



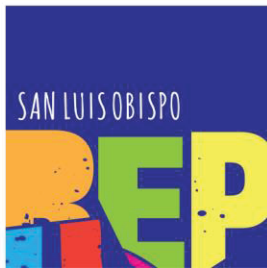
San Luis Obispo Repertory Theatre

Challenge Grant Request • January 2022



***“Books are read and movies are watched, but plays are felt.
In SLO REP’s new theatre, the plays will touch your soul.”***

Jeff Daniels, Actor and Founder of The Purple Rose Theatre Company



January 25, 2022

Dear Mayor Stewart
and Honorable Councilmembers Christianson, Marx, Pease and Shoresman:

A decade ago, San Luis Obispo Repertory Theatre (SLO REP) eagerly accepted the City's request to raise private funds to build a new City-owned theatre on City land adjacent to the planned Palm-Nipomo parking structure.

From the beginning, the parking structure and the proposed SLO REP Theatre have been inextricably linked as key components of the Downtown Concept Plan, the City's vision to enhance downtown's historic role as the beating heart of San Luis Obispo's rich culture and economy.

With these objectives in mind, we seek your approval of a \$3.94 million challenge grant from one-time funds to assure construction of a new SLO REP Theatre. The City would own this community asset, with more than 70% of the total project financed with private funds. This textbook example of a true public-private partnership would serve many generations to come.

INVESTMENT RATIONALE

Aware of the many worthy demands on City resources, we offer the following rationale for making this investment:

- This grant would be consistent with the Council's Major City Goals for 2021-23 "to engage and expand upon its community partnerships" with additional focus "on the retention of existing businesses, the recovery of arts and culture, the vitality of the downtown, and supporting underserved groups and populations."
- For a relatively small investment, the City would be able to complete a large, central piece of its Downtown Concept Plan. For perspective, our challenge grant request is equal to about 1% of the \$387 million slated for City Capital Improvement Projects in 2022.
- Once fully operational, the new theatre would offer 324 shows a year on 176 dates, generating an economic impact of more than \$3 million annually. We conservatively project that the new venue will draw 50,000 patrons downtown each year, more than 2.5 times SLO REP's largest annual audience to date.
(Appendix A – SLO REP Economic Impact Report)
- Completion of this project would enable a tripling of participants in SLO REP's educational programming within two years. The Academy of Creative Theatre (ACT) serves children and teenagers 35 weeks a year with after-school activities, summer camps, workshops and other enriching curriculum not readily available in local schools. In our current facilities, ACT has served 300 students annually regardless of their ability to pay. Since at least 2013, ACT programs have been at capacity with long waiting lists. We have heard from dozens of parents that ACT gave their children a focus and purpose that changed their lives.

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- The Council's Major City Goals states that all city actions "will be viewed through the lens of the City's sustainability and DEI efforts." Toward that goal, this project's facilities – stages, rehearsal space and classrooms – will provide much-needed space for SLO REP and other nonprofits to present multicultural programming and other activities related to diversity, equity and inclusivity (DEI) at very low cost.
- With completion of the SLO REP project, the City will own a state-of-the-art theatre, with the private sector bearing the majority of the cost. This venue will be a community asset enjoyed by hundreds of thousands of residents and visitors for generations to come.
- We share the belief expressed by Resonance, the City's revitalization and futurist consultant, that the new SLO REP Theatre will bolster San Luis Obispo's reputation as an exciting destination. And, as Resonance noted, the new theatre will help SLO remain strong compared to its competitive cities set, all of which feature attractive small to medium-scale performance venues.
- The relocation of SLO REP will make 888 Morro Street available for other civic uses.

A TIMELY CATALYST

We are at an opportune moment for this grant to be a most effective catalyst:

- The downtown core is undergoing fundamental change. Ensuring that we have a thriving cultural district will help keep downtown's transformation on track. SLO REP will be a major anchor.
- The City has managed its resources so well throughout the pandemic that the one-time funds now available are enough to advance multiple long-lasting improvements for the community.
- Groundbreaking for the garage is imminent. Construction plans for the garage and the theatre have always been inextricably linked in order to minimize costs and maximize aesthetics.
- SLO REP has already raised more than half the goal initially agreed upon with the City, but several prospective donors want more assurance that success is achievable before they commit additional funds. This challenge grant would be a clear statement of City support, and would significantly boost our fundraising momentum.

