



2013 Staffing Report

Performing Arts Centers

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IAVM 2013 Staffing Survey Report

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As with all of our products and initiatives, we welcome any comments so that we can continue to improve these reports to meet your needs. Please contact Frank Ingoglia, 972-538-1001 or via email to frank.ingoglia@iavm.org.

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BACKGROUND

During the past two years, IAVM has fielded several questions regarding a multitude of industry staffing issues. To address these issues and to advance and share our knowledge of managing venues, this staffing level survey was designed to learn what it takes to operate specific functional areas of performing arts centers, convention centers, arenas and stadiums.

The survey was **NOT** intended to provide an exact count of the number of total employees, but rather to assess the number of employees it takes to run each functional area (i.e., how many employees do you have in your Technology/IT department?).

Due to the wide variety of approaches to operating some functional areas and the complexity in trying to obtain comparable measures across venues, some obvious functional areas were omitted intentionally. Food and Beverage operations, for example, are far too diverse to reliably measure the number of employees required. For similar reasons, executive management positions were also omitted intentionally.

In short, this survey was designed to measure the total number of full-time employees (or full-time equivalents) and the total number in certain, key functional areas. It was not designed to determine the total number of full-time employees required in every possible functional area; as such, we limited the number of functional areas to the 27 considered most important across all venue types.

Corollary objectives were to gauge the diversity of full-time staffs at venues, and to report on the usage of paid or unpaid interns.

METHODOLOGY

Using an internet-based platform provided by PeerFocus, the IAVM 2013 Staffing Survey was conducted from June 24 through August 5, 2013 with 1,337 IAVM member venues.

A total of 216 completed surveys were obtained (53 performing arts centers, 79 arenas, 69 convention centers and 15 stadiums) for a response rate of 16%.

The survey results are examined by several groupings, in order to make this report more meaningful to you. The number of performing arts centers included in each group is shown below.

Sample of Performing Arts Centers That Participated					
Size of Venue (number of seats)		Venue is:		Ownership	
Large (Over 2,500)	13	Part of a complex	18	Public Owner (Government/Authority)	40
Medium (1,501 to 2,500)	18	Not part of a complex	35	Not Public Owner (Private/Non-profit/Other)	13
Small (Up to 1,500)	22	University based	14		
		Not University based	39		
Market Tier		Management			
1st	16	Public Management (Government/Authority)		27	
2nd	18	Not Public Management (Management		26	
3rd	19	Company/ Non-Profit/ Other)			

The data collection and calculation process was a very extensive multi-step process. In the initial data collection process, significant effort was made to ensure that obvious errors or missing responses in the data were followed up and corrected. Averages and standard deviations were calculated and responses that did not fall within 2 standard deviations of the average were excluded. (Standard deviation is a statistical tool used to measure variability or spread of a sampling of data. In an analysis of collected data, there can be concern about the validity of survey conclusions should there be certain data that are dramatically different than all of the other collected data. A statistical rule-of-thumb for the type of data collected is that approximately 95% of the data falls within two standard deviations of the calculated average.)

We hope you will find the following information useful and we encourage you to participate in future surveys. Should you have any questions on the Report, please contact Frank Ingoglia at Frank.Ingoglia@iavm.org.

ANALYTICAL NOTE AND FUNCTIONAL AREAS INVESTIGATED IN THE SURVEY

On all tables included in this report:

Data is not shown when base sizes are 3 or less.

Percentage totals may not add to 100% due to rounding.

Data indicating the number of employees throughout this report are presented as “Full-time Equivalent (FTE)”; 2,080 hours worked by permanent, part-time or permanent casual staff is the equivalent of 1 full-time employee.

Important Note: The figure for the average number of staff contained in the tables presented in this report represents the average at performing arts centers that reported having staff in the functional area. It should not be construed that the figure shown represents the average at all performing arts centers. In fact, many performing arts centers have no staff in certain functional areas.

The 27 functional areas covered in this survey, along with further description provided to respondents are:

GENERAL ADMINISTRATION

Legal/General Counsel: *Include those in your Legal department. For this survey, do not include any Legal staff whose primary responsibility is in procurement/purchasing; please include those personnel in the Procurement/Purchasing section below.*

Procurement/Purchasing: *Include those that oversee suppliers, service providers, equipment purchases; prepare and/or review requests for proposals; negotiate contract terms and conditions with suppliers; include capital and non-capital purchasing agents.*

Finance/Accounting: *Include those involved in finance or accounting functions.*

Technology/IT: *Include those in your IT/Technology department.*

Human Resources (HR): *Include those in your HR department.*

BUSINESS DEVELOPMENT

Development/Fundraising/Sponsorship: *Include those that work to raise the contributed revenue budget goal, manage capital and endowment campaigns, and/or fundraise, secure and fulfill sponsorships from business sources.*

Education/Outreach: *Include those in educational, family and community outreach programs.*

Public Relations/Communications: *Include those in public relations and corporate communications, government relations/public affairs. Do not include social media strategy here, record those in the line below.*

Social Media: *Include those that operate your social media strategies.*

SALES/BOOKING AND MARKETING

If the roles of Sales and Marketing are separated for your organization at this level, report separately in (9) and/or (10).

Sales/Booking and Marketing (involved in sales/booking and marketing): *Include those in both sales and marketing. Do not include PR or communications personnel.*

Sales/booking (not involved in marketing): *Include those in sales but not marketing. Do not include PR or communications personnel.*

Marketing (not involved in sales/booking): *Include those in marketing but not sales. Do not include PR or communications personnel.*

Special Events Programming/Entertainment Contracting: *Include those involved in selecting and contracting for programming on which the venue takes an “at risk” position, as opposed to programming produced or presented by rental clients or resident tenants.*

BUILDING SERVICES AND ENGINEERING/MAINTENANCE

Engineering/Maintenance (physical plant, carpenter, painter, maintenance, mechanic, plumber, construction, etc.): *Do not include any for which you generate billable revenue on event days. For example, if you bill your customers for using maintenance staff that you hired specifically for a particular event, do not count these employees.*

Housekeeping/Custodial: *Do not include any for which you generate billable revenue on event days. For example, if you bill your customers for using custodial staff that you hired specifically for a particular event, do not count these employees.*

Groundskeepers: *Do not include any for which you generate billable revenue on event days. For example, if you bill your customers for groundskeeping staff that you hired specifically for a particular event, do not count these employees.*

GUEST OPERATIONS

Ticket/Box Office: Do not include any for which you generate billable revenue on event days. For example, if you bill your customers for using ticketing staff that you hired specifically for a particular event, do not count these employees.

Merchandise/Retail Operations: Do not include any involved in Food and Beverage or in the Business Center. Do not include any for which you generate billable revenue on event days. For example, if you bill your customers for using retail staff that you hired specifically for a particular event, do not count these employees. If you bring in part-time personnel to staff retail outlets that are only open on event days, at no minimum chargeback to show management, do count these employees.

Guest/Patron/Client Services/House Manager: Include those involved in admissions/guest services day-of-event staff, or direct delivery of patron service related amenities and programs.

Ushers: Do not include any for which you generate billable revenue on event days. For example, if you bill your customers for using ushers hired specifically for a particular event, do not count these employees.

SECURITY

Security: Include guards, patrol officers and supervisors, excluding those engaged in event security or guest/patron management. Do not include any for which you generate billable revenue on event days.

Parking Attendants: Do not include parking attendants that serve in a security role. We are interested only in those whose responsibility is directing patrons in the parking areas. Do not include any for which you generate billable revenue on event days. For example, if you bill your customers for using parking staff that you hired specifically for a particular event, do not report these employees.

EVENT PERSONNEL

Event Managers/Event Coordinators (junior or senior level): Include those in overall planning and coordination of venue services for assigned events.

Set-up/Conversion: Do not include any for which you generate billable revenue on event days. For example, if you bill your customers for using setup/conversion staff that you hired specifically for a particular event, do not count these employees.

In-house Food and Beverage FULL-TIME Staff: Include only Full-time staff involved in Food & Beverage operations.

Production Management: Include Full-time, permanent Part-time and permanent casual personnel that manage stage operations and production departments such as technical director, director of logistics, stage department head, etc. If you have stage technicians or theater technicians that also run the events, include them here. If you have stage technicians or theater technicians that do not also run the events, include them in Set-up/Conversion.

In-House Broadcast Department: Mostly applicable to arenas and stadiums. Include those that broadcast your games internally within your venue, including instant replay, in-event entertainment packages, or broadcast information to the field or over any media. Do not include commercial broadcast personnel.

