharge		\$3.60	3%	\$3.71	3%	\$3.82	3%	\$3.93	3%	\$4.05
	Paid to City	\$43,706	\$20,412		\$56,065		\$64,965		\$74,349		\$76,580
	Tax Rate		4%		4%		4%		4%		4%
	Taxes		\$1,932		\$1,932		\$1,932		\$1,932		\$1,932
	Net to City		\$18,480		\$54,133		\$63,033		\$72,417		\$74,647
All Users	Performances		15		31		35		39		39
	Event Days		16		32		36		39		39
	Prep Days		5		10		11		12		12
	Use Days		21		42		47		51		51
	Presented Event Attendance		11,400		21,000		24,510		28,140		28,710
	Rental Event Attendance		10,470		24,720		28,080		31,500		31,800
	Total Paid Attendance		21,870		45,720		52,590		59,640		60,510
	Total Rent/Surcharge		\$37,632		\$92,437		\$107,418		\$123,213		\$126,967
	Total Box Office		\$438,420		\$941,914		\$1,119,330		\$1,310,044		\$1,365,572
EARNED INCOME											
Ticket Sales	Live Events		135,000		225,000		282,735		345,323		361,419
	Film Screenings		60,000		120,000		139,359		160,408		169,154
Rental Income	Non-profits		19,152		38,304		44,385		50,796		52,320
	Commercial		18,480		54,133		63,033		72,417		74,647
			<u>% of Rent</u>								
User Fees	Technical Labor		30%	11,289	27,731	32,225	36,964	38,090			
	Equipment Rental		15%	5,645	13,865	16,113	18,482	19,045			
	Event Staff		20%	7,526	18,487	21,484	24,643	25,393			
	Event Cleaning		10%	3,763	9,244	10,742	12,321	12,697			
			<u>Net/Capita</u>								
Food Service	Event Concessions (net)	\$1.50	32,805	68,580	78,885	89,460	90,765				
	Income from Catered Events (net)			5,000	5,000	5,000	5,000				
			<u>% of Box Office</u>								
Box Office	Ticketing Fees from Presented Events	5%	9,750	17,250	21,105	25,287	26,529				
	Ticketing Fees for Rental Events	5%	12,171	29,846	34,862	40,216	41,750				
			<u>\$/paid attenders</u>								
Miscellaneous Income	Facility Fee	\$1.50	32,805	68,580	78,885	89,460	90,765				
	Program Advertising	\$0.25	5,468	11,430	13,148	14,910	15,128				
TOTAL EARNED INCOME			353,854		707,450		841,959		985,685		1,022,702
RATIOS AND FORMULAS											
Escalation Rate				3%		3%		3%		3%	

POMPANO BEACH BAILEY VISUAL ARTS CENTER ACTIVITY & REVENUE FORECAST				FY2013/2014	% Change	FY2014/2015	% Change	FY2015/2016	% Change	FY2016/2017	% Change	FY2017/2018
SPACES		Number	Net Square Feet Rental Period	(year ends Sept. 30) User	Opens 10/1/13 Rent							
Studios	12	1,404 (\$/nsf/year)	Artist	\$25	3%	\$26	3%	\$27	3%	\$27	3%	\$28
Lounge/Public Space (2nd Floor)		400										
Conference Room		360 2 hours										
			Nonprofit	\$70	3%	\$72	3%	\$74	3%	\$76	3%	\$79
			Commercial	\$105	3%	\$108	3%	\$111	3%	\$115	3%	\$118
Classroom 1		864 2 hours										
			Nonprofit	\$120	3%	\$124	3%	\$127	3%	\$131	3%	\$135
			Commercial	\$180	3%	\$185	3%	\$191	3%	\$197	3%	\$203
Classroom 2		816 2 hours										
			Nonprofit	\$100	3%	\$103	3%	\$106	3%	\$109	3%	\$113
			Commercial	\$150	3%	\$155	3%	\$159	3%	\$164	3%	\$169