We are confident SLO REP can raise \$10.4 million in private money, which would be more than 70% of the total project cost, currently estimated at \$14.3 million. ***(Appendix B – Capital Campaign Gift Range Chart and Timeline)***

We are proud to have raised \$5.6 million already. Several supporters have told us that they are especially committed to this project because they believe cultural experiences are a necessity if San Luis Obispo is to remain a vibrant community. This challenge grant, along with the City's generous provision of a build-to-suit site, would ensure that the new SLO REP Theatre could open in 2027.

DETERMINED TO SUCCEED

In 2015, initial design plans called for a three-story, 22,000-square-foot theatre that would be owned by the City and leased to SLO REP for 40 years. It was estimated that the building would cost \$8 to \$10 million, paid by private funds. It would house a 200-seat mainstage theatre, an additional 100-seat “black-box theatre,” rehearsal space, set-construction space, classrooms and offices.

In August 2021, an updated study estimated the project’s cost had ballooned to more than \$18 million due to various delays. This price represents a per-square-foot cost that likely would set a record for downtown construction. This price is also beyond SLO REP’s fundraising capacity.

In grappling with this new reality, we were determined not to abandon the project. We challenged ourselves to identify creative options that would be less expensive, yet equally impactful.

SLO REP’S TWO-SITE PLAN

On December 8, 2021, the Board approved a “Two-Site Plan,” estimated to cost \$14.3 million. ***(Appendix C – Two Site Capital Campaign Budget)***

This plan presents a clear path toward completing an essential pillar of SLO’s cultural district at considerably less cost than \$18 million. It also provides significantly more functionality and programming than the \$18 million plan. Notably, it will enable SLO REP to exponentially expand its educational programming at least two years earlier than the original plan.

❖ SITE ONE – DOWNTOWN THEATRE

Adjacent to the Palm-Nipomo parking structure, SLO REP would construct an 11,000-square-foot, single-story venue containing two performance spaces:

1. A main theatre with at least a 205-seat capacity (compared to the current 100-seat capacity) and a larger stage than the current Morro Street venue. The added stage space, and a fully outfitted lighting grid and tech booth, would give SLO REP more flexibility in its choice of shows, and enable larger casts and expanded scenic elements with state-of-the-art acoustics and lighting.
2. A “black-box theatre” for staged readings and innovative works, with seating of up to 99 seats. This flexible space will double as rehearsal space and provide opportunities for new playwrights and up-and-coming actors.

Our team has been working closely with City staff, and we expect this revised design will substantially conform to the current entitlements.

❖ SITE TWO – 3353 EMPLEO STREET

On the site of the former 10,000-square-foot headquarters of People’s Self-Help Housing, SLO REP would:

- House administrative offices, set-construction facilities, costume storage and activities needed to produce plays downtown.
- Expand SLO REP’s Academy of Creative Theatre (ACT) educational programming almost immediately. With the additional classroom and rehearsal spaces, SLO REP could more than triple the number of participants (from 300 to 1,000) by 2024, with room to grow thereafter if demand continues on its current trajectory.

SLO REP has entered into an agreement to acquire the Empleo site from People's Self-Help Housing, subject to contingencies. SLO REP's intended usage at Empleo conforms to SLO City zoning requirements, according to preliminary review by City staff.

POSITIVE DONOR REACTION

Since the SLO REP Board's decision on December 8, 2021, to move forward with the Two-Site Plan, all major donors have been briefed, and all have reacted with enthusiasm. Several donors have pledged additional major gifts as a way of demonstrating their commitment to meeting the anticipated terms of a challenge grant. They see investment in SLO REP as an investment in our community's future.

