



Putting Knowledge to Work: The State of Arts Organizations

May 2013

COMMUNITY FOUNDATION
of Central Florida

Using aggregate data from the
Community Foundation Knowledge Base
to understand the health of Central
Florida's Arts Community



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President/CEO

COMMUNITY FOUNDATION
of Central Florida

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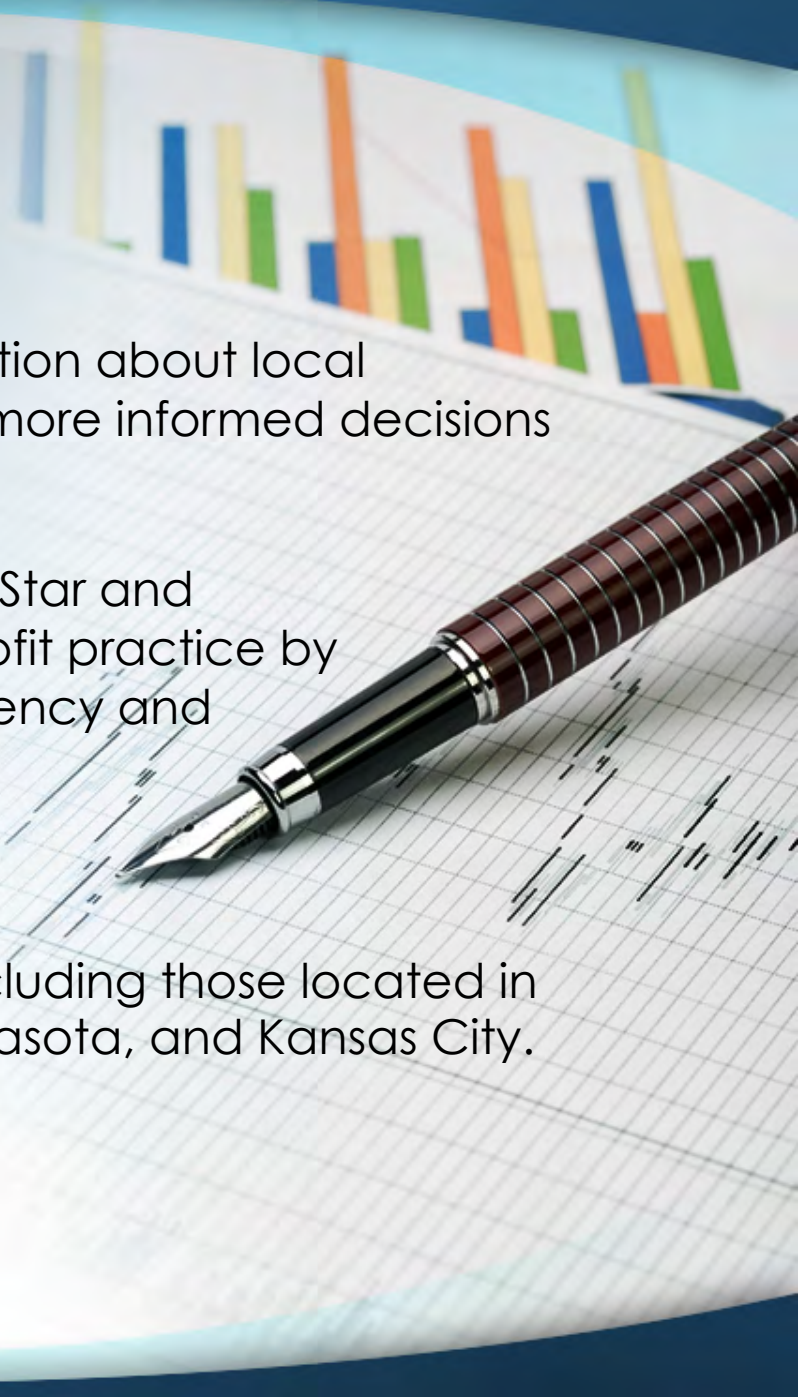
COMMUNITY FOUNDATION
of Central Florida

What is The Knowledge Base?

An online tool sharing comprehensive information about local nonprofits, helping donors and funders make more informed decisions about charitable giving.

This tool comes from a partnership with GuideStar and seeks to revolutionize philanthropy and nonprofit practice by providing information that advances transparency and encourages charitable giving.

The Knowledge Base tool, generically called “DonorEdge,” has been implemented by 16 community foundations across the country including those located in Boston, San Diego, Philadelphia, Nashville, Sarasota, and Kansas City.