EXECUTIVE SUMMARY

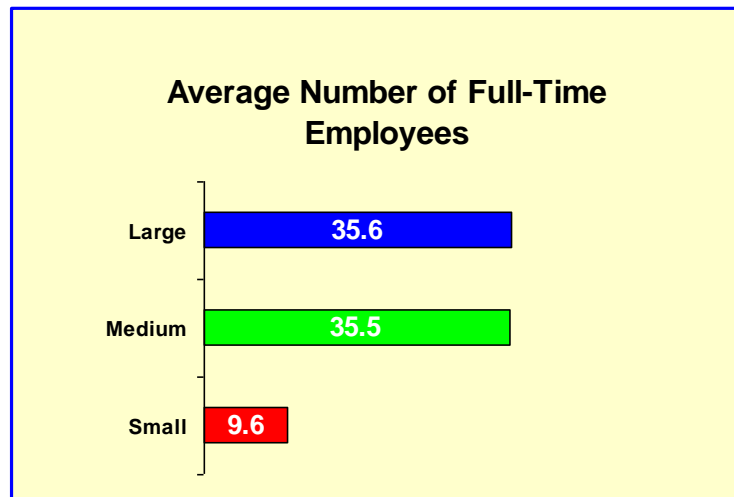
Background

- 1,337 IAVM member venues included in the survey sample
- Surveys conducted from June 24 through August 5, 2013
- 216 completed surveys, 16% response rate
- 53 performing arts centers participated

Key Findings

- **24** The average total number of full-time employees (or full-time equivalents) that work at performing arts centers.

Note: This includes all employees such as executive management positions and others in functional areas that were not included in the functional areas investigated separately.



Both large and medium performing arts centers require 3.5 times the number of full-time employees as small ones. This same pattern is evident by market size.

EXECUTIVE SUMMARY (continued)

- **63%** Performing Arts Centers that reported using interns, equally divided among paid (43%) and unpaid (43%) interns. On average, 4 interns are used each fiscal year at those performing arts centers that utilize this resource.
- Performing Arts Center Workplace Diversity:
 - 48%** Female
 - 8%** Black/African American
 - 6%** Hispanic
 - 3%** Asian

The tables on the following three pages contain data for the average number of total employees (full-time equivalent) for each of the 26 functional areas applicable to Performing Arts Centers, in total and by each subgroup.

Pages 22-36 contain this data with additional statistics included (minimum, median, maximum, 25th and 75th percentiles).

IMPORTANT NOTE: Due to the small base sizes of the subgroups for which we are reporting the results, and the potential for skewness within each subgroup on such criteria as venue size, market size, etc., one should not draw comparative conclusions when examining the results between venues based on university or complex affiliation or ownership and management type (public vs. private).

Average Number of Total Employees (full-time equivalent) by Functional Area: Summary by Subgroups

	Average at Total Reporting Performing Arts Centers				1st Tier Market	2nd Tier Market	3rd Tier Market
		Large	Medium	Small			
Average Number of Total Employees (Full-time Equivalent) By Functional Area							
GENERAL ADMINISTRATION							
Legal/General Counsel	1.2						
Procurement/Purchasing	1.9		4.2				
Finance/Accounting	2.3	4.0	2.2	1.6	2.7	2.7	2.0
Technology/IT	1.9	2.3	1.6	2.0	2.1	2.1	2.0
Human Resources	1.4	1.5	1.0	1.8	1.5	1.0	1.6
BUSINESS DEVELOPMENT							
Development/Fundraising/Sponsorship	4.1	7.7	3.3	2.0	6.8	4.3	1.9
Education/Outreach	3.3	3.2	3.1	3.8	4.0	3.3	3.8
Public Relations/Communications	1.8	1.7	2.1	1.9	1.5	2.6	1.6
Social Media	1.0	0.8	1.0		0.8	0.9	1.0
SALES/BOOKING AND MARKETING							
Both Sales/Booking and Marketing	1.6	1.0		1.7	1.1	2.5	1.3
Sales/Booking Alone	2.2	2.6	2.0	1.7	2.1	1.8	2.3
Marketing Alone	2.6	3.3	2.9	1.7	3.2	2.3	1.8
Special Events Programming/Entertainment Contracting	1.4	1.2	2.0	1.6	2.2		1.4
BUILDING SERVICES AND ENGINEERING MAINTENANCE							
Engineering/Maintenance	3.2	3.6	3.5	2.2	4.2	3.9	2.6
Housekeeping/Custodial	4.3	5.7	5.5	3.5	5.5	7.0	3.2
Groundskeepers	1.6						
GUEST OPERATIONS							
Ticket/Box Office	4.7	7.2	4.1	4.6	5.8	4.7	3.1
Merchandise/Retail Operations	1.3						
Guest/Patron/Client Services/House Manager	2.2	2.0	2.0	2.6	2.1	4.5	2.0
Ushers	4.7		3.1	7.3	2.7		2.7
SECURITY							
Security	2.6	3.0	4.3	1.8	1.9	4.8	1.8
Parking Attendants	1.7						
EVENT PERSONNEL							
Event Managers/Event Coordinators	3.3	1.9	3.6	2.6	3.1	5.8	1.6
Set up/Conversion	2.2	0.9	2.7	2.6	1.8	4.2	2.1
In-house Food and Beverage Full Time Staff	3.5						
Production Management	3.2	2.8	4.3	2.4	3.1	4.0	3.1

Average Number of Total Employees (full-time equivalent) by Functional Area Summary by Subgroups (continued)

	Average at Total Reporting Performing Arts Centers	Part of a Complex	Not Part of a Complex	University Based	Not University Based
Average Number of Total Employees (Full-time Equivalent) By Functional Area					
GENERAL ADMINISTRATION					
Legal/General Counsel	1.2				1.2
Procurement/Purchasing	1.9	3.8			2.1
Finance/Accounting	2.3	3.1	1.9	1.4	2.6
Technology/IT	1.9	2.6	1.3		2.0
Human Resources	1.4	1.7	1.1		1.4
BUSINESS DEVELOPMENT					
Development/Fundraising/Sponsorship	4.1	6.8	2.8	3.2	4.3
Education/Outreach	3.3	5.8	2.4	2.5	3.6
Public Relations/Communications	1.8	2.4	1.2	2.0	1.7
Social Media	1.0	1.2	0.9		1.0
SALES/BOOKING AND MARKETING					
Both Sales/Booking and Marketing	1.6	1.4	1.6		1.8
Sales/Booking Alone	2.2	3.0	1.7	1.0	2.4
Marketing Alone	2.6	4.2	1.9	1.6	2.7
Special Events Programming/Entertainment Contracting	1.4	2.4	1.2		1.5
BUILDING SERVICES AND ENGINEERING MAINTENANCE					
Engineering/Maintenance	3.2	4.7	2.6		3.5
Housekeeping/Custodial	4.3	5.7	3.8	3.7	5.0
Groundskeepers	1.6	1.6			1.6
GUEST OPERATIONS					
Ticket/Box Office	4.7	7.8	3.8	2.9	5.2
Merchandise/Retail Operations	1.3				3.5
Guest/Patron/Client Services/House Manager	2.2	2.4	2.4	1.2	2.8
Ushers	4.7	2.2	4.0	2.8	6.9
SECURITY					
Security	2.6	2.7	2.4		2.8
Parking Attendants	1.7				1.7
EVENT PERSONNEL					
Event Managers/Event Coordinators	3.3	3.0	3.2	1.2	3.8
Set up/Conversion	2.2	2.5	2.0	1.6	2.5
In-house Food and Beverage Full Time Staff	3.5	3.8			3.8
Production Management	3.2	4.8	2.5	4.0	2.8

Average Number of Total Employees (full-time equivalent) by Functional Area Summary by Subgroups (continued)

	Average at Total Reporting Performing Arts Centers	Ownership: Public	Ownership: Not Public	Management: Public	Management: Not Public
Average Number of Total Employees (Full-time Equivalent) By Functional Area					
GENERAL ADMINISTRATION					
Legal/General Counsel	1.2				1.3
Procurement/Purchasing	1.9	1.3		1.3	
Finance/Accounting	2.3	1.8	4.2	1.6	3.6
Technology/IT	1.9	1.9	1.6	1.9	2.0
Human Resources	1.4	1.2	1.4	1.8	1.3
BUSINESS DEVELOPMENT					
Development/Fundraising/Sponsorship	4.1	2.8	7.3	1.5	5.8
Education/Outreach	3.3	2.4	4.5		4.0
Public Relations/Communications	1.8	1.7	1.8	1.9	2.1
Social Media	1.0	1.0	1.3	1.0	1.0
SALES/BOOKING AND MARKETING					
Both Sales/Booking and Marketing	1.6	1.5	9.5	1.7	2.0
Sales/Booking Alone	2.2	1.6	2.7	1.4	2.6
Marketing Alone	2.6	1.8	3.3	1.4	3.9
Special Events Programming/Entertainment Contracting	1.4	1.2	2.3	1.6	2.0
BUILDING SERVICES AND ENGINEERING MAINTENANCE					
Engineering/Maintenance	3.2	3.8	2.1	3.7	3.0
Housekeeping/Custodial	4.3	4.2	6.4	4.1	5.7
Groundskeepers	1.6	1.8			
GUEST OPERATIONS					
Ticket/Box Office	4.7	4.3	3.9	4.0	6.2
Merchandise/Retail Operations	1.3	1.3			3.5
Guest/Patron/Client Services/House Manager	2.2	2.4	1.7	2.1	3.5
Ushers	4.7	5.4		5.5	
SECURITY					
Security	2.6	2.1		1.4	2.8
Parking Attendants	1.7				
EVENT PERSONNEL					
Event Managers/Event Coordinators	3.3	3.1	2.2	3.2	3.1
Set up/Conversion	2.2	2.3		2.3	
In-house Food and Beverage Full Time Staff	3.5	3.5			3.7
Production Management	3.2	3.2	3.0	2.6	4.7

IMPORTANT NOTE

The report includes data among total performing arts centers, and by venue size, market size, affiliation with a complex or university and ownership and management type (public vs. private).

