

Dr. Phillips Center for the Performing Arts

Summary

Contact Information

Nonprofit	Dr. Phillips Center for the Performing Arts
Address	445 S. Magnolia Ave. Orlando, FL 32801
Phone	(407) 839-0119
Fax	(407) 839-0116
Web Site	http://www.drphillipscenter.org/

At a Glance

IRS Ruling Year	2003
Former Names	Orlando Performing Arts Center Corporation
Organization's type of tax exempt status	Public Supported Charity
Community Foundation staff conducted a site visit?	No

Statements

Statements

Mission

To be an inspirational, creative place where people love to be and where people love to work.

Impact

Our top 3 accomplishments from this past year are as follows:

1- ***We Are On!*** We have officially opened on November 6th.

2 - We have established our spring 2015 Semester of art education classes. We have announced 3 core themes: dance, music and theater with a total of 81 classes offered weekly.

Dance includes jazz, tap, contemporary, movement, and wellness.

Music includes Yamaha Music, vocal music, rock band, theory, and instrumental. Theater includes theater arts and musical theater.

3 - We announced our 2014-2015 programming schedule: with a variety of genres ranging from school and family series programming, Broadway, Jazz Roots, to free plaza concerts.

Our future goals are as follows:

1 – Build our endowment. We have made a commitment to raise a \$25M endowment within 5 years of opening.

2 – Arts education and engagement. We will continue to raise funds for our art education and engagement activities.

3 – Phase 2 of the capital campaign. We will raise funds for our last theater; the 1,700 seat- amplified theater. We anticipate completing all construction in 2018.

Needs

The Dr. Phillips Center for the Performing Arts has three immediate needs:

1 - Capital campaign. Phase 1 Construction: Includes the Walt Disney Theater (2,700-seat for large productions/Broadway) and the Alexis & Jim Pugh Theater (300-seat Community Theater). Phase 1 also includes 10,000-square feet of art education space for the School of Arts at the Dr. Phillips Center, administrative offices, Seneff Arts Plaza and the DeVos Family Room.

Phase 2 Construction: The art center needs to raise additional funding for Phase 2. The main component of Phase 2 is the construction of the 1,700-seat multi-form Acoustic Theater, which will be the new home for our local resident arts organizations the Orlando Philharmonic and the Orlando Ballet. Phase 2 also includes large rehearsal rooms, Seneff Arts Plaza, and deferred components from Phase 1.

2 - Education programming fundraising. The art center needs to raise funds for art education programming either through grants, private donations, or through sponsorships. At our core, we'll be an art center for education, a place to nurture and develop the arts and an appreciation for them. The purpose of the education programming is to offer the region reasonably priced and/or free access for arts-centered, extended school program that empowers students to grow and maintain their sense of self and make healthy life choices.

3 - Endowment fundraising. The art center has committed to raising \$25 million within 5 years of opening. Currently the art center has raised \$2.2 million in the endowment. The purpose of the endowment is to ensure the long-term stability and success of the performing arts center.

Background

The longstanding cry from Central Florida audiences and artists for a modern performing-arts center was first given public voice in 1989 by then-Orlando Mayor Bill Frederick, who said that renovations to the Mayor Bob Carr Performing Arts Centre would be a short-term fix and that the region needed a new facility. In 1995, then-Mayor Glenda Hood launched a public effort for a new center, but due to inadequate fundraising that project was delayed in 2001.

After taking office in 2003, Mayor Buddy Dyer refueled plans for a downtown Orlando performing-arts center, asked developer Jim Pugh to head the private, not-for-profit 501(c)(3) organization and obtained the support of Orange County. The Dr. Phillips Charities donated \$25 million, ensuring that the center would be called the Dr. Phillips Center for the Performing Arts.

CEO/Executive Director Statement

Bringing the finest in the performing arts to the people of Central Florida, bringing all our students to the performing arts, and bringing our performing artists together: Those goals are paramount in the drive to build the Dr. Phillips Center.