Turning Data Into Knowledge

The Knowledge Base can also be used:

- to better understand the resources nonprofits need to be effective and efficient in carrying out their missions.
- by grantmaking foundations and funders to vet grant requests or identify strategic grantmaking metrics.
- Find 501(c)(3) nonprofits serving Orange, Osceola, Seminole, Brevard, Volusia, Lake or Polk Counties. All are encouraged to develop a portrait.

Organizations must update information at least annually to retain the “Reviewed” status displayed on up-to-date portraits. Funders across the region include Knowledge Base Review as part of grants to build capacity.



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United Arts of Central Florida, Inc.

REVIEWED
BY YOUR COMMUNITY FOUNDATION

Last Updated: 10/23/2012 4:21:13 PM

Overview

General Information

Statements and Search Criteria

Programs

Management

Governance

Financials

Disaster Programs

Other Documents



Nonprofit

United Arts of Central Florida, Inc.

Address

2450 Maitland Center Parkway Suite 201

Maitland, FL 32751-4140
Orange County

Primary Phone
(407) 628-0333

Primary Fax
(407) 628-9110

Web Site

[Click to visit nonprofit website](#)

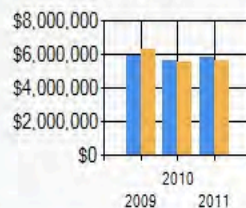
Overview

The mission of United Arts of Central Florida is to enhance the quality and variety of cultural experiences available in Central Florida. United Arts serves arts and cultural providers and, through them, residents and visitors. We do this by: assisting in raising and allocating funds for the arts and cultural community in Lake, Orange, Osceola, and Seminole counties; providing management enhancement and other services to arts and cultural providers; being the primary advocate for arts and culture; and facilitating communication and cooperation among Central Florida artists and arts organizations.

[More Background](#)

Financials

Revenue vs. Expense



Programs

Grants Programs

Arts Education

Cultural Awareness

Annual Giving

External Grants and Research

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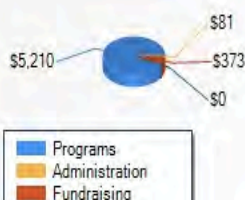
Regional Planning for the Future

Led by a group of public, private and civic leaders, myregion.org is encouraging unprecedented cooperation among community leaders to create a coordinated, comprehensive plan for Central Florida's future. To see what nonprofit organizations are part of this initiative, use the "View Organizations" button. To learn more about myregion.org, click the link below. [Read more](#)

Volunteering

Want to lend your time and talent to an organization working

Expense Breakdown 2011 (000s)



This is NOT A Report Card!

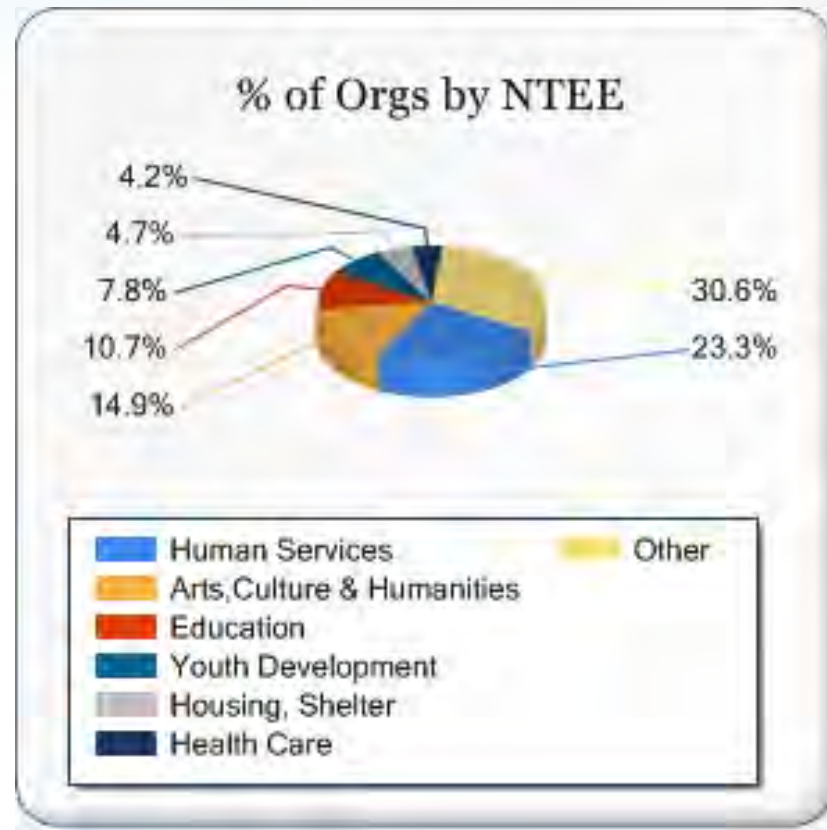


Arts Sub-Sector Analysis – 2013

Turning Data into Knowledge

The Universe

- 84 *Reviewed* Portraits
- Data from 95 Portraits
- UA/15



Data was collected from the Community Foundation Knowledge Base as of April 2013.