As a result, the SLO REP Board remains confident in our ability to raise \$10.4 million. The Board also has reviewed and reaffirmed its confidence in the staff's projected operating plans once the project is completed. (***Appendix D – SLO REP Annual Operating Budget 2027-2028***)

NEXT STEPS

If the City Council supports this request, among the next steps will be lease and challenge grant discussions, substantial determination on the original entitlements, and corresponding revision to SLO REP's current Exclusive Negotiating Agreement with the City.

HITTING THE MARK

Good actors know how to "hit their marks" – to be in the right place at the right time to deliver their lines with impact.

This project hits the mark for SLO REP. Completion will be a major step toward realizing our ambitious vision to become a nationally recognized regional theatre.

The project also hits the mark for the City at a time when the downtown core is undergoing fundamental change. Completion of the new SLO REP Theatre will enhance downtown SLO as a center for the community's cultural and social life, a role deeply rooted in the City's history and values, and reflected in several City policy documents. With more than 70% of the project's funding coming from private donors, the City will have a community asset to be used and enjoyed for decades to come.

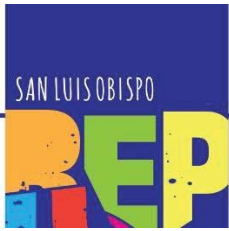
In short, a professional performing arts organization thriving in the heart of a vibrant downtown will burnish San Luis Obispo's reputation as a great city to live, work and play.

Thank you for your support and consideration. We look forward to celebrating with you in 2027.

Sincerely,


Pam Nichter
President, Board of Directors


Kevin Harris
Managing Artistic Director



APPENDIX A:

SLO REP Economic Impact Report



San Luis Obispo Repertory Theatre

Challenge Grant Request • January 2022

APPENDIX A: SLO REP Economic Impact Report

San Luis Obispo Repertory Theatre's Board of Directors is unanimously committed to raising at least \$10 million to build a new performing arts venue, which will be comprised of a 200+ seat mainstage theatre and a 99-seat "black box" theatre. The Board fully appreciates the value of the City's offer to provide a site within the proposed Palm-Nipomo-Monterey parking structure for a new theatre, and expects to conclude a mutually satisfactory lease arrangement with the City.

This new theatre will mark an important milestone in SLO REP's mission to become a nationally recognized regional theatre, producing a full season of plays on each of our two stages, effectively programming two full seasons every year of new and classic plays and musicals, alongside groundbreaking original works. In addition, our educational programming will greatly extend its reach. As the anchor to the City's long-envisioned Cultural District, SLO REP will reinforce the perception of downtown SLO as a vibrant destination, contributing to growth in tourism and economic vitality. SLO REP's 75-year history in the City, and its nearly three decades in the downtown core, make SLO REP an integral, historic and authentic part of downtown SLO's character.

SLO REP has steadily – and credibly – been preparing for raising these funds for more than a decade. In the past 10 years, SLO REP has undergone a significant transformation from a community volunteer theatre that teetered on the edge of fiscal failure into a fully professional theatre that has operated in the black every year, and now has almost a year's operating funds in reserve.

As a result of these efforts, SLO REP during the quiet phase of its capital campaign has raised \$5.6 million in cash and pledges toward its \$10.34 million capital campaign goal. Several prospective major-gift donors are in the wings, awaiting more certainty that the City will proceed with the project. We are optimistic that once the City breaks ground on the site, these donors will step forward, and SLO REP will be able to launch the public phase of the campaign with more than 65% of the target already in hand.

SLO REP's larger, state-of-the-art venue will enable a consistently higher artistic quality that will contribute to activating the downtown core by attracting new audiences – both residents and visitors alike – and by providing a viable and vibrant alternative to downtown SLO's current entertainment offerings, dominated by restaurants and college-student bars.

In its first full season of operations (2028-2029), the new SLO REP theatre will host 324 performances annually, Wednesday through Sunday. There will be additional weekday, weeknight and late-night entertainment, providing a diverse portfolio of entertainment offerings for residents and visitors as well as more pedestrian traffic during the day. The Academy of Creative Theatre, SLO REP's year-round education program, will more than double in size, welcoming more than 1,000 young artists to after-school classes, summer camps, and youth productions.