The art center will offer dramatically improved performance experiences for Central Florida artists and audiences. Artists will be nourished by working in a state-of-the-art setting that offers bountiful rehearsal and performance spaces. The Dr. Phillips Center will create programming that reflects the community, including a mixture of grassroots, professional, and touring arts and entertainment. Artists representing all kinds of music, dance, opera, theater, spoken word, and beyond will have a home and a voice here. In addition, the Dr. Phillips Center will greatly enhance arts-education programs in Central Florida and help schools ensure that students are exposed to learning through the arts.

Board Chair Statement

The art center promises to be the future for entertainment, education, and community engagement in Central Florida. Many political and business leaders have led the way to realizing the vision of a community-based, mission-driven performing arts center in downtown Orlando, and we will make the most of their hard work as we continue our significant progress toward building this center for our community.

The Board of Directors is committed to seeing this project to its full and successful completion. Likewise, we are dedicated to the project's long-term sustainability and to fulfilling our mission in a fiscally responsible manner and in partnership with the City of Orlando and Orange County.

This performing arts center will be for everyone in our region. If we can inspire just one child who otherwise might not have had the chance to experience great artistic and educational programming, then I will be able to say it all was worth the effort.

Areas of Service

Geographic Areas Served

Areas

FL

FL - Orange

FL - Osceola

FL - Seminole

FL - Brevard

FL - Lake

FL - Polk

FL - Volusia

Service Categories

Primary Organization Type

Arts, Culture & Humanities

Secondary Organization Type

Education

Tertiary Organization Type

Community Improvement, Capacity Building

Programs

Programs

Programming

Description

The Dr. Phillips Center will create programming that reflects the community, including a mixture of grassroots, professional and touring arts and entertainment. Artists representing all kinds of music, dance, opera, theater, spoken word, and beyond will have a home and a voice here. The new state of art Dr. Phillips Center for the Performing Arts remains committed to creating its reputation as a "World Class" performing arts venue and facility. With our brand new facility and a strong focus on educating learners of all ages through our programming, school for the arts, lectures, collaborative projects, educational opportunities and residencies, the Dr. Phillips Center aims to expose patrons, community members and learners of all ages, cultural backgrounds and income levels to the arts and arts education.

Class Code

Arts, Culture & Humanities, General/Other

Class Sub Code

Performing Arts

Population Served

General/Unspecified At-Risk Populations Aging, Elderly, Senior Citizens

Budget

\$0.00

Long Term Success

The art centers productions will strive to bring the community together for live, thrilling experiences. Each program and performance is unique and has the opportunity to capture the audience. Long-term success will be determined by the art center's ability to expand and build the Central Florida audience through a year-round schedule, adding more performances and programming, and/or creating additional similar series for free Seneff Arts Plaza events.

Short Term Success

Short-term success is measured by several factors, including shows capacity, overall attendance, and single ticket revenue figures.

Program Success Monitored By

The art center will use ticket sales and a contact management database to track all financial and attendance figures, and to analyze audience growth over both short and long term periods.

Examples of Program Success

Currently there have not been any professional performances at the art center, because we are still under construction. We look forward to our first performance in our theaters in fall 2014!

Arts Education

Description	Our Arts Education program will enrich the lives of students of all ages. It will offer advanced training, performance-based education, professional development and teacher training; partnerships with Central Florida schools, arts groups and after-school programs; and virtual and distance learning. We anticipate launching this initiative by winter 2013. In addition, we will look to create other educational programs that help to support the community in creating 21 st Century thinkers and engaging lifelong learners for years to come.
Class Code	Arts, Culture & Humanities, General/Other
Class Sub Code	General Arts Education
Population Served	K-12 (5-19 years) General/Unspecified At-Risk Populations
Budget	\$0.00
Long Term Success	<p>The education programming is just beginning to take shape! Currently, the Center has some educational programming performances slated for spring 2014. Since the theaters will not be built then, the Center will be taking the performances to schools and local organizations.</p> <p>The Center's arts education long term goal is to develop the program in to a dynamic program that will enhance the schools' curriculum. Currently, the arts education program staff has decided to focus on these areas.</p> <ul style="list-style-type: none">· Artist in Residency Program (Introductory & Master classes)· Professional Development· Stratford Immersion and Teacher Training Program· Festival Immersion Programming· Speakers Bureau· Dr. Phillips Center Engagement Series· Summer Camp and Class options· Broadway Education Programs· Arts and Medicine <p>The overall goal of the arts education program will provide a powerful connection to learning and literacy that bridges a path for every student/child and every learning style to creative, academic, and personal growth.</p>
Short Term Success	Student attendance and participation is being tracked. Some of the programs will require a commitment of time; e.g., one or two years, in the program. Student and teacher/adult immediate feedback will also be a measure of short term success.
Program Success Monitored By	The arts education program will be monitored by the number of participants in the programs, teacher surveys, student/child surveys, completion of art projects. Benchmarks will be established during the first year.
Examples of Program Success	The arts education program has not begun yet. The first educational performance will be in the spring 2014 at a variety of local schools.