Due to the small base sizes of the subgroups for which we are reporting the results, and the potential for skewness within each subgroup, one should not draw comparative conclusions when examining the results based on affiliation with a complex or university and ownership and management type (public vs. private).

DETAILED FINDINGS

Average Number of Total Employees

Our first staffing objective was to identify the total number of full-time employees (or full-time equivalents) that work at performing arts centers. Managers were asked to provide:

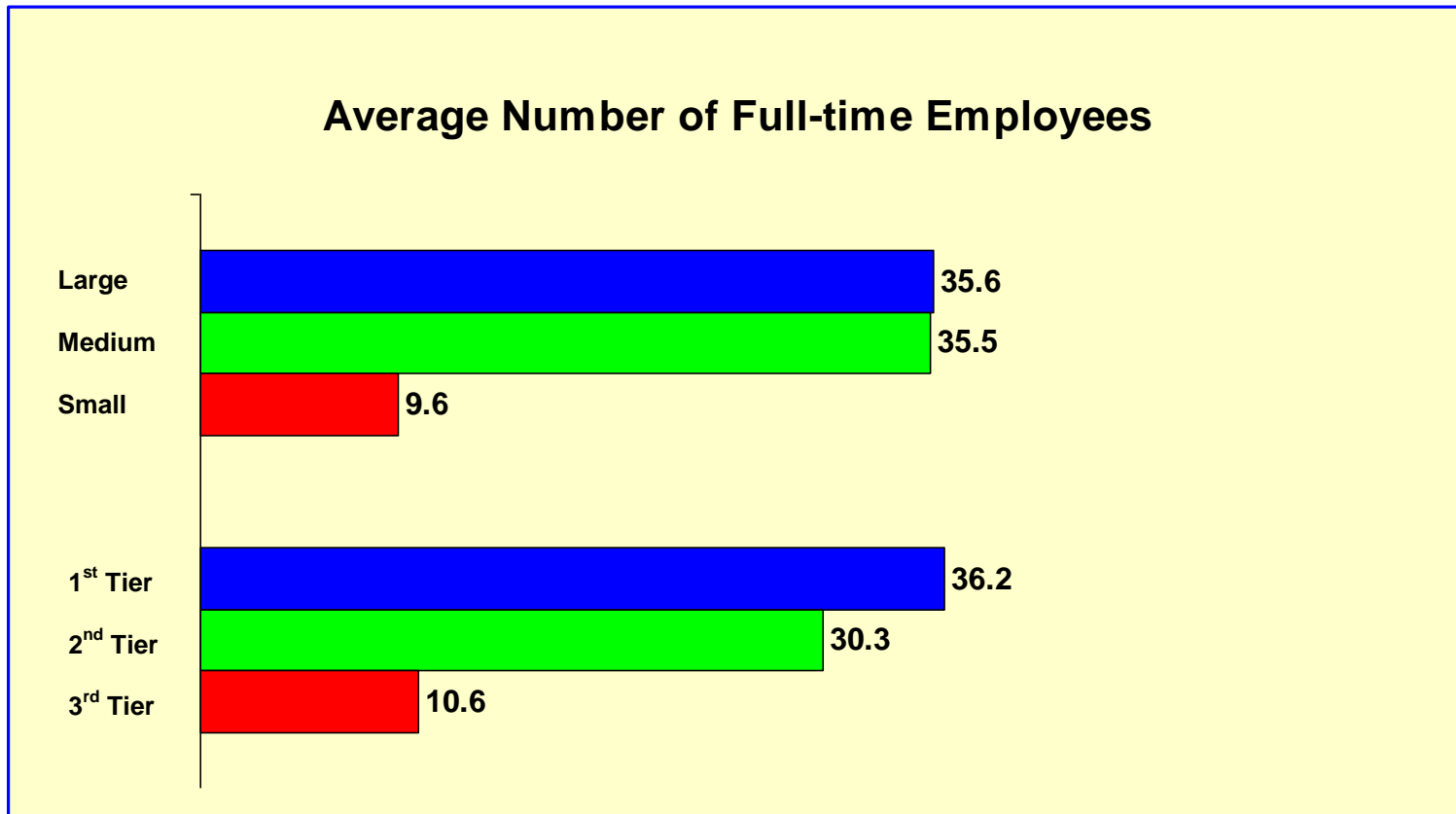
- Total **number** of Full-time employees - Include all Full-time employees in all positions included in the budget, regardless of functional area. For employees with multiple job responsibilities, count this individual only once.
- Total number of **annual hours** of Part-time employees - Include all permanent part-time and permanent casual part-time employee hours. Do **not** include any contract or consulting employees or intern hours.

About **17** full-time and **7** permanent part-time employees were reported working at the performing arts centers surveyed, for a total of **24** full-time equivalent employees.

Note: This includes all employees such as executive management positions and others in functional areas that were not included in the functional areas investigated separately.

While it's not at all surprising that the number of full-time employees required increases with the size of the venue or the market, the magnitude of the difference is worth highlighting.

Both large and medium performing arts centers require 3.5 times the number of full-time employees as small ones. This same pattern is evident by market size.



Average Number of Total Employees at Reporting Performing Arts Centers

The table below includes employee data among total reporting performing arts centers, and by each key subgroup.

	Full-time	Permanent Part-time (FTE)	Total (FTE)	# of Reporting Venues
Average Number of Total Employees at Reporting Performing Arts Centers				
Total	17.5	6.9	24.4	46
Size of Venue				
Large	26.7	8.9	35.6	11
Medium	29.3	6.2	35.5	16
Small	6.5	3.1	9.6	18
Market Tier				
1st	20.4	15.7	36.2	15
2nd	25.0	5.3	30.3	14
3rd	8.4	2.2	10.6	16
Venue is:				
Part of a complex	23.2	8.6	31.8	15
Not part of a complex	14.9	4.2	19.1	30
Ownership				
University based	6.6	4.9	11.5	12
Not university based	24.9	6.0	30.9	34
Ownership				
Public ownership	15.5	5.2	20.7	35
Not public ownership	29.5	7.9	37.4	8
Management				
Public Management (Government/Authority)	10.0	5.0	15.0	23
Not Public Management (Management Company/ Independent/ Non-Profit)	41.4	6.8	48.2	17

FTE = Full-time Equivalent

Average Number of Total Employees by Functional Area

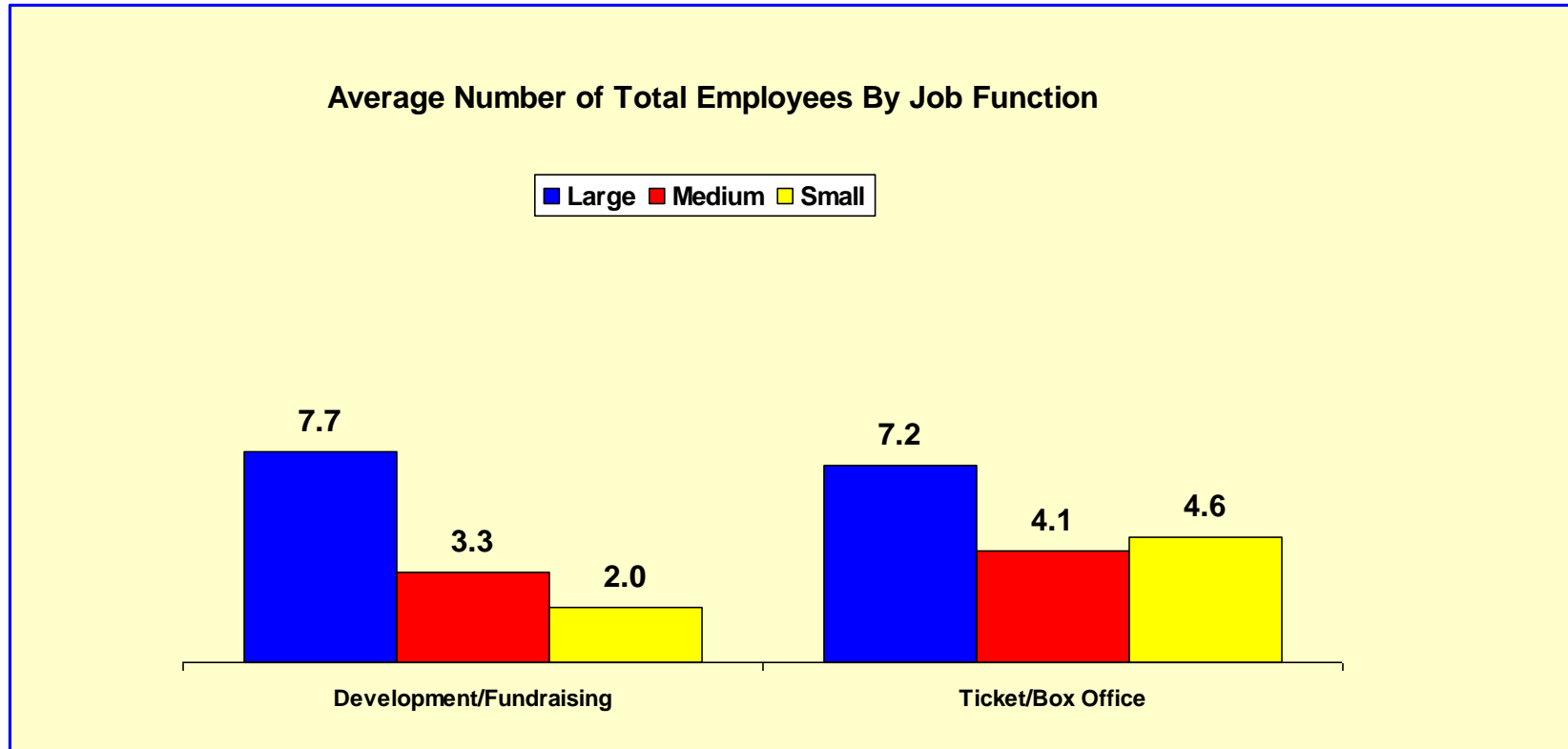
Our second staffing objective was to identify the total number of full-time employees (or full-time equivalents) that work in specific functional areas at performing arts centers. Managers were provided the following instructions when responding to this section:

When asked to provide the number of employees in this section:

- If you are uncertain, please provide your best estimate.
- Include the number that is currently included in your budget. For example, if your IT department has budgeted 4 employees but 1 position is currently unfilled, your answer would be 4.
- Include only Full-time or permanent Part-time and casual Part-time employees. Do not include any contract or consulting employees or interns.
- Do **not** include any employees for which you generate billable revenue on event days. For example, if you bill your customers for using custodial staff that you hired specifically for a particular event, do **not** count these employees; if you bring in part-time personnel to staff retail outlets that are only open on event days, at no minimum chargeback to show management, do count these employees.
- At some venues, an employee may be engaged in activities supporting more than one **functional area**. For employees with multiple job responsibilities, please count this individual only once, and count the employee in the functional area which is his/her primary responsibility or the one dedicated responsibility (s)he has. We do **not** want to divide this individual into fractional components. Each employee should be counted one time only.
- At some venues, an employee may be engaged in activities that pertain to more than one **type of venue**. For this type of employee, please count this individual as 1 employee at this venue in the functional area which is his/her primary responsibility or the one dedicated responsibility (s)he has. Do **not** use a fractional number. Although (s)he may be responsible for multiple venue types, it will be fair to say that this venue requires that someone work in that functional area.

Important Reminder: Due to the wide variety of approaches to operating some functional areas and the complexity in trying to obtain comparable measures across venues, some obvious functional areas were omitted intentionally. Food and Beverage operations, for example, are far too diverse to reliably measure the number of employees required. For similar reasons, executive management positions were also omitted intentionally.

Although the base sizes are small, it's worth noting that large performing arts centers have a somewhat greater number of employees in development/fundraising and ticket/box office functions.



The tables on pages 22-36 contain data for the average number of total employees (full-time equivalent) for each of the 26 functional areas applicable to performing arts centers, in total and by each subgroup. In addition to the average number of employees, each table contains statistics for the minimum, median and maximum reported, as well as the 25th and 75th percentiles.

Average Number of Total Employees by Functional Area – Total Performing Arts Centers

	Average	Minimum	25th Percentile	Median	75th Percentile	Maximum	# of Reporting Venues
Average Number of Total Employees (Full-time Equivalent) By Functional Area [Figures represent averages at reporting performing arts centers, not all performing arts centers]							
GENERAL ADMINISTRATION							
Legal/General Counsel	1.2	1.0	1.0	1.0	1.0	2.0	5
Procurement/Purchasing	1.9	1.0	1.0	1.2	1.9	5.0	6
Finance/Accounting	2.3	0.2	1.0	2.0	3.0	6.1	33
Technology/IT	1.9	1.0	1.0	2.0	2.0	4.0	17
Human Resources	1.4	0.1	1.0	1.0	2.0	3.0	16
BUSINESS DEVELOPMENT							
Development/Fundraising/Sponsorship	4.1	0.7	2.0	2.1	5.5	13.0	23
Education/Outreach	3.3	0.1	1.0	2.5	5.3	9.8	18
Public Relations/Communications	1.8	0.2	1.0	2.0	2.5	3.7	21
Social Media	1.0	0.0	1.0	1.0	1.0	2.0	17
SALES/BOOKING AND MARKETING							
Both Sales/Booking and Marketing	1.6	0.1	1.0	1.0	2.0	4.0	20
Sales/Booking Alone	2.2	0.1	1.0	2.0	3.0	6.0	25
Marketing Alone	2.6	0.8	1.0	2.0	3.0	9.0	28
Special Events Programming/Entertainment Contracting	1.4	1.0	1.0	1.0	2.0	3.0	14
BUILDING SERVICES AND ENGINEERING MAINTENANCE							
Engineering/Maintenance	3.2	1.0	1.9	3.0	5.0	9.0	25
Housekeeping/Custodial	4.3	0.1	2.2	4.0	6.6	10.0	22
Groundskeepers	1.6	1.0	1.0	1.0	2.0	3.0	5
GUEST OPERATIONS							
Ticket/Box Office	4.7	0.5	2.0	3.0	6.8	13.0	34
Merchandise/Retail Operations	1.3	0.3	1.0	1.2	1.3	2.9	5
Guest/Patron/Client Services/House Manager	2.2	0.2	1.0	2.0	3.5	6.0	30
Ushers	4.7	0.5	1.8	2.4	4.8	25.0	13
SECURITY							
Security	2.6	1.0	1.2	1.8	3.0	8.0	14
Parking Attendants	1.7	0.6	1.2	1.5	2.0	3.0	4
EVENT PERSONNEL							
Event Managers/Event Coordinators	3.3	0.8	1.0	2.0	5.9	14.9	29
Set up/Conversion	2.2	0.1	1.0	2.0	3.0	6.0	17
In-house Food and Beverage Full Time Staff	3.5	1.3	2.0	4.0	4.5	6.4	7
Production Management	3.2	0.2	1.0	2.0	4.0	9.8	38

Average Number of Total Employees by Functional Area – Size of Venue – Large

	Average	Minimum	25th Percentile	Median	75th Percentile	Maximum	# of Reporting Venues
Average Number of Total Employees (Full-time Equivalent) By Functional Area [Figures represent averages at reporting performing arts centers, not all performing arts centers]							
GENERAL ADMINISTRATION							
Legal/General Counsel							3
Procurement/Purchasing							0
Finance/Accounting	4.0	0.7	2.0	3.0	6.0	9.0	9
Technology/IT	2.3	1.0	1.0	2.0	3.7	4.0	5
Human Resources	1.5	1.0	1.0	1.7	2.0	2.0	5
BUSINESS DEVELOPMENT							
Development/Fundraising/Sponsorship	7.7	2.0	2.5	6.0	11.8	17.0	6
Education/Outreach	3.2	0.1	0.6	2.0	6.0	7.0	7
Public Relations/Communications	1.7	0.2	1.0	2.0	2.0	3.0	8
Social Media	0.8	0.0	1.0	1.0	1.0	1.0	6
SALES/BOOKING AND MARKETING							
Both Sales/Booking and Marketing	1.0	0.1	1.0	1.0	1.0	2.0	6
Sales/Booking Alone	2.6	0.1	2.0	2.0	3.0	6.0	5
Marketing Alone	3.3	1.0	1.0	1.6	4.5	9.0	10
Special Events Programming/Entertainment Contracting	1.2	1.0	1.0	1.0	1.0	2.0	5
BUILDING SERVICES AND ENGINEERING MAINTENANCE							
Engineering/Maintenance	3.6	1.0	1.9	2.0	5.0	9.0	9
Housekeeping/Custodial	5.7	1.0	3.5	4.1	7.9	12.0	7
Groundskeepers							1
GUEST OPERATIONS							
Ticket/Box Office	7.2	0.5	2.5	3.0	12.0	19.0	11
Merchandise/Retail Operations							3
Guest/Patron/Client Services/House Manager	2.0	0.2	1.2	1.8	2.5	4.0	8
Ushers							3
SECURITY							
Security	3.0	1.0	1.2	1.4	4.0	8.0	6
Parking Attendants							1
EVENT PERSONNEL							
Event Managers/Event Coordinators	1.9	0.8	1.0	1.0	2.0	6.0	9
Set up/Conversion	0.9	0.1	0.6	0.9	1.2	1.7	4
In-house Food and Beverage Full Time Staff							3
Production Management	2.8	0.2	2.0	2.3	3.6	7.0	10