ECONOMIC IMPACT

In projecting SLO REP's economic impact, we drew from the most recent research on San Luis Obispo County arts patrons' spending conducted by Americans for the Arts. These national and regional studies are usually completed every five years. However, COVID has delayed the FY 2020 report, so we are relying on the FY 2015 report, as well as on our own patron data from our last full season pre-COVID (2018-19.)

According to the FY 2015 report, excluding the price of admission to the event, arts and cultural audiences in SLO County spent an additional:

Category of Event-Related Expenditure	Resident Attendees	Non-Resident Attendees
Meals and Refreshments	\$13.86	\$20.99
Souvenirs and Gifts	\$5.73	\$3.78
Ground Transportation	\$1.83	\$7.69
Overnight Lodging (one night only)	\$0.79	\$32.28
Other/Miscellaneous	\$1.16	\$2.74
Average Event-Related Spending Per Person	\$23.37	\$67.48

Adjusting for inflation since 2015 using the latest Consumer Price Index (August 2021) rate the adjusted average event-related spending per person increases 15.4% to **\$26.97 for Residents, and \$77.89 for Non-residents** in 2021 dollars.

Based on the data from SLO REP's last full season (FY 19) the demographic breakdown of that year's 18,397 patrons:

SLO County residents: 89%
Non-SLO County residents: 11%

In our planned new venue (master calendar attached), SLO REP will produce 324 individual performances during our first full season (FY 29), potentially bringing 48,600 patrons to the downtown core in a 200-seat mainstage theatre, and up to 56,700 patrons in a 250-seat mainstage theatre.



Using the inflation-adjusted resident and non-resident patron spending averages from 2015 (adjusting for 2021), and applying a 1.7 Economic Impact Multiplier after consulting with Dr. Cyrus Ramezani, Chair of the Cal Poly Orfalea College of Business Finance Area who has conducted economic impact research on the Central Coast, SLO REP projects that the new venue will result in the following direct spending in downtown SLO:

	Average Spending (adj. to 2021)	Fiscal Year 2019	Fiscal Year 2029 200 Seats	Fiscal Year 2029 250 Seats
SLO County Residents		89%	89%	89%
Non-SLO County Residents		11%	11%	11%
Total Tickets Sold		18397	48600	56700
SLO County Residents		16373	43254	50463
Non-SLO County Residents		2024	5346	6237
Resident Direct Spending (excluding admission)	\$26.97	\$441,589	\$1,166,560	\$1,360,987
Non-Resident Direct Spending (exc. admission)	\$77.89	\$157,624	\$416,400	\$485,800
BASE TOTALS PER YEAR		\$599,212	\$1,582,960	\$1,846,787
Current E.I.M. (Economic Impact Multiplier)		1.7	1.7	1.7
ACTUAL ANNUAL ECONOMIC IMPACT		\$1,018,660	\$2,691,032	\$3,139,538

As SLO REP expands its offerings after its inaugural season, we project that the share of non-resident patrons will increase to about 25% of our overall audience within three years, doubling the direct spending figures from non-county residents.

PROJECTED PARKING REVENUE

Based on:

- 2021 parking structure fees
- Average time spent at performance/lobby pre-show: 2.75 hrs
- Average time spent at pre-show meal/drinks/downtown: 2.5 hrs
- 95% capacity in venue
- 2 patrons per car

According to a 2014 survey of SLO REP patrons:

- 67% of SLO REP audiences go to dinner/drinks before or after show (5 hrs in garage)
- 28% of SLO REP audiences only attend the performance (2 hrs in garage)
- 5% of SLO REP audience uses alternate transportation/free parking

MAINSTAGE PARKING REVENUE:

\$93,493/yr, or \$577 per performance.

BLACK BOX PARKING REVENUE:

\$37,397/yr, or \$230 per performance.