Community Engagement

Description	<p>The art center will be Central Florida's premier cultural destination, offering state-of-the-art performance and arts education opportunities. The Dr. Phillips Center will transform the seven-county region by shaping our cultural and civic landscape for the next century.</p> <p>The Dr. Phillips strives to be a place where inspiration and creativity find their home and reach out to capture a true reflection of our diverse community, install pride, and constantly exhibit the relevant role that the arts play in all our lives.</p>
Class Code	Arts, Culture & Humanities, General/Other
Class Sub Code	Performing Arts
Population Served	General/Unspecified K-12 (5-19 years) Aging, Elderly, Senior Citizens
Budget	\$0.00
Long Term Success	<p>The arts make communities better places to live by bringing people to learn and share. The Center is committed to providing access to the arts via community level programming that engages individuals of all ages, backgrounds and cultures.</p> <p>Adults in communities that engage in arts are based in a foundation of listening, self-expression, diverse community participation and playful creativity -- keys to building a vital, safe and healthy community.</p> <p>The Center will bring the concept of placemaking to life on the CNL Arts Plaza to engage the community.</p>
Short Term Success	CNL Arts Plaza activity attendance, community immediate responses to activities and performances on the plaza.
Program Success Monitored By	Community outreach will be monitored by activity attendance, survey responses, repeat attendance, social media, ticket sales, increase in downtown community livability.
Examples of Program Success	We have been getting a great response from social media e.g., facebook and email sign-up. A few months ago we started the "it's your Center - put your name on it" beam tour, throughout our seven county region. We have had a great response with this tour and have engaged the region in a way like never before.

Impact

Goals

Our goal is to be "arts for every life" with a focus on the Central Florida region.

The Dr. Phillips Center for the Performing Arts is so much more than a place. So much more than a stage. So much more than entertainment. Yes, it's all of that, but it's also a symbol, a catalyst, and an inspiration. Think of it as a place you can go to not only see amazing performers and productions, but also to play and to participate, to learn and dream. The Dr. Phillips Center will be a magnet for the creative spirit, where the diverse talents of the world, Central Florida all come together. And there is a place for everyone.

Strategies

The art center will implement a broad strategy to reach our stated goal.

1 – we will make the arts accessible for everyone who wants to come see a performance

2 – we will take artists to people who cannot come to the art center (i.e. individuals in the hospital, at the VA center, juvenile detention centers, and senior centers)

3 – we will bring the arts to the general public through a series of free shows, lectures, and performances

4 – we have programming that engages diversity and every genre; including but not limited to comedy, dance, musicals, lectures, gospel, children/family, ballet, orchestra, rock band, rap/hip hop, and spoken word to name a few.

5 – we will work with community partners and collaborators to make sure that we are enhancing the arts and professional development throughout Central Florida

Capabilities

We are more than capable of implementing the stated strategies. The art center has the staff and volunteer force to make a lasting impact. We have community partners like the Central Florida Foundation, Tupperware, JP Morgan Chase, and PNC Bank to name a few; who have supported us from giving us sponsorship opportunities, foundation grants, funding guidance and leadership. We have relationships with all seven county school districts; as well as individual teachers throughout the schools. We have partnerships with the LGBT community, with the local VA in Lake Nona, with homeless advocates, with local restaurants, with senior centers, and with our interfaith community.