The United Arts 15

- Maitland Art & History Association
- Association to Preserve the Eatonville Community
- Bach Festival Society
- Crealdé School of Art
- Downtown Arts District
- Enzian Theater
- Garden Theatre
- Mad Cow Theatre
- Orange County Regional History Center
- Orlando Ballet
- Orlando Museum of Art
- Orlando Philharmonic
- Orlando Repertory Theatre
- Orlando Science Center
- Orlando Shakespeare Theater

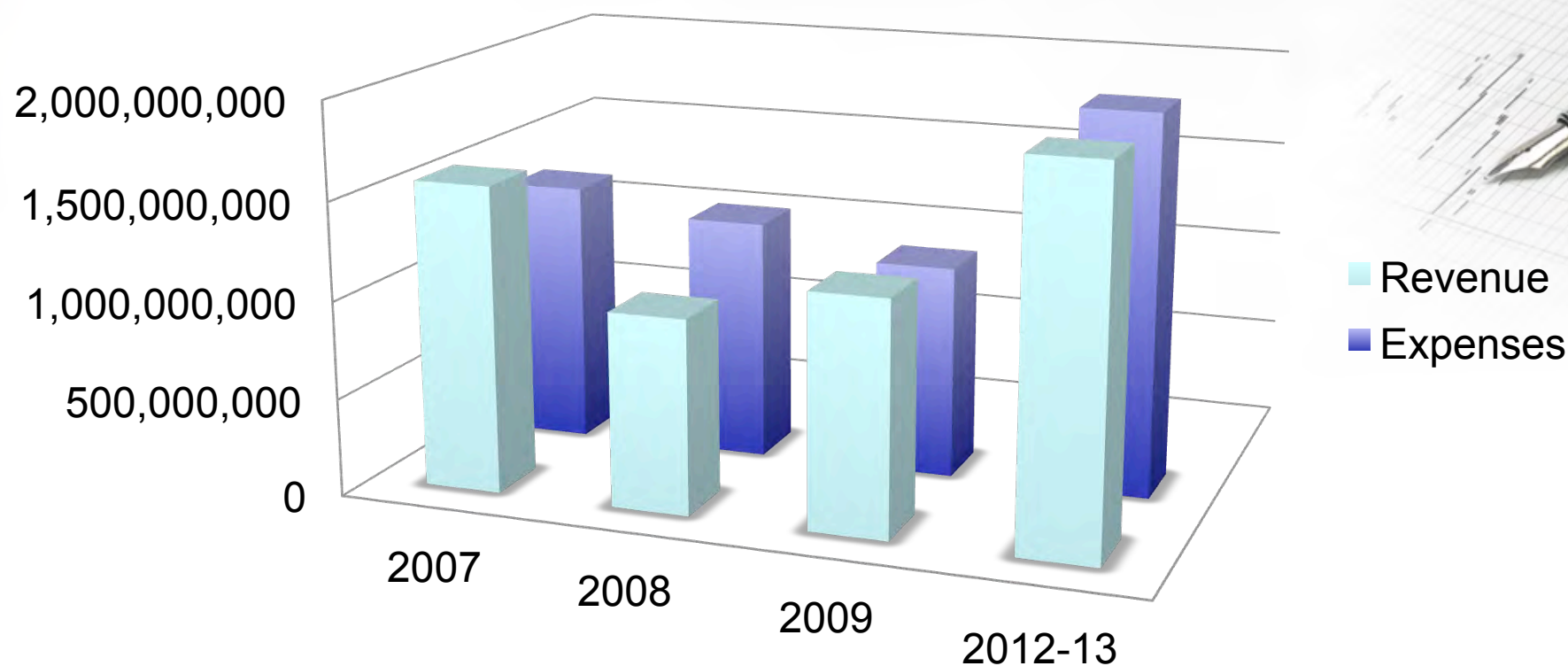


Local Context for the Data



Revenue & Expenses Index Sample (300) From All Nonprofit Organizations in Central Florida

