

9_16_2014 Finance Committee meeting minutes

Present: Alan Preston, Nancy Stearns, Bill DeMare, Evelyn Bless, Paul Berg, John Miley

Absent: Jennifer Fritch, Rex Henderson

Chair: Alan, minutes: Evelyn. Called to order 11:30 am. Adjourned 1:35 pm.

Jan-Aug report: We discussed discrepancy between two reports and accepted report showing lower profit number, \$500.

Proposed 2015 budget: We reviewed all items. No changes. We recommend forwarding to Board.

Comments:

Marketing and revenue increases:

- Classes: net income 44K. Excluding marketing expenses, net revenue: 52K
- Events: net income breakeven; excluding marketing, net revenue will be: 16K
- Summer camps: net income 9K; excluding marketing, net revenue: 12K
- Rentals: 57K; excluding marketing, net revenue: 60K.

Conclusion: increase in advertising to 30K is acceptable if it will help increase long term revenue. Advertising will go to brand and revenue sources such as rentals and classes.

Comments: Marketing strategy is needed. Before each show, talk about events, classes, rentals; also summer camp as it nears. We are developing a videomercial about what the Center offers to show before performances. Need heartwarming stories of people who changed / developed new abilities through classes. Incorporate in video, grant applications, marketing, etc.

Development: Need a strategy for membership, grants, first chair, etc. Nancy will pass on name of grant writer (retired) who is possible resource to aid in grant writing.

Rentals: Strategy? Develop landscaping so Center and Studio are very attractive on outside. We need to take ownership of this and Studio improvements, not wait for County.

Overall comments:

The increases in the budget this year are higher and will have to be achieved by new strategies, not by doing the same as always. Staff must take ownership and responsibility for their areas.

This year will be positive only because of the state grant, which we cannot count on in the future. We are taking this windfall of the state grant and using it to develop areas where revenue will sustain us going forward. Every staff member needs to be aware of this.

We are not doing business as usual. We need to break out of old habits; the ED must do things differently and lead staff to do the same.

1. We need game plans for reaching targets in the budget.
2. We need a plan for exceeding the budget targets.
3. Nancy and Paul will meet to develop performance increases (which are built into the budget) and incentives. Incentives kick in only when budget targets are exceeded by specified amounts.