Indicators

We will know if we are making progress by the number of students impacted; the number of elderly we see at the senior centers, the number of local veterans who come to see a show or take a master class, the number of people impacted and exposed to the arts and cultural experiences. We will measure this impact by how many repeat attendees we have, we will be randomly handing out questionnaires asking what people like, number of new Broadway subscribers, number of renewals for different series (i.e. jazz), what they don't like, how they heard of the performance, etc.

Progress

We have surpassed the Broadway Subscribers goal. We have the highest subscriber rate in the history of Orlando. Our goal was 9,500 and we are currently at 10,056 Broadway Subscribers.

We started a major social media campaign this year (February 2014) to help get information about the art

center, programming, and art education into the community at a fast rate.

Facebook – over 20,000 followers

Twitter – over 5,300 followers

Instagram – over 800 followers

We have over 40,000 people in our email database who have requested frequent contact with us. This number grows by 1,000 every week.

Management

CEO/Executive Director

Executive Director

Ms. Katherine Ramsberger

Term Start

Oct 2004

Email

katherine.ramsberger@drphillipscenter.org

Experience

Ramsberger has over twenty years of leadership experience working with corporations, entrepreneurial companies, and philanthropic organizations. In these roles, her responsibility has been to develop and execute complex programs founded in effective corporate alliances, strong financial management, creative problem solving, dynamic brand development, team creation and management, and operational leadership. Her business skills include strategic positioning and implementation of business, communications and marketing plans involving corporate and government organizations.

Senior Staff

Ms. Cecilia Kelly

Title

CFO

Experience/Biography

Cecilia worked for 11 years with KPMG and then joined Hard Rock Cafe International in 1999 as worldwide controller and senior director of finance of domestic and international businesses. In 2003, Cecilia joined CFO Strategic Partners as a financial consultant. In more than four years at CFO Strategic Partners, she was involved in special financial projects for a variety of clients and acted as CFO for a number of non-profit organizations. Kelly has served on various boards of organizations throughout the years; she is currently a board member of the St. James Home and School Association and is involved in several other youth-oriented organizations. Cecilia is responsible for directing the performing arts center's financial planning and reporting practices as well as developing and maintaining effective relationships with lending institutions, board members and the financial community.

Mr. Ellery Brown

Title

Vice President of Operations

Experience/Biography

Ellery Brown is responsible for the planning, establishing, and overseeing facility and theater management for the Center from construction to grand opening to full operational status. He will be responsible for overseeing the Center's overall efficiency and sustainability, including the implementation of the project's interior design, overall construction, and technology development. Brown brings more than 25 years of experience to the position.

Prior to joining the Dr. Phillips Center, Brown was vice president of theatre operations and facilities for Segerstrom Center for the Arts in Costa Mesa, CA. In his six-year tenure with the Segerstrom Center, Brown managed the final construction and the opening of the Renee and Henry Segerstrom Concert Hall, and provided operations and production support for more than 2,400 events. He also served as the director of operations for La Jolla Playhouse in La Jolla, CA.

Ms. Leah Shepherd

Title Vice President of Development

Experience/Biography

Mr. Scott Galbraith

Title Vice President of Programming and Education

Experience/Biography

Mr. Bruno Sousa

Title Vice President of Technology

Experience/Biography

Mr. Scott Bowman

Title Vice President of Communications

Experience/Biography

Staff

Full Time Staff	61
Part Time Staff	78
Volunteers	350
Contractors	3
Retention Rate	92%

State Information

State Charitable Solicitations Permit?	Yes July 2014
State Registration	Yes Jan 2015

Plans & Policies

Plans and Policies

Organization has a Fundraising Plan?	Under Development
Organization has a Strategic Plan?	No
Management Succession Plan?	No
Organization Policy and Procedures	Yes
Nondiscrimination Policy	Yes
Directors and Officers Insurance Policy	Yes