EMPLOYMENT

Based on our current calendars, SLO REP projects the following payroll breakdowns for our year-round Exempt and Non-Exempt employees in FY 29:

Employee Position	F/T (Exempt)	P/T (Non- Exempt) >20 hrs/wk	P/T (Non- Exempt) <20 hrs/wk	Total FTE	Total Emp. Payroll
Artistic Director	\$95,000			1	
Managing Director	\$70,000			1	
Development Director	\$70,000			1	
Development Assistant		\$25,000		0.5	
Marketing Director	\$60,000			1	
Education Director	\$60,000			1	
Education Assistant/Outreach		\$25,000		0.5	
Production Manager	\$60,000			1	
Technical Director	\$60,000			1	
Assistant Technical Director			\$12,500	0.25	
Volunteer Director/House Mgr		\$27,500		0.75	
Box Office Manager		\$20,000		0.5	
Facilities Director			\$12,500	0.25	
Costume Shop Coordinator			\$7,500	0.25	
Assistant House Manager 1			\$5,500	0.25	
Assistant House Manager 2			\$5,500	0.25	
Assistant House Manager 3			\$5,500	0.25	
Assistant House Manager 4			\$5,500	0.25	
Box Office Staff 1			\$4,000	0.25	
Box Office Staff 2			\$4,000	0.25	
Scene Shop Crew 1			\$10,000	0.25	
Scene Shop Crew 2			\$10,000	0.25	
TOTALS	\$475,000	\$97,500	\$82,500	12	\$655,000

Based on our current calendars, SLO REP projects the following payroll breakdowns for our show-specific artist contracts in FY 29:

Artist Position	Average Contract Total	# of Contracts Each Season	Total Payroll	Total Hours	FTE
Director (Mainstage)	\$3,500	8	\$28,000	1,200	0.58
Director (Black Box)	\$2,750	5	\$13,750	750	0.36
Director (ACT Show)	\$2,800	2	\$5,600	400	0.19
Director (Staged Reading)	\$300	5	\$1,500	175	0.08
Actor (Mainstage)	\$2,500	50	\$125,000	11,250	5.41
Actor (Black Box)	\$2,000	30	\$60,000	6750	3.25
Musical Director	\$2,500	8	\$20,000	400	0.19
Choreographer (Mainstage)	\$2,500	4	\$10,000	200	0.10
Choreographer (Black Box)	\$2,250	2	\$4,500	100	0.05
Choreographer (ACT)	\$1,750	1	\$1,750	75	0.04
Tech Crew (Mainstage)	\$750	40	\$30,000	5000	2.40
Tech Crew (Black Box)	\$500	26	\$13,000	3250	1.56
Lighting Designer (Mainstage)	\$2,250	8	\$18,000	320	0.15
Lighting Designer (Black Box)	\$1,500	5	\$7,500	200	0.10
Lighting Designer (ACT)	\$750	2	\$1,500	80	0.04
Costume Designer (Mainstage)	\$1,750	8	\$14,000	1200	0.58
Costume Designer (Black Box)	\$1,250	5	\$6,250	500	0.24
Costume Designer (ACT)	\$500	2	\$1,000	150	0.07
Sound Designer (Mainstage)	\$800	8	\$6,400	400	0.19
Sound Designer (Black Box)	\$600	5	\$3,000	250	0.12
Sound Designer (ACT)	\$500	2	\$1,000	100	0.05
Musicians (Mainstage)	\$1,750	5	\$8,750	875	0.42
Musicians (Black Box)	\$1,500	3	\$4,500	525	0.25
Props Design (all)	\$300	16	\$4,800	640	0.31
TOTALS	\$37,550	250	\$389,800	34,790	16.73

The total estimated employment impact for our 2028-29 inaugural season:

Total number of positions hired: 277

Total payroll: \$1,044,800

Total FTE per year: 28.73

DOWNTOWN CORE ACTIVATION

SLO REP's audience drawing power is often underestimated, its full impact often lost amid the fanfare accorded other performing arts events. Other arts organizations have several big events during the year that, rightfully so, command attention in the local media. SLO REP, on the other hand, provides a steady, year-round calendar of programming. We are like the great TV show that people tune into weekly, in relatively large numbers, versus the summer blockbuster that people rush to see before it's gone.