Average Number of Total Employees by Functional Area – Size of Venue – Medium

	Average	Minimum	25th Percentile	Median	75th Percentile	Maximum	# of Reporting Venues
Average Number of Total Employees (Full-time Equivalent) By Functional Area [Figures represent averages at reporting performing arts centers, not all performing arts centers]							
GENERAL ADMINISTRATION							
Legal/General Counsel							1
Procurement/Purchasing	4.2	1.0	1.0	2.0	5.0	12.2	5
Finance/Accounting	2.2	0.2	1.0	2.0	3.0	4.0	13
Technology/IT	1.6	1.0	1.0	1.0	2.0	4.0	8
Human Resources	1.0	0.1	1.0	1.0	1.0	2.0	7
BUSINESS DEVELOPMENT							
Development/Fundraising/Sponsorship	3.3	0.7	1.3	3.0	4.9	7.0	10
Education/Outreach	3.1	1.0	1.6	2.5	4.8	6.0	6
Public Relations/Communications	2.1	1.0	1.0	1.5	3.2	4.0	8
Social Media	1.0	0.7	1.0	1.0	1.0	1.5	7
SALES/BOOKING AND MARKETING							
Both Sales/Booking and Marketing							3
Sales/Booking Alone	2.0	1.0	1.0	2.0	2.0	5.4	10
Marketing Alone	2.9	1.0	1.0	3.0	3.0	8.0	9
Special Events Programming/Entertainment Contracting	2.0	1.0	1.0	1.5	2.8	3.9	6
BUILDING SERVICES AND ENGINEERING MAINTENANCE							
Engineering/Maintenance	3.5	1.0	2.3	3.0	5.1	6.3	10
Housekeeping/Custodial	5.5	0.1	3.0	6.0	7.1	11.8	10
Groundskeepers							1
GUEST OPERATIONS							
Ticket/Box Office	4.1	1.0	2.6	3.9	5.9	7.0	11
Merchandise/Retail Operations							2
Guest/Patron/Client Services/House Manager	2.0	0.5	1.0	2.0	2.4	4.3	9
Ushers	3.1	1.8	2.1	2.3	3.3	5.8	4
SECURITY							
Security	4.3	1.5	2.0	2.9	4.8	10.0	5
Parking Attendants							2
EVENT PERSONNEL							
Event Managers/Event Coordinators	3.6	1.0	1.8	2.6	6.2	7.0	8
Set up/Conversion	2.7	1.9	2.0	2.0	2.5	5.0	5
In-house Food and Beverage Full Time Staff							3
Production Management	4.3	1.0	1.3	2.5	8.0	9.8	14

Average Number of Total Employees by Functional Area – Size of Venue – Small

	Average	Minimum	25th Percentile	Median	75th Percentile	Maximum	# of Reporting Venues
Average Number of Total Employees (Full-time Equivalent) By Functional Area [Figures represent averages at reporting performing arts centers, not all performing arts centers]							
GENERAL ADMINISTRATION							
Legal/General Counsel							1
Procurement/Purchasing							2
Finance/Accounting	1.6	1.0	1.0	1.0	1.9	4.0	11
Technology/IT	2.0	1.0	1.8	2.0	2.3	3.0	4
Human Resources	1.8	1.0	1.0	1.5	2.3	3.0	4
BUSINESS DEVELOPMENT							
Development/Fundraising/Sponsorship	2.0	1.0	1.3	2.0	2.0	3.8	6
Education/Outreach	3.8	0.5	1.0	3.6	4.0	9.8	5
Public Relations/Communications	1.9	1.0	1.0	1.8	2.9	3.0	6
Social Media							3
SALES/BOOKING AND MARKETING							
Both Sales/Booking and Marketing	1.7	1.0	1.0	2.0	2.0	3.0	11
Sales/Booking Alone	1.7	1.0	1.0	1.4	2.0	3.0	9
Marketing Alone	1.7	0.8	1.0	1.4	2.0	3.0	9
Special Events Programming/Entertainment Contracting	1.6	1.0	1.0	1.5	2.1	2.2	4
BUILDING SERVICES AND ENGINEERING MAINTENANCE							
Engineering/Maintenance	2.2	1.0	1.0	1.5	2.8	5.0	6
Housekeeping/Custodial	3.5	1.4	2.0	3.1	5.0	6.0	7
Groundskeepers							3
GUEST OPERATIONS							
Ticket/Box Office	4.6	1.0	2.0	3.0	7.3	9.9	13
Merchandise/Retail Operations							1
Guest/Patron/Client Services/House Manager	2.6	1.0	1.0	2.0	3.9	7.7	13
Ushers	7.3	0.5	1.0	2.4	7.4	25.0	5
SECURITY							
Security	1.8	1.0	1.0	1.5	2.3	3.0	4
Parking Attendants							1
EVENT PERSONNEL							
Event Managers/Event Coordinators	2.6	1.0	1.1	2.0	2.9	6.0	10
Set up/Conversion	2.6	0.1	1.6	2.5	3.4	6.0	8
In-house Food and Beverage Full Time Staff							1
Production Management	2.4	1.0	1.0	2.0	3.8	5.5	14

Average Number of Total Employees by Functional Area – Market Tier – 1st Tier

	Average	Minimum	25th Percentile	Median	75th Percentile	Maximum	# of Reporting Venues
Average Number of Total Employees (Full-time Equivalent) By Functional Area [Figures represent averages at reporting performing arts centers, not all performing arts centers]							
GENERAL ADMINISTRATION							
Legal/General Counsel							3
Procurement/Purchasing							1
Finance/Accounting	2.7	0.7	1.6	2.0	3.3	6.0	12
Technology/IT	2.1	1.0	1.0	1.5	3.3	4.0	6
Human Resources	1.5	1.0	1.0	1.7	2.0	2.0	5
BUSINESS DEVELOPMENT							
Development/Fundraising/Sponsorship	6.8	0.7	2.0	3.8	13.0	17.0	9
Education/Outreach	4.0	0.1	0.8	2.8	6.9	11.0	8
Public Relations/Communications	1.5	0.2	1.0	1.5	2.0	3.0	6
Social Media	0.8	0.0	0.8	1.0	1.0	1.0	6
SALES/BOOKING AND MARKETING							
Both Sales/Booking and Marketing	1.1	0.1	0.9	1.0	1.5	2.0	7
Sales/Booking Alone	2.1	0.1	1.0	2.0	2.3	6.0	8
Marketing Alone	3.2	1.0	1.1	1.6	4.3	9.0	10
Special Events Programming/Entertainment Contracting	2.2	1.0	1.0	2.0	3.0	4.0	5
BUILDING SERVICES AND ENGINEERING MAINTENANCE							
Engineering/Maintenance	4.2	1.0	2.0	3.0	5.6	9.0	9
Housekeeping/Custodial	5.5	1.4	3.6	6.8	7.1	9.0	7
Groundskeepers							1
GUEST OPERATIONS							
Ticket/Box Office	5.8	0.5	2.9	5.5	7.1	13.0	12
Merchandise/Retail Operations							3
Guest/Patron/Client Services/House Manager	2.1	0.2	1.0	1.6	3.0	6.0	11
Ushers	2.7	1.3	2.0	2.4	3.3	4.8	7
SECURITY							
Security	1.9	1.0	1.1	1.4	1.9	4.8	6
Parking Attendants							0
EVENT PERSONNEL							
Event Managers/Event Coordinators	3.1	0.8	1.0	1.5	6.0	7.0	12
Set up/Conversion	1.8	0.1	0.6	1.6	2.9	4.0	4
In-house Food and Beverage Full Time Staff							2
Production Management	3.1	0.2	1.0	2.0	4.4	9.3	12

Average Number of Total Employees by Functional Area – Market Tier – 2nd Tier

	Average	Minimum	25th Percentile	Median	75th Percentile	Maximum	# of Reporting Venues
Average Number of Total Employees (Full-time Equivalent) By Functional Area [Figures represent averages at reporting performing arts centers, not all performing arts centers]							
GENERAL ADMINISTRATION							
Legal/General Counsel							0
Procurement/Purchasing							3
Finance/Accounting	2.7	1.0	1.0	2.0	3.0	7.6	13
Technology/IT	2.1	1.0	1.0	1.5	2.5	4.9	8
Human Resources	1.0	0.1	1.0	1.0	1.0	2.0	6
BUSINESS DEVELOPMENT							
Development/Fundraising/Sponsorship	4.3	1.0	3.0	4.8	5.5	7.0	7
Education/Outreach	3.3	0.5	1.4	3.0	5.4	6.0	5
Public Relations/Communications	2.6	1.0	2.0	2.5	3.3	4.0	7
Social Media	0.9	0.2	0.8	1.0	1.1	1.5	4
SALES/BOOKING AND MARKETING							
Both Sales/Booking and Marketing	2.5	1.0	2.0	2.7	3.0	4.0	5
Sales/Booking Alone	1.8	1.0	1.0	1.0	2.0	5.4	9
Marketing Alone	2.3	1.0	1.3	2.5	3.0	3.9	8
Special Events Programming/Entertainment Contracting							3
BUILDING SERVICES AND ENGINEERING MAINTENANCE							
Engineering/Maintenance	3.9	1.0	1.7	2.5	4.6	12.0	8
Housekeeping/Custodial	7.0	1.0	3.5	7.0	10.9	12.0	7
Groundskeepers							1
GUEST OPERATIONS							
Ticket/Box Office	4.7	1.0	1.0	3.9	7.0	12.0	9
Merchandise/Retail Operations							2
Guest/Patron/Client Services/House Manager	4.5	1.0	1.9	4.0	6.0	10.7	7
Ushers							3
SECURITY							
Security	4.8	1.5	2.6	3.9	6.1	10.0	4
Parking Attendants							1
EVENT PERSONNEL							
Event Managers/Event Coordinators	5.8	1.0	2.3	5.9	7.2	14.9	7
Set up/Conversion	4.2	0.1	0.2	2.6	6.6	11.4	4
In-house Food and Beverage Full Time Staff							2
Production Management	4.0	1.0	1.5	3.0	5.9	9.8	15