State of the Whole Nonprofit Sector

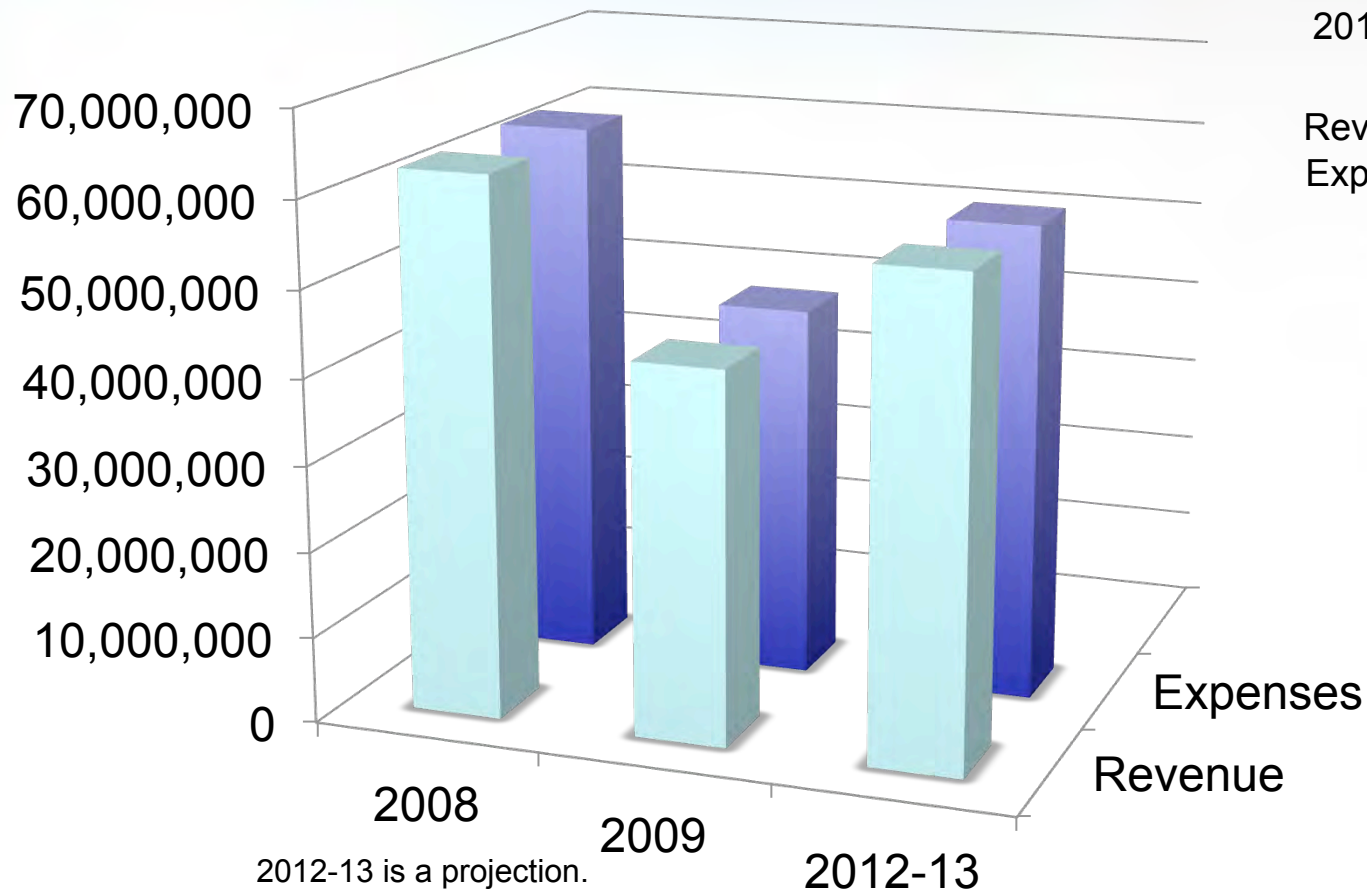


Revenue: \$ 1,913,069,000

Expenses: \$1,945,586,000

Revenue & Expenses for 84 Arts Organizations

Only The Arts Universe



2012-13 is a projection

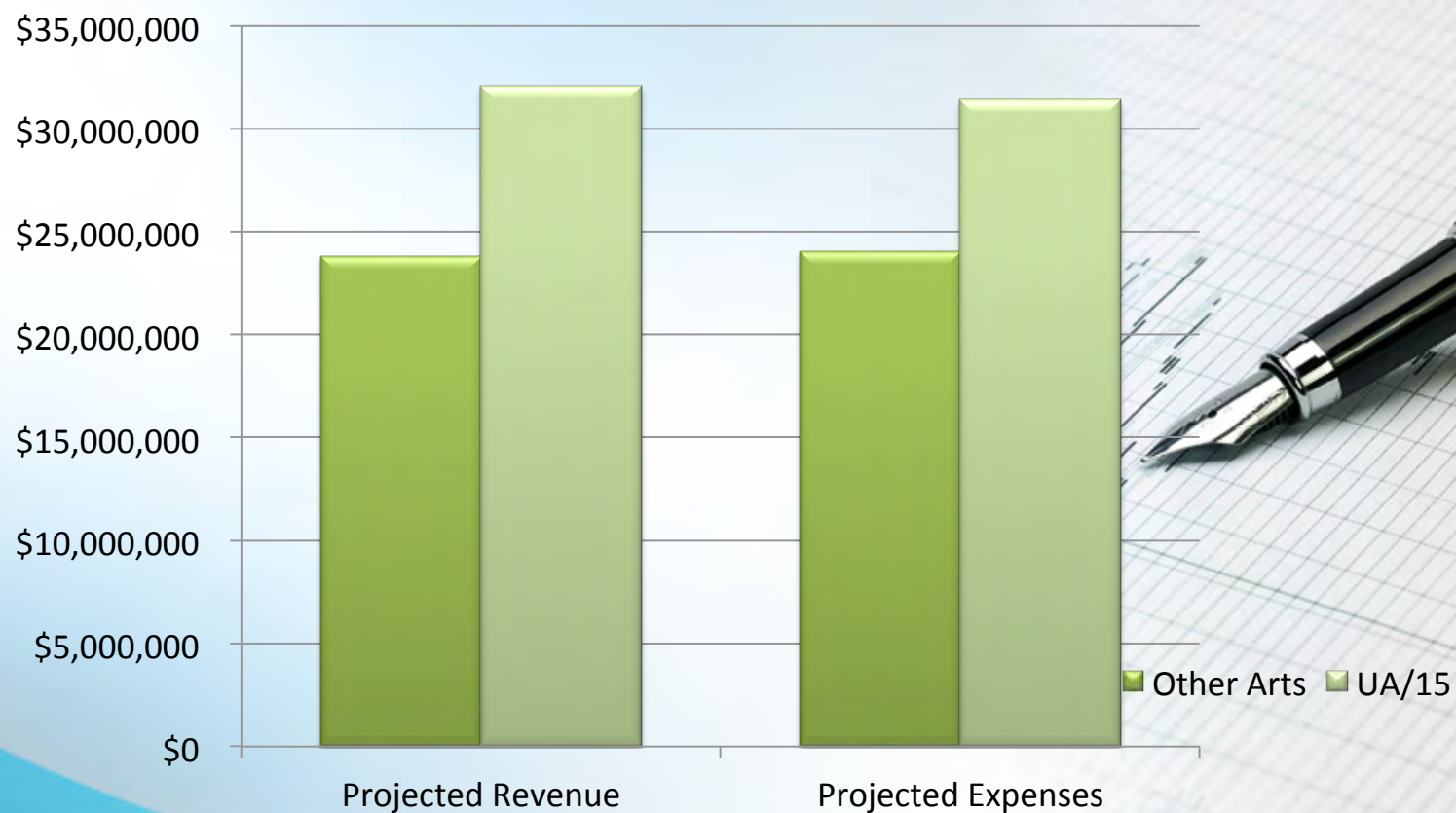
Revenues: \$55,880,064

Expenses: \$55,410,263

Revenue

Expenses

UA/15 vs. Arts Sector Revenue vs. Expenses



Definitions Behind the Data

- Capacity is infrastructure, tools, and resources necessary to do the job identified in the mission and/or strategic plan.
- Sustainability is an “orientation, not a destination.”
 - Doing what is required “to meet the needs of the present without compromising the ability of future generations to meet their own needs.” [United Nations Definition](#)
 - “The Capacity to Endure.” [Wikipedia](#)

Source: Blue Avocado.org

Turning Data Into Knowledge



Capacity - Governance Indicators

Indicates Volunteer Leader Capacity

	Total Sector	UA/15
• Average Number of Board Members	14	21
• Average Board Meeting attendance	76%	69%
• Average Board Investment	76%	86%

- | | | |
|--|-----|-----|
| » Board Term Limits Average – | 2 | 3 |
| » How Often Does Board Meet? | 8 | 8 |
| » Written Board Selection Criteria | 37% | 46% |
| » Board members are predominately White and Female | | |