For perspective:

- In SLO REP's current 100-seat venue, nearly 20,000 patrons buy tickets to attend SLO REP's annual 200 performances. These totals are greater than the total audiences for San Luis Obispo Symphony, Opera SLO, Festival Mozaic, and the Civic Ballet *combined*.
- The most popular national touring shows at the PAC rarely sell out two performances, totaling a maximum of 2,572 patrons. SLO REP's annual gala and season musical productions regularly bring in more than 3,000 patrons over the course of the run.
- In the new venue, SLO REP plans to produce **324 performances** each season, Wednesday- Sunday, on **176 days** of the year. These performance and audience projections do *not* include foot traffic from our year-round Academy of Creative Theatre program or special, non-season events throughout the year.

AN EFFICIENT CATALYST

By bringing hundreds of patrons downtown on nearly half the days of the year, SLO REP provides an efficient and significant catalyst activating the downtown core. SLO REP will prove to be a bright shining beacon, attracting new visitors and residents alike to San Luis Obispo who want to experience distinctive performances available nowhere else in the frequency and quality than can be seen on SLO REP's new stage.

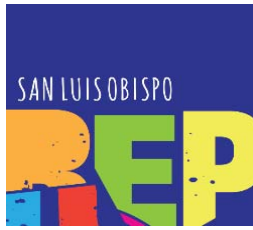


Master Schedule July 1, 2028-June 30, 2029

MAINSTAGE THEATRE (250 SEATS)					
SHOW	# OF PERF	TOTAL SEATS	SUBSCRIPTIONS	COMPS	SINGLE TICKETS
MAINSTAGE #1	18	4,500	1,000	200	3,300
MAINSTAGE #2	18	4,500	1,000	200	3,300
MAINSTAGE #3	18	4,500	1,000	200	3,300
HOLIDAY	29	7,250		200	7,050
GALA #1	18	4,500		200	4,300
MAINSTAGE #4	18	4,500	1,000	200	3,300
MAINSTAGE #5	18	4,500	1,000	200	3,300
GALA #2	25	6,250		200	6,050
TOTALS	162	40,500	5,000	1,600	33,900

MAINSTAGE THEATRE (200 SEATS)					
SHOW	# OF PERF	TOTAL SEATS	SUBSCRIPTIONS	COMPS	SINGLE TICKETS
MAINSTAGE #1	18	3,600	1,000	200	2,400
MAINSTAGE #2	18	3,600	1,000	200	2,400
MAINSTAGE #3	18	3,600	1,000	200	2,400
HOLIDAY	29	5,800		200	5,600
GALA #1	18	3,600		200	3,400
MAINSTAGE #4	18	3,600	1,000	200	2,400
MAINSTAGE #5	18	3,600	1,000	200	2,400
GALA #2	25	5,000	1000	200	3,800
TOTALS	162	32,400	6,000	1,600	24,800

BLACK BOX THEATRE (100 SEATS)					
SHOW	# OF PERF	TOTAL SEATS	SUBSCRIPTIONS	COMPS	SINGLE TICKETS
ACT #1	16	1,600		150	1,450
UBU #1	4	400	100	10	290
BLACK BOX #1	16	1,600	400	150	1,050
UBU #2	4	400	100	10	290
BLACK BOX #2	16	1,600	400	150	1,050
UBU #3	4	400	100	10	290
BLACK BOX #3	16	1,600	400	150	1,050
UBU #4	4	400	100	10	290
ACT #2	16	1,600		150	1,450
UBU #5	4	400	100	10	290
BLACK BOX #4	16	1,600	400	150	1,050
UBU #5	4	400	100	10	290
BLACK BOX #5	16	1,600	400	150	1,050
PIANO BAR/CAB	26	2,600			2,600
TOTALS	162	16,200	2600	1,110	9,890



TOTAL PERFORMANCE BREAKDOWN July 1, 2028-June 30, 2029

Total # Mainstage Performances	162
Total # Black Box Performances	162
Total # Venue Performances	324

Total # of Mainstage WEEKEND Dates	65
Total # of Mainstage WEEKDAY Dates	53
Total # of Mainstage Performance Dates	118

Total # of Black Box Weekend Dates	56
Total # of Black Box Weekday Dates	56
Total # of Black Box Performance Dates	112

Total # of Venue Performances Dates*	176
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* Saturdays and Sundays have two shows scheduled (2 PM and 7 PM). There are also several dates that have two performances scheduled concurrently in both the Mainstage and Black Box Theatre.