Average Number of Total Employees by Functional Area – Market Tier – 3rd Tier

	Average	Minimum	25th Percentile	Median	75th Percentile	Maximum	# of Reporting Venues
Average Number of Total Employees (Full-time Equivalent) By Functional Area [Figures represent averages at reporting performing arts centers, not all performing arts centers]							
GENERAL ADMINISTRATION							
Legal/General Counsel							2
Procurement/Purchasing							3
Finance/Accounting	2.0	0.2	1.0	1.0	3.0	4.6	9
Technology/IT	2.0	1.0	1.8	2.0	2.3	3.0	4
Human Resources	1.6	1.0	1.0	1.0	2.0	3.0	5
BUSINESS DEVELOPMENT							
Development/Fundraising/Sponsorship	1.9	1.0	1.0	2.0	2.0	4.0	7
Education/Outreach	3.8	1.0	1.3	3.0	4.8	9.8	6
Public Relations/Communications	1.6	1.0	1.0	1.0	2.0	3.0	9
Social Media	1.0	1.0	1.0	1.0	1.0	1.0	6
SALES/BOOKING AND MARKETING							
Both Sales/Booking and Marketing	1.3	1.0	1.0	1.0	1.5	2.0	7
Sales/Booking Alone	2.3	1.0	2.0	2.0	3.0	3.0	7
Marketing Alone	1.8	0.8	1.0	1.0	3.0	3.0	9
Special Events Programming/Entertainment Contracting	1.4	1.0	1.0	1.0	2.0	2.2	8
BUILDING SERVICES AND ENGINEERING MAINTENANCE							
Engineering/Maintenance	2.6	1.0	1.0	2.0	3.1	5.4	9
Housekeeping/Custodial	3.2	0.1	2.3	3.1	4.0	6.0	10
Groundskeepers							3
GUEST OPERATIONS							
Ticket/Box Office	3.1	1.0	2.0	2.4	3.0	8.5	12
Merchandise/Retail Operations							1
Guest/Patron/Client Services/House Manager	2.0	1.0	1.0	2.0	2.1	4.0	13
Ushers	2.7	0.5	0.9	1.4	3.2	7.4	4
SECURITY							
Security	1.8	1.0	1.1	1.6	2.3	3.0	4
Parking Attendants							3
EVENT PERSONNEL							
Event Managers/Event Coordinators	1.6	1.0	1.0	2.0	2.0	2.0	9
Set up/Conversion	2.1	1.0	1.9	2.0	2.0	3.2	9
In-house Food and Beverage Full Time Staff							3
Production Management	3.1	1.0	1.0	2.0	3.4	13.6	12

Average Number of Total Employees by Functional Area – Part of a Complex – Yes

	Average	Minimum	25th Percentile	Median	75th Percentile	Maximum	# of Reporting Venues
Average Number of Total Employees (Full-time Equivalent) By Functional Area [Figures represent averages at reporting performing arts centers, not all performing arts centers]							
GENERAL ADMINISTRATION							
Legal/General Counsel							2
Procurement/Purchasing	3.8	1.0	1.0	1.0	3.8	12.2	4
Finance/Accounting	3.1	1.0	1.0	2.4	4.5	8.0	14
Technology/IT	2.6	1.0	2.0	2.0	3.7	4.9	9
Human Resources	1.7	1.0	1.0	1.7	2.0	3.0	7
BUSINESS DEVELOPMENT							
Development/Fundraising/Sponsorship	6.8	0.7	3.0	6.5	7.8	17.0	6
Education/Outreach	5.8	2.0	4.0	6.0	7.0	9.8	5
Public Relations/Communications	2.4	1.0	2.0	2.3	3.0	3.7	10
Social Media	1.2	0.7	1.0	1.0	1.2	2.0	7
SALES/BOOKING AND MARKETING							
Both Sales/Booking and Marketing	1.4	0.7	1.0	1.0	1.5	3.0	7
Sales/Booking Alone	3.0	1.0	1.0	3.0	4.5	6.0	7
Marketing Alone	4.2	1.0	2.0	3.0	8.0	9.0	9
Special Events Programming/Entertainment Contracting	2.4	1.0	1.3	2.1	3.5	4.0	6
BUILDING SERVICES AND ENGINEERING MAINTENANCE							
Engineering/Maintenance	4.7	1.0	2.0	4.1	6.4	12.0	12
Housekeeping/Custodial	5.7	1.0	2.6	6.0	8.1	12.0	11
Groundskeepers	1.6	1.0	1.0	1.0	2.0	3.0	5
GUEST OPERATIONS							
Ticket/Box Office	7.8	1.0	3.0	5.1	12.0	19.0	13
Merchandise/Retail Operations							3
Guest/Patron/Client Services/House Manager	2.4	0.5	1.0	2.0	3.2	6.0	11
Ushers	2.2	0.5	1.2	2.2	2.4	5.8	7
SECURITY							
Security	2.7	1.0	1.3	1.5	3.0	8.0	9
Parking Attendants							2
EVENT PERSONNEL							
Event Managers/Event Coordinators	3.0	1.0	1.3	2.5	3.2	7.0	10
Set up/Conversion	2.5	0.7	1.5	2.5	3.1	5.0	7
In-house Food and Beverage Full Time Staff	3.8	2.0	3.5	4.0	4.3	5.0	4
Production Management	4.8	1.0	1.0	2.8	7.9	15.5	16

Average Number of Total Employees by Functional Area – Part of a Complex – No

	Average	Minimum	25th Percentile	Median	75th Percentile	Maximum	# of Reporting Venues
Average Number of Total Employees (Full-time Equivalent) By Functional Area [Figures represent averages at reporting performing arts centers, not all performing arts centers]							
GENERAL ADMINISTRATION							
Legal/General Counsel							3
Procurement/Purchasing							3
Finance/Accounting	1.9	0.2	1.0	2.0	2.2	4.0	19
Technology/IT	1.3	1.0	1.0	1.0	1.2	2.0	8
Human Resources	1.1	0.1	1.0	1.0	1.0	2.0	9
BUSINESS DEVELOPMENT							
Development/Fundraising/Sponsorship	2.8	1.0	1.8	2.0	3.9	7.0	16
Education/Outreach	2.4	0.1	1.0	1.4	3.6	6.9	13
Public Relations/Communications	1.2	0.2	1.0	1.0	1.0	3.0	11
Social Media	0.9	0.2	1.0	1.0	1.0	1.0	9
SALES/BOOKING AND MARKETING							
Both Sales/Booking and Marketing	1.6	0.1	1.0	1.5	2.0	3.0	12
Sales/Booking Alone	1.7	0.1	1.0	2.0	2.0	3.0	17
Marketing Alone	1.9	0.8	1.0	1.3	3.0	5.0	19
Special Events Programming/Entertainment Contracting	1.2	1.0	1.0	1.0	1.0	2.0	9
BUILDING SERVICES AND ENGINEERING MAINTENANCE							
Engineering/Maintenance	2.6	1.0	1.2	2.5	3.0	5.4	14
Housekeeping/Custodial	3.8	0.1	2.7	3.5	5.2	7.0	12
Groundskeepers							0
GUEST OPERATIONS							
Ticket/Box Office	3.8	0.5	2.0	2.9	6.0	9.9	22
Merchandise/Retail Operations							3
Guest/Patron/Client Services/House Manager	2.4	0.2	1.0	2.0	4.0	7.7	20
Ushers	4.0	1.8	1.8	4.1	4.8	7.4	5
SECURITY							
Security	2.4	1.0	1.2	2.0	2.9	4.8	5
Parking Attendants							2
EVENT PERSONNEL							
Event Managers/Event Coordinators	3.2	0.8	1.0	1.7	4.9	14.9	18
Set up/Conversion	2.0	0.1	0.6	2.0	2.0	6.0	10
In-house Food and Beverage Full Time Staff							3
Production Management	2.5	0.2	1.0	2.0	3.6	7.0	22

Average Number of Total Employees by Functional Area – University Based – Yes

	Average	Minimum	25th Percentile	Median	75th Percentile	Maximum	# of Reporting Venues
Average Number of Total Employees (Full-time Equivalent) By Functional Area [Figures represent averages at reporting performing arts centers, not all performing arts centers]							
GENERAL ADMINISTRATION							
Legal/General Counsel							0
Procurement/Purchasing							2
Finance/Accounting	1.4	0.2	1.0	1.0	1.3	3.9	8
Technology/IT							3
Human Resources							2
BUSINESS DEVELOPMENT							
Development/Fundraising/Sponsorship	3.2	1.0	1.8	3.0	4.4	6.0	4
Education/Outreach	2.5	0.1	0.2	1.0	5.4	6.0	5
Public Relations/Communications	2.0	0.2	1.0	2.0	3.0	3.7	5
Social Media							3
SALES/BOOKING AND MARKETING							
Both Sales/Booking and Marketing							3
Sales/Booking Alone	1.0	0.1	1.0	1.0	1.0	2.0	6
Marketing Alone	1.6	1.0	1.0	1.0	1.6	3.9	7
Special Events Programming/Entertainment Contracting							3
BUILDING SERVICES AND ENGINEERING MAINTENANCE							
Engineering/Maintenance							3
Housekeeping/Custodial	3.7	0.1	1.4	2.0	3.0	11.8	5
Groundskeepers							0
GUEST OPERATIONS							
Ticket/Box Office	2.9	0.5	1.5	2.7	4.1	5.9	11
Merchandise/Retail Operations							1
Guest/Patron/Client Services/House Manager	1.2	0.5	1.0	1.0	1.3	2.0	8
Ushers	2.8	0.5	1.8	2.4	3.6	5.8	7
SECURITY							
Security							2
Parking Attendants							0
EVENT PERSONNEL							
Event Managers/Event Coordinators	1.2	0.8	1.0	1.0	1.2	2.0	7
Set up/Conversion	1.6	0.1	0.7	2.0	2.4	3.0	6
In-house Food and Beverage Full Time Staff							1
Production Management	4.0	1.0	1.0	3.0	7.0	9.8	13