Management Information

Whistleblower Policy	Yes
Document Destruction Policy	Yes
Management Reports To Board	Yes
CEO/Executive Director Formal Evaluation	Yes
CEO/Executive Director Formal Frequency	Annually
Senior Management Formal Evaluation	Yes
Senior Management Formal Evaluation Frequency	Annually

Affiliations

<u>Affiliation</u>	<u>Year</u>
AFP (Association of Fundraising Professionals)	2009
Performing Arts Center Consortium	2007

Governance

Board Chair

Board Chair	Mr. James H. Pugh Jr.
Company Affiliation	Chairman; Epoch Properties, Inc.
Term	Sept 2003 to Sept 2015

Board Members

Name	Affiliation	Status
Mr. Jean-Marc Allard	Custom Renovation Specialist, Inc.	Voting
Dr. Rita Bornstein	President Emerita, Rollins College	Voting
The Honorable Linda Chapin	Former Mayor of Orange County	Voting
The Honorable Bill Frederick	Former Mayor of Orlando	Voting
Ms. Sibille Pritchard	Brooksville Development Corp.	Voting
Mr. Edmund C. Timberlake Jr.	Seaside National Bank & Trust	Voting
Mr. Joseph R. Cleveland	Retired, Lockheed Martin	Voting
Mr. Earl M. Crittenden Jr.	Crittenden Fruit Company	Voting
Mr. Tony Jenkins	Florida Blue	Voting
Mr. Phillip Kobrin	Retired Business Executive	Voting
Mr. Alex Martins	Orlando Magic	Voting
Mr. Thomas M. Roehlke	Tupperware Brands Corporation	Voting
The Honorable Geraldine F. Thompson	Wells' Built Museum/Florida State Representative	Voting
Mr Craig Ustler	Ustler Development, Inc.	Voting
Mr. Don Ammerman	Dr. Phillips Charities	Exofficio
The Honorable Buddy Dyer	Mayor, City of Orlando	Exofficio
Mr. Bryce West	Community Volunteer	Voting
Mr. Chuck Steinmetz	Retired Business Executive	Voting
Mr. Phillip Holt	Row Sham Bow, Inc.	Voting
Mr. Bill Sublette	Orange County School Board	Voting
Mrs. Annette Neel	Community Volunteer	Exofficio
Mr. Steve Miller		Voting
Mrs. Carol Massey		Voting
Mr. Jonathan Taylor		Voting
Mr. Frank Santos		Voting
Mr. Al Weiss		
Mr. Bob Snow	Principal, Snow & Associates	Voting
Ms. Linda Landman Gonzalez	Vice President, Community Relations & Govt. Affairs, Orlando Magic	Voting
Ms. Sharon Hagle	Tricor International Corporation	Voting
Mr. Richard Kessler	Chairman and CEO, The Kessler Collection	Voting
Ms. Joan Ruffier	Community Volunteer	Voting

Mr. Michael Grindstaff	Chairman, University of Central Florida Board of Trustees	Exofficio
Mr. Yatin Patel	Entrepreneur	Voting
Mr. Ron Nardozi		Voting
Dr. Clarence H. Brown III	UCF Board of Trustees	Exofficio
Mr. James H. Pugh Jr.	Epoch Properties, Inc.	Voting

Board Demographics - Ethnicity

African American/Black	3
Asian American/Pacific Islander	1
Caucasian	27
Hispanic/Latino	4
Native American/American Indian	1
Other	0

Board Demographics - Gender

Male	27
Female	9
Not Specified	0

Governance

Board Term Lengths	3
Board Term Limits	0
Board Meeting Attendance	71%
Number of Full Board Meetings Annually	4
Written Board Selection Criteria?	Yes
Written Conflict of Interest Policy?	Yes
Percentage Making Monetary Contributions	80%
Percentage Making In-Kind Contributions	79%

Standing Committees

Board Governance
 Audit
 Building
 Community Outreach / Community Relations
 Development / Fund Development / Fund Raising / Grant Writing / Major Gifts
 Executive
 Finance
 Operations