* These totals only include scheduled, ticketed performances. They do not include foot traffic and direct downtown core spending from our non-ticketed year-round Academy of Creative Theatre program.



The Economic Impact of Nonprofit Arts and Cultural Organizations and Their Audiences in San Luis Obispo County, CA (Fiscal Year 2015)

Direct Economic Activity	Arts and Cultural Organizations	+	Arts and Cultural Audiences	=	Total Industry Expenditures
Total Industry Expenditures	\$13,693,022		\$14,029,567		\$27,722,589

Economic Impact of Spending by Arts and Cultural Organizations and Their Audiences

Total Economic Impact of Expenditures	Economic Impact of Organizations	+	Economic Impact of Audiences	=	Total Economic Impact
Full-Time Equivalent (FTE) Jobs Supported	543		373		916
Household Income Paid to Residents	\$9,527,000		\$7,315,000		\$16,842,000
Revenue Generated to <u>Local</u> Government	\$507,000		\$594,000		\$1,101,000
Revenue Generated to <u>State</u> Government	\$632,000		\$1,018,000		\$1,650,000

Event-Related Spending by Arts and Cultural Audiences Totaled \$14 million (excluding the cost of admission)

Attendance to Arts and Culture Events	Resident ¹ Attendees	+	Nonresident ¹ Attendees	=	All Cultural Audiences
Total Attendance to Arts and Culture Events	381,226		75,879		457,105
Percentage of Total Attendance	83.4%		16.6%		100.0%
Average Event-Related Spending Per Person	\$23.37		\$67.48		\$30.67
Total Event-Related Expenditures	\$8,909,252		\$5,120,315		\$14,029,567

Nonprofit Arts and Cultural Event Attendees Spend an Average of \$30.67 Per Person (excluding the cost of admission)

Category of Event-Related Expenditure	Resident ¹ Attendees	Nonresident ¹ Attendees	All Cultural Audiences
Meals and Refreshments	\$13.86	\$20.99	\$15.04
Souvenirs and Gifts	\$5.73	\$3.78	\$5.41
Ground Transportation	\$1.83	\$7.69	\$2.80
Overnight Lodging (one night only)	\$0.79	\$32.28	\$6.00
Other/Miscellaneous	\$1.16	\$2.74	\$1.42
Average Event-Related Spending Per Person	\$23.37	\$67.48	\$30.67

About This Study

This Arts & Economic Prosperity 5 study was conducted by Americans for the Arts to document the economic impact of the nonprofit arts and culture industry in 341 communities and regions (113 cities, 115 counties, 81 multicounty or multicounty regions, 10 states, and 12 individual arts districts)—representing all 50 U.S. states and the District of Columbia. The diverse communities range in population (1,500 to more than 4 million) and type (small rural to large urban). Project economists from the Georgia Institute of Technology customized an input-output analysis model for each participating region to provide specific and localized data on four measures of economic impact: full-time equivalent jobs, household income, and local and state government revenue. These localized models allow for the uniqueness of each local economy to be reflected in the findings.