Average Number of Total Employees by Functional Area – University Based – No

	Average	Minimum	25th Percentile	Median	75th Percentile	Maximum	# of Reporting Venues
Average Number of Total Employees (Full-time Equivalent) By Functional Area [Figures represent averages at reporting performing arts centers, not all performing arts centers]							
GENERAL ADMINISTRATION							
Legal/General Counsel	1.2	1.0	1.0	1.0	1.0	2.0	5
Procurement/Purchasing	2.1	1.0	1.0	1.5	2.0	5.0	5
Finance/Accounting	2.6	0.7	1.6	2.0	3.0	6.1	25
Technology/IT	2.0	1.0	1.0	2.0	2.5	4.0	15
Human Resources	1.4	0.1	1.0	1.0	2.0	3.0	14
BUSINESS DEVELOPMENT							
Development/Fundraising/Sponsorship	4.3	0.7	2.0	2.1	6.0	13.0	19
Education/Outreach	3.6	0.5	1.4	3.0	5.0	9.8	13
Public Relations/Communications	1.7	1.0	1.0	1.5	2.1	3.0	16
Social Media	1.0	0.2	1.0	1.0	1.0	2.0	14
SALES/BOOKING AND MARKETING							
Both Sales/Booking and Marketing	1.8	0.7	1.0	2.0	2.0	4.0	17
Sales/Booking Alone	2.4	1.0	1.5	2.0	3.0	6.0	18
Marketing Alone	2.7	0.8	1.0	2.0	3.0	9.0	20
Special Events Programming/Entertainment Contracting	1.5	1.0	1.0	1.0	2.0	3.0	12
BUILDING SERVICES AND ENGINEERING MAINTENANCE							
Engineering/Maintenance	3.5	1.0	2.0	3.0	5.0	9.0	22
Housekeeping/Custodial	5.0	1.0	3.0	4.6	7.0	10.0	18
Groundskeepers	1.6	1.0	1.0	1.0	2.0	3.0	5
GUEST OPERATIONS							
Ticket/Box Office	5.2	1.0	2.4	4.4	7.2	13.0	22
Merchandise/Retail Operations	3.5	0.3	1.0	1.3	2.9	12.0	5
Guest/Patron/Client Services/House Manager	2.8	0.2	1.7	2.1	4.0	7.7	23
Ushers	6.9	1.0	1.5	3.2	6.6	25.0	6
SECURITY							
Security	2.8	1.0	1.3	2.0	3.5	8.0	12
Parking Attendants	1.7	0.6	1.2	1.5	2.0	3.0	4
EVENT PERSONNEL							
Event Managers/Event Coordinators	3.8	1.0	1.0	2.0	6.0	14.9	21
Set up/Conversion	2.5	0.1	1.3	2.0	3.6	6.0	11
In-house Food and Beverage Full Time Staff	3.8	1.3	2.5	4.0	4.8	6.4	6
Production Management	2.8	0.2	1.0	2.0	3.3	9.3	25

Average Number of Total Employees by Functional Area – Public Ownership (Government/Authority)

	Average	Minimum	25th Percentile	Median	75th Percentile	Maximum	# of Reporting Venues
Average Number of Total Employees (Full-time Equivalent) By Functional Area [Figures represent averages at reporting performing arts centers, not all performing arts centers]							
GENERAL ADMINISTRATION							
Legal/General Counsel							3
Procurement/Purchasing	1.3	1.0	1.0	1.0	1.5	2.0	5
Finance/Accounting	1.8	0.2	1.0	2.0	2.0	4.0	23
Technology/IT	1.9	1.0	1.0	1.0	2.5	4.0	11
Human Resources	1.2	0.1	1.0	1.0	1.7	2.0	9
BUSINESS DEVELOPMENT							
Development/Fundraising/Sponsorship	2.8	0.7	1.5	2.0	3.9	8.0	15
Education/Outreach	2.4	0.2	1.0	1.7	3.2	6.9	10
Public Relations/Communications	1.7	0.2	1.0	1.0	2.3	3.0	15
Social Media	1.0	0.7	1.0	1.0	1.0	1.0	11
SALES/BOOKING AND MARKETING							
Both Sales/Booking and Marketing	1.5	0.1	1.0	1.0	2.0	3.0	16
Sales/Booking Alone	1.6	0.1	1.0	1.6	2.0	3.0	16
Marketing Alone	1.8	0.8	1.0	1.3	2.5	5.0	19
Special Events Programming/Entertainment Contracting	1.2	1.0	1.0	1.0	1.0	2.0	10
BUILDING SERVICES AND ENGINEERING MAINTENANCE							
Engineering/Maintenance	3.8	1.0	2.0	3.0	5.3	12.0	18
Housekeeping/Custodial	4.2	0.1	2.2	3.6	6.6	10.0	18
Groundskeepers	1.8	1.0	1.0	1.5	2.3	3.0	4
GUEST OPERATIONS							
Ticket/Box Office	4.3	1.0	2.0	3.0	6.3	11.0	24
Merchandise/Retail Operations	1.3	0.3	0.8	1.1	1.7	2.9	4
Guest/Patron/Client Services/House Manager	2.4	0.5	1.0	2.0	4.0	6.0	24
Ushers	5.4	1.0	1.9	2.4	5.5	25.0	10
SECURITY							
Security	2.1	1.0	1.1	1.5	2.5	4.8	11
Parking Attendants							3
EVENT PERSONNEL							
Event Managers/Event Coordinators	3.1	0.8	1.0	2.0	5.3	8.4	22
Set up/Conversion	2.3	0.1	1.3	2.0	2.9	6.0	15
In-house Food and Beverage Full Time Staff	3.5	1.3	2.0	4.0	4.0	6.4	5
Production Management	3.2	1.0	1.0	2.5	4.0	9.3	29

Average Number of Total Employees by Functional Area – Not Public Ownership (Private/Non-Profit)

	Average	Minimum	25th Percentile	Median	75th Percentile	Maximum	# of Reporting Venues
Average Number of Total Employees (Full-time Equivalent) By Functional Area [Figures represent averages at reporting performing arts centers, not all performing arts centers]							
GENERAL ADMINISTRATION							
Legal/General Counsel							2
Procurement/Purchasing							0
Finance/Accounting	4.2	0.7	2.5	4.0	5.4	9.0	8
Technology/IT	1.6	1.0	1.0	2.0	2.0	2.0	5
Human Resources	1.4	1.0	1.0	1.0	2.0	2.0	5
BUSINESS DEVELOPMENT							
Development/Fundraising/Sponsorship	7.3	1.0	3.0	7.0	10.0	17.0	7
Education/Outreach	4.5	0.1	2.0	4.0	6.2	11.0	7
Public Relations/Communications	1.8	1.0	1.0	2.0	2.0	3.0	5
Social Media	1.3	0.0	0.8	1.0	1.5	3.0	4
SALES/BOOKING AND MARKETING							
Both Sales/Booking and Marketing	9.5	1.0	1.0	1.5	10.0	34.0	4
Sales/Booking Alone	2.7	1.0	2.0	2.5	3.0	5.4	6
Marketing Alone	3.3	1.0	1.5	3.0	3.5	9.0	7
Special Events Programming/Entertainment Contracting	2.3	1.0	1.8	2.1	2.7	4.0	4
BUILDING SERVICES AND ENGINEERING MAINTENANCE							
Engineering/Maintenance	2.1	1.0	1.0	2.0	3.0	4.0	7
Housekeeping/Custodial	6.4	1.0	4.1	6.0	9.0	11.8	5
Groundskeepers							1
GUEST OPERATIONS							
Ticket/Box Office	3.9	0.5	1.9	3.0	5.9	8.5	7
Merchandise/Retail Operations							1
Guest/Patron/Client Services/House Manager	1.7	0.2	1.0	1.6	2.0	3.9	5
Ushers							2
SECURITY							
Security							3
Parking Attendants							1
EVENT PERSONNEL							
Event Managers/Event Coordinators	2.2	1.0	1.0	1.0	2.0	5.9	5
Set up/Conversion							1
In-house Food and Beverage Full Time Staff							1
Production Management	3.0	0.2	1.5	2.0	3.0	9.8	7

Average Number of Total Employees by Functional Area – Public Management (Government/Authority)