Sample: 84 Arts Organizations,
April 2013

Capacity - Governance Indicators

Indicates Policies in Place

	Total Sector	UA/15
• Conflict of Interest	57%	80%
• Endowment	18%	46%
• Average Board Investment	76%	86%

» Board Term Limits Average	2	3
» How Often Does Board Meet?	8	8
» Written Board Selection Criteria	37%	46%
» Board members are predominately White and Female		



Sample: 84 Arts Organizations,
April 2013

Capacity - *Management Indicators*

Indication of the strength of Management

	Total Sector	UA/15
• CEOs performance review	70% *	87%
• Performance review of senior staff	52%	87%
• Annual CEO Compensation		
Under \$50,000	26%	7%
\$50,000 to \$75,000	9%	60%
\$75,000 to \$100,000	17%	20%
Over \$100,000	6%	13%
• Volunteer Led	42%	0
• Average CEO compensation	\$48,000	\$77,000

Sample: 84 Arts Organizations, April 2013

* < 20% Positive Change

Capacity - *Management Indicators*

Staffing

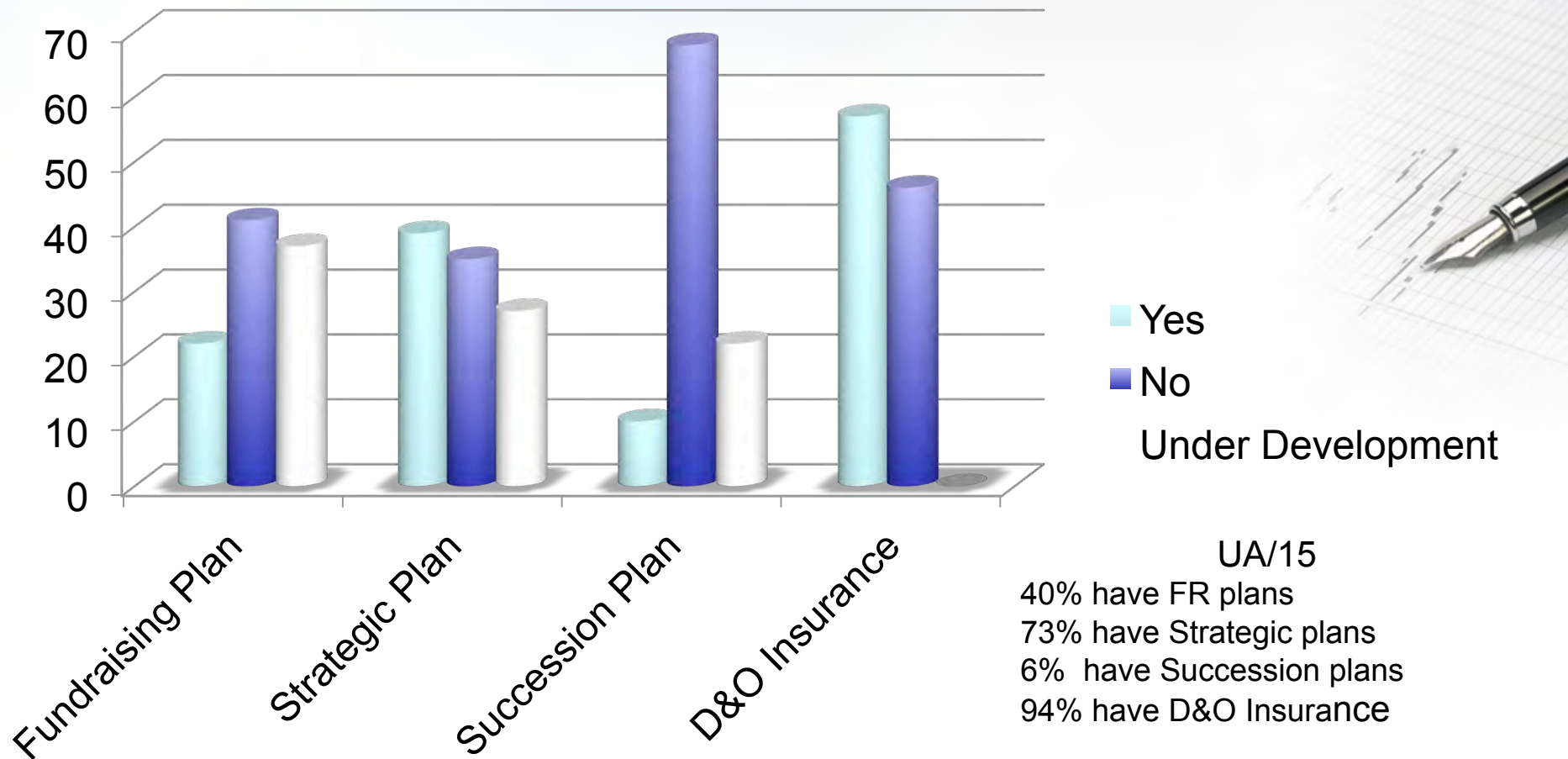
	Total Sector	UA/15
• Full Time	397	195
• Part Time	352	223
• Contract Employees	936	621
• Volunteers	11,601	3700
• Staff Retention	66%*	86%