Financials

Fiscal year

Fiscal Year Start	July 01, 2014
Fiscal Year End	June 30, 2015
Projected Revenue	\$500,000.00
Projected Expenses	\$1,500,000.00
Endowment Value	\$2,200,000.00
Spending Policy	Income Only
Percentage	0%

Detailed Financials

Revenue and Expenses

Fiscal Year	2013	2012	2011
Total Revenue	\$1,865,141	\$169,993	\$8,021,959
Total Expenses	\$4,194,416	\$1,505,023	\$2,744,254

Revenue Sources

Fiscal Year	2013	2012	2011
Foundation and Corporation Contributions	\$0	\$0	\$0
Government Contributions	\$0	\$0	\$0
Federal	\$0	\$0	\$0
State	\$0	\$0	\$0
Local	\$0	\$0	\$0
Unspecified	\$0	\$0	\$0
Individual Contributions	\$1,734,832	\$173,896	\$8,021,254
Indirect Public Support	\$0	\$0	\$0
Earned Revenue	(\$2,209)	(\$4,942)	\$0
Investment Income, Net of Losses	\$2,492	\$468	\$705
Membership Dues	\$0	\$0	\$0
Special Events	\$0	\$0	\$0
Revenue In-Kind	\$130,026	\$571	\$71,000
Other	\$0	\$0	(\$71,000)

Expense Allocation

Fiscal Year	2013	2012	2011
Program Expense	\$1,415,081	\$559,541	\$939,240
Administration Expense	\$1,165,259	\$437,680	\$1,294,944
Fundraising Expense	\$1,614,076	\$507,802	\$510,070
Payments to Affiliates	\$0	\$0	\$0
Total Revenue/Total Expenses	0.44	0.11	2.92
Program Expense/Total Expenses	34%	37%	34%
Fundraising Expense/Contributed Revenue	93%	292%	6%

Assets and Liabilities

Fiscal Year	2013	2012	2011
Total Assets	\$79,977,666	\$85,359,856	\$85,514,605
Current Assets	\$30,783,866	\$85,270,502	\$85,322,011
Long-Term Liabilities	\$15,970,000	\$19,759,629	\$19,759,629
Current Liabilities	\$957,556	\$809,031	\$495,427
Total Net Assets	\$63,050,110	\$64,791,196	\$65,259,549

Short Term Solvency

Fiscal Year	2013	2012	2011
Current Ratio: Current Assets/Current Liabilities	32.15	105.40	172.22

Long Term Solvency

Fiscal Year	2013	2012	2011
Long-Term Liabilities/Total Assets	20%	23%	23%

Top Funding Sources

Fiscal Year	2013	2012	2011
Top Funding Source & Dollar Amount	Individuals \$1,734,832	Individuals, Foundations, Corporations \$173,896	Individuals, Foundations, Corporations \$8,021,254
Second Highest Funding Source & Dollar Amount	In-Kind \$130,026	In-Kind Revenues \$571	Inkind Revenue \$71,000
Third Highest Funding Source & Dollar Amount	Investment Income \$2,492	Investment Income \$468	Investment Income \$705

Capital Campaign**Currently in a Capital Campaign?**

Yes

Campaign Purpose

Our campaign is designed to raise funds for development management, design, and construction, for operational start-up costs associated with building the Dr. Phillips Center for the Performing Arts. We are focused on funding phase 2 of our capital campaign; which will help build the remaining theater - a 1,700 seat acoustic theater.

Goal

525000000

Dates

June 2011 to Mar 2015

Amount Raised To Date

\$518,000,000.00 as of Nov 2014

Capital Campaign Anticipated in Next 5 Years?

Yes

Comments

Foundation Comments

2012 financial figures are for a partial year due to the change in the fiscal year.

Financial figures taken from 990s. 990s and audits are reconciled.

Contributions from foundations and corporations are included in total for individuals, as they were not separated in the 990.

In-kind contributions includes donated services and facilities as reported in the IRS form 990.

Endowment is not held at the Community Foundation of Central Florida.

Disaster Plans

Disaster Plans

**Organization is a member of Voluntary
Organizations Active in Disaster (VOAD)?**

No