Gallery/Shop		1,224 4 hours										
			Nonprofit	\$300	3%	\$309	3%	\$318	3%	\$328	3%	\$338
			Commercial	\$450	3%	\$464	3%	\$477	3%	\$492	3%	\$506
Kiln Room		360										
Admin (1st Floor)		340										
Admin (2nd Floor)		264										
Other Support Space		424										
Total Net Square Footage		6,456										
Gross Square Footage		11,216										
ACTIVITY												
<i>Classes</i>												
Number of Programs				15	4%	16	4%	16	4%	17	4%	18
Average Durations (weeks)				12		12						
Average Students/Program				12	4%	12	4%	13	4%	13	4%	14
Average Fee/Student/Program				\$100	4%	104	4%	108	4%	112	4%	117
Teacher Cost - % of Revenue				30%		30%		30%		30%		30%
Overheads - % of Revenue				15%		15%		15%		15%		15%
<i>Workshops</i>												
Number of Programs				12	4%	12	4%	13	4%	13	4%	14
Average Duration (hours)				2		2		2		2		2
Average Students/Program				12	4%	12	4%	13	4%	13	4%	14
Average Fee/Student/Program				\$20	4%	21	4%	22	4%	22	4%	23
Teacher Cost - % of Revenue				30%		30%		30%		30%		30%
Overheads - % of Revenue				15%		15%		15%		15%		15%
<i>Summer Camp</i>												
Number of Programs				1		1		1		1		1
Average Durations (weeks)				4		4		4		4		4
Average Students/Program				30	4%	31	4%	32	4%	34	4%	35
Average Fee/Student/Program				\$300	4%	312	4%	324	4%	337	4%	351
Teacher Cost - % of Revenue				30%		30%		30%		30%		30%
Overheads - % of Revenue				15%		15%		15%		15%		15%
<i>Facility Rental</i>												
				# Annual Rentals								
Conference Room (Nonprofit)				12	4%	12	4%	13	4%	13	4%	14

POMPANO BEACH BAILEY VISUAL ARTS CENTER ACTIVITY & REVENUE FORECAST	FY2013/2014	% Change	FY2014/2015	% Change	FY2015/2016	% Change	FY2016/2017	% Change	FY2017/2018
Conference Room (Commercial)	6	4%	6	4%	6	4%	7	4%	7
Classroom 1 (Nonprofit)	12	4%	12	4%	13	4%	13	4%	14
Classroom 1 (Commercial)	4	4%	4	4%	4	4%	4	4%	5
Classroom 2 (Nonprofit)	12	4%	12	4%	13	4%	13	4%	14
Classroom 2 (Commercial)	4	4%	4	4%	4	4%	4	4%	5
Gallery (Nonprofit)	12	4%	12	4%	13	4%	13	4%	14
Gallery (Commercial)	8	4%	8	4%	9	4%	9	4%	9
	70		73		76		79		82
<i>Gallery Sales</i>									
Retail Sales/nsf/year	\$75	4%	\$78	4%	\$81	4%	\$84	4%	\$88
Commission on Sales	30%		30%		30%		30%		30%
<i>Membership</i>									
Number of Annual Members	40	4%	42	4%	43	4%	45	4%	47
Average Membership Fee	\$50	3%	\$52	3%	\$53	3%	\$55	3%	\$56
EARNED REVENUE									
Artist Studio Rental Income	\$35,100		\$36,153		\$37,238		\$38,355		\$39,505
Other Rental Income	\$12,630		\$13,529		\$14,493		\$15,524		\$16,630
Commission on Items sold	\$27,540		\$28,642		\$29,787		\$30,979		\$32,218
Program Revenues	\$29,880		\$33,222		\$36,949		\$41,107		\$45,747
Membership	\$2,000		\$2,142		\$2,295		\$2,458		\$2,633
TOTAL EARNED INCOME	107,150		113,688		120,761		128,423		136,733
ANNUAL ESCALATION RATE		3%		3%		3%		3%	