Sample: 84 Arts Organizations, April 2013

* < 20% Positive Change

Capacity - Management Indicators

Indication of the strength of infrastructure



Sample: 95 Arts Organizations, April 2013

Sustainability – Capital

Access to Capital is a key to Sustainability

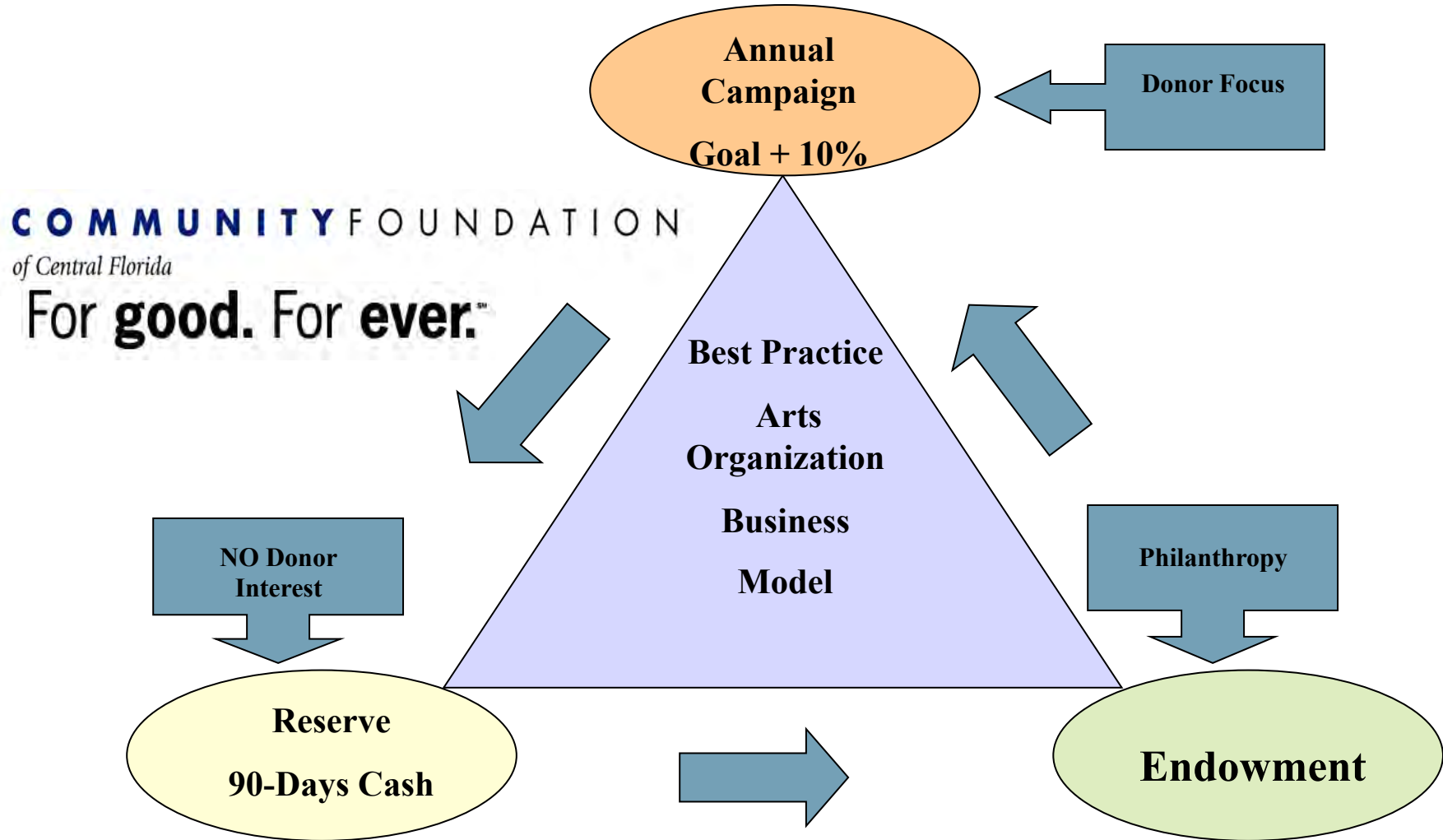
Large Print Disclaimer



Lawyers and Accountants Never Agree

Note: Many nonprofits report “endowment” that does not qualify under legal parameters, accounting rules, or UPMIFA in order to qualify for grants or meet funder requirements. The following data reflects actual Permanent Endowment as reported in audited financial statements, which must be permanently restricted by a donor and cannot be invaded. Some of this money is held and managed by the nonprofits themselves, by third parties in Trust instruments, or is at the Community Foundation. Many organizations refer to Board Restricted funds as “endowment,” however this is technically Reserve, because what a Board restricts, it can un-restrict or invade.

A profitable Annual Campaign supports a growing Reserve. The Strategic Plan should focus the organization toward Effective Outcomes that create a profit. This money comes from all sources. The profit is moved to Reserve.



This portfolio is usually managed by the Board and an Investment Committee, and can grow or shrink to match planning and economic expectations. This is the number of days of cash-on-hand the organization has to run the business.

Permanent Endowment is donor restricted or held at the Community Foundation, sending a credible signal of sustainability to funders and donors. Boards concentrate on the mission of raising endowment assets for the organization, and overseeing the use of those funds.

Sustainability - *Capital Access to Capital*

- Endowment

Arts Sector	UA/15	Full Sector*
18%	46%	30%
\$13M	\$7M	\$70M

- Capital Campaigns

Arts Sector	UA/15	Full Sector*
9 Open/7 Planned	3 Open/2 Planned	43 Open
\$213M*	\$21M	\$1.5 B

Sample: 95 Arts Organizations, April 2013
*361 Organizations, December 2012

* Disclosed Amounts

Sustainability - *Revenue/Overhead*

Key Audit Data Watched by Investors

- Total Government Funding – **Almost \$13 million**
- Total Funding from Individuals - **\$14 million**
- Total Funding from Foundations and Corporations - **\$5.5M**