	Average	Minimum	25th Percentile	Median	75th Percentile	Maximum	# of Reporting Venues
Average Number of Total Employees (Full-time Equivalent) By Functional Area [Figures represent averages at reporting performing arts centers, not all performing arts centers]							
GENERAL ADMINISTRATION							
Legal/General Counsel							1
Procurement/Purchasing	1.3	1.0	1.0	1.0	1.5	2.0	5
Finance/Accounting	1.6	0.2	1.0	1.0	2.0	4.0	15
Technology/IT	1.9	1.0	1.0	1.0	2.5	4.0	7
Human Resources	1.8	1.0	1.0	1.5	2.3	3.0	4
BUSINESS DEVELOPMENT							
Development/Fundraising/Sponsorship	1.5	0.7	1.0	1.5	2.0	2.1	8
Education/Outreach							3
Public Relations/Communications	1.9	1.0	1.0	2.0	2.6	3.0	8
Social Media	1.0	0.7	1.0	1.0	1.0	1.0	5
SALES/BOOKING AND MARKETING							
Both Sales/Booking and Marketing	1.7	0.7	1.0	1.5	2.2	3.0	12
Sales/Booking Alone	1.4	1.0	1.0	1.0	1.5	3.0	8
Marketing Alone	1.4	0.8	1.0	1.0	2.0	2.0	9
Special Events Programming/Entertainment Contracting	1.6	1.0	1.0	1.0	2.0	3.0	5
BUILDING SERVICES AND ENGINEERING MAINTENANCE							
Engineering/Maintenance	3.7	1.0	2.0	2.5	5.2	12.0	12
Housekeeping/Custodial	4.1	0.1	2.0	3.1	6.8	10.0	13
Groundskeepers							3
GUEST OPERATIONS							
Ticket/Box Office	4.0	1.0	2.0	3.0	5.6	9.9	15
Merchandise/Retail Operations							1
Guest/Patron/Client Services/House Manager	2.1	0.5	1.0	2.0	2.8	5.0	16
Ushers	5.5	1.0	1.8	2.4	5.8	25.0	9
SECURITY							
Security	1.4	1.0	1.1	1.4	1.5	2.0	6
Parking Attendants							1
EVENT PERSONNEL							
Event Managers/Event Coordinators	3.2	1.0	1.0	2.0	4.6	8.4	15
Set up/Conversion	2.3	0.1	0.9	2.0	2.9	6.0	11
In-house Food and Beverage Full Time Staff							2
Production Management	2.6	1.0	1.0	2.0	3.1	9.3	20

Average Number of Total Employees by Functional Area – Not Public Management (Management Company/Non-Profit/Independent)

	Average	Minimum	25th Percentile	Median	75th Percentile	Maximum	# of Reporting Venues
Average Number of Total Employees (Full-time Equivalent) By Functional Area [Figures represent averages at reporting performing arts centers, not all performing arts centers]							
GENERAL ADMINISTRATION							
Legal/General Counsel	1.3	1.0	1.0	1.0	1.3	2.0	4
Procurement/Purchasing							2
Finance/Accounting	3.6	0.7	2.0	3.0	5.0	8.0	16
Technology/IT	2.0	1.0	1.0	2.0	2.0	4.0	10
Human Resources	1.3	0.1	1.0	1.0	1.8	2.0	11
BUSINESS DEVELOPMENT							
Development/Fundraising/Sponsorship	5.8	1.0	3.8	4.9	7.0	13.0	14
Education/Outreach	4.0	1.0	2.0	3.8	5.6	7.0	12
Public Relations/Communications	2.1	1.0	1.0	2.0	3.0	4.0	12
Social Media	1.0	0.2	1.0	1.0	1.0	1.5	9
SALES/BOOKING AND MARKETING							
Both Sales/Booking and Marketing	2.0	1.0	1.0	2.0	2.0	4.0	5
Sales/Booking Alone	2.6	1.0	2.0	2.0	3.0	6.0	13
Marketing Alone	3.9	1.0	2.3	3.0	4.7	9.0	14
Special Events Programming/Entertainment Contracting	2.0	1.0	1.0	2.0	2.2	4.0	9
BUILDING SERVICES AND ENGINEERING MAINTENANCE							
Engineering/Maintenance	3.0	1.0	1.0	3.0	4.0	7.0	13
Housekeeping/Custodial	5.7	1.0	4.0	5.0	7.0	11.8	9
Groundskeepers							2
GUEST OPERATIONS							
Ticket/Box Office	6.2	1.0	2.8	5.9	8.2	13.0	14
Merchandise/Retail Operations	3.5	0.3	1.2	1.3	2.9	12.0	5
Guest/Patron/Client Services/House Manager	3.5	0.2	1.8	3.2	4.7	7.8	12
Ushers							1
SECURITY							
Security	2.8	1.0	1.6	2.9	3.9	4.8	7
Parking Attendants							3
EVENT PERSONNEL							
Event Managers/Event Coordinators	3.1	1.0	1.0	2.0	5.9	6.0	9
Set up/Conversion							3
In-house Food and Beverage Full Time Staff	3.7	1.3	2.0	4.0	5.0	6.4	5
Production Management	4.7	0.2	2.0	2.7	7.4	15.5	14

Usage of Interns

A third staffing objective was to learn about the usage of interns at performing arts centers. Managers were asked to indicate if they used paid and/or unpaid interns to support one or more of the functions mentioned in the survey, and to provide the number they use over the course of a fiscal year. Further, they were asked to “not include interns provided as part of a government-sponsored summer youth employment program, university-related class practicum or work-study assignment, or equivalent.”

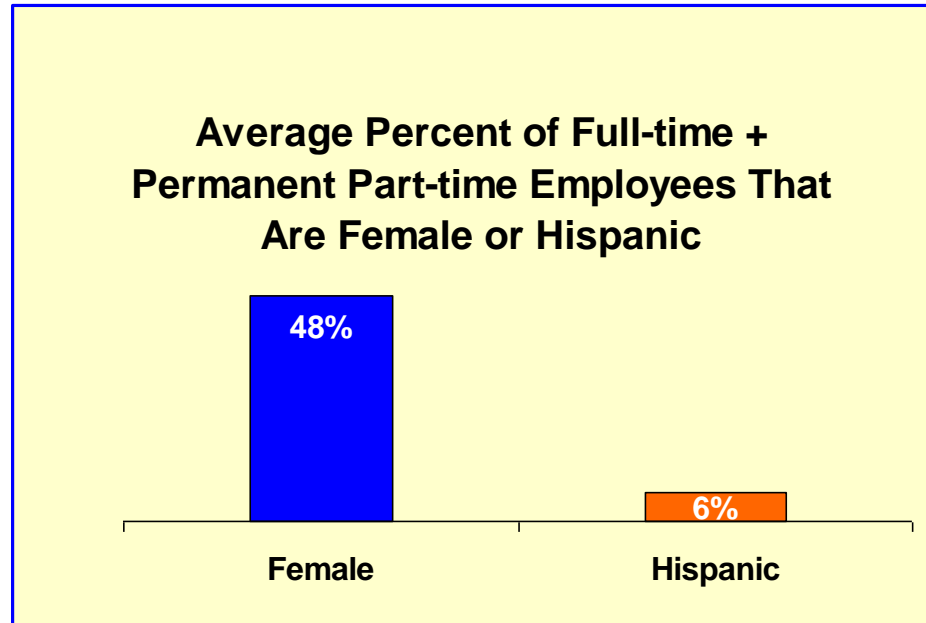
Forty three percent (43%) of the performing arts centers included in the survey use paid interns and 43% use unpaid interns; 63% use one or the other, or both. About 4 interns are used each fiscal year at those performing arts centers that utilize this resource.

	Use Interns (%)	Use Paid Interns (%)	Use Unpaid Interns (%)	Average # of Interns Use Per Year at Venues That Use Them	# of Venues Reporting Whether or Not Interns Used
Usage of Interns					
Total	63	43	43	4.1	49
Size of Venue					
Large	69	54	38	3.3	12
Medium	81	47	47	5.0	16
Small	45	25	35	3.1	20
Market Tier					
1st	63	38	44	4.1	16
2nd	63	38	44	5.2	16
3rd	65	53	41	3.1	17
Venue is:					
Part of a complex	44	28	28	4.9	18
Not part of a complex	74	52	52	3.8	31
Ownership					
University based	54	54	31	4.7	13
Not university based	67	39	47	4.2	36
Management					
Publicly owned	51	38	32	4.2	37
Not publicly owned	100	50	80	3.6	10
Management					
Public Management (Government/ Authority)	40	28	24	2.3	25
Not Public Management (Management Company/ Independent/ Non-Profit)	90	53	68	5.3	19

Performing Arts Center Workplace Diversity

A final staffing objective was to learn about performing arts center workplace diversity.

Performing arts center managers were asked to provide the percentages of their full-time and permanent part-time employees that are female and then that are Hispanic. On average, half of these employees are women (48%) and 6% are Hispanic.



In addition to gender and Hispanic ethnicity, racial diversity at performing arts centers was also investigated.

Blacks represent an average of 8% of performing arts centers' full-time and permanent part-time staff, Asians 3% and all other races, including mixed races, 4%.