- Earned Revenue - **\$16.5 million**
- Special Events - **\$2 million**
- In-Kind – **\$4.5 million**
- Average Overhead **29%**
- Average Fundraising Cost **5.8%**



Sample: 81 Arts Organizations, April 2013

Context for the Data



Comparison – Sarasota/Central Florida

	Sarasota	CF	UA/15
• Sector Size	60	95	15
• Projected Income	\$74M	\$56M	\$32M
• Projected Expenses	\$72M	\$55M	\$31M
• Endowment	47%	18%	46%
	\$91M	\$13M	\$7M
• Capital Campaigns	5	9	3
Goal	\$72M	\$213M	\$21M
Raised to Date	\$24M	\$98M	\$4M

Sample: 95 Central Florida Arts Organizations, April 2013
60 Sarasota Arts Organizations – The Giving Partner April 2013

National State of Arts Giving

- National Arts Giving up 6.9% YTD
- Arts Giving 4% of total - about \$16 Billion
- Arts Giving Expected to be up about 3.5% This Year

Source: Atlas of Giving – April 2013

Central Florida Transfer of Wealth



Significant
Opportunity for Arts
Organizations

Sneak Peak at Florida's First Transfer of Wealth Study

Funded by 11 Florida foundations

Including the Edyth Bush Charitable Foundation and
the Community Foundation of Central Florida

Study conducted by the Center for Rural
Entrepreneurship



TOW's Link to Philanthropy

- TOW is a primary driver of philanthropy
- New private foundations and funds at the Community Foundations come from TOW
- A 5% giveback goal would create substantial charitable endowment for Central Florida
- Creating legacy for families and sustainability



Central Florida's Transfer of Wealth

Current Wealth – Orange County 2010 - \$69B

- Ten Year TOW - \$12B, Fifty Year TOW - \$139B
- Ten Years @ 5% is \$623M or \$31M/year forever
- 24% have NW over \$250k
- 6.4% are Millionaires



Source: Center for Rural Entrepreneurship Florida TOW Study 2012

Central Florida's Transfer of Wealth

Orange County Scenario Changers

- Tourism
- National Economy
- Migration
- Low Wealth (46% have NW under \$50k)



Source: Center for Rural Entrepreneurship Florida TOW Study 2012

Central Florida's Transfer of Wealth

Orange County Psychographics – Opportunities for the Arts

- Developers
- Growth Entrepreneurs
- Specialized Talent (Almost 10% of the population are part of the “Creative Class” cohort)



Source: Center for Rural Entrepreneurship Florida TOW Study 2012

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