Americans for the Arts partnered with 250 local, regional, and statewide organizations that represent the 341 study regions (30 partners included multiple study regions as part of their participation). **To complete this customized analysis for San Luis Obispo County, ARTS Obispo joined the study as one of the 250 partners.**

Surveys of Nonprofit Arts and Cultural ORGANIZATIONS

Each of the 250 partner organizations identified the universe of nonprofit arts and cultural organizations that are located in its region(s) using the Urban Institute's National Taxonomy of Exempt Entity (NTEE) coding system, a definitive classification system for nonprofit organizations recognized as tax exempt by the Internal Revenue Code. In addition, the study partners were encouraged to include other types of eligible organizations if they play a substantial role in the cultural life of the community or if their primary purpose is to promote participation in, appreciation for, and understanding of the visual, performing, folk, and literary and media arts. These include government-owned or government-operated cultural facilities and institutions; municipal arts agencies and councils; private community arts organizations; unincorporated arts groups; living collections (such as zoos, aquariums, and botanical gardens); university presenters, programs, and facilities; and arts programs that are embedded under the umbrella of a nonarts organization or facility (such as a hospital or church). In short, if it displays the characteristics of a nonprofit arts and cultural organization, it is included. *For-profit businesses (e.g., Broadway, motion picture theaters) and individual artists were excluded from this study.*

Nationally, data was collected from a total of 14,439 organizations for this study. Response rates among all eligible organizations located in the 341 study regions was 54.0 percent, and ranged from 9.5 percent to 100 percent. Responding organizations had budgets ranging from \$0 to \$785 million (Smithsonian Institution). It is important to note that each study region's results are based solely on the actual survey data collected. There are no estimates made to account for nonresponding organizations. Therefore, the less-than-100 percent response rates suggest an understatement of the economic impact findings in most of the individual study regions.

In San Luis Obispo County, 28 of the 61 eligible nonprofit arts and cultural organizations participated in this study—an overall participation rate of 45.9 percent. A list of the participating organizations can be obtained from ARTS Obispo.

Surveys of Nonprofit Arts and Cultural AUDIENCES

Audience-intercept surveying, a common and accepted research method, was completed in all 341 study regions to capture information about spending by audiences at nonprofit arts and culture events. Patrons were selected randomly and asked to complete a short survey while attending an event. A total of 212,691 attendees completed the survey. The respondents provided itemized travel party expenditure data on attendance-related activities such as meals, souvenirs, transportation, and lodging. Data was collected throughout the year to guard against seasonal spikes or drop-offs in attendance, and at a broad range of events (because a night at the opera will typically yield more spending than a Saturday children's theater production). Using total attendance data for 2015 (collected from the participating organizations), standard statistical methods were then used to derive a reliable estimate of total arts event-related expenditures by attendees in each study region.

In San Luis Obispo County, a total of 918 valid audience-intercept surveys were collected from attendees to nonprofit arts and cultural performances, events, and exhibitions during 2016.

Studying Economic Impact Using Input-Output Analysis

To derive the most reliable economic impact data, input-output analysis was used to measure the impact of expenditures by nonprofit arts and cultural organizations and their audiences. This highly-regarded type of economic analysis has been the basis for two Nobel Prizes in economics. The models are systems of mathematical equations that combine statistical methods and economic theory in an area of study called econometrics. The analysis traces how many times a dollar is respent within the local economy before it leaves the community, and it quantifies the economic impact of each of those rounds of spending. Project economists customized an input-output model for each of the 341 participating study regions based on the local dollar flow among 533 finely detailed industries within its economy. This was accomplished by using detailed data on employment, incomes, and government revenues provided by the U.S. Department of Commerce (County Business Patterns, the Regional Economic Information System, and the Survey of State and Local Finance), state and local tax data (e.g., sales taxes, lodging tax, property taxes, income tax, and miscellaneous local option taxes), and the survey data collected from the responding arts and cultural organizations and their audiences.

¹ For the purpose of this study, residents are attendees who live within San Luis Obispo County; nonresidents live elsewhere.



APPENDIX B:

Capital Campaign Gift Range Chart and Timeline



San Luis Obispo Repertory Theatre

Challenge Grant Request • January 2022

APPENDIX B: Capital Campaign Gift Range Chart and Timeline

SLO REP Board Goal: **\$10.4 Million**

	# Gifts	Gift Amount	In Range	Cumulative	x3	# Prospects Needed	# Prospects	# In Hand
Lead								
	1	\$2,500,000	\$2,500,000	\$2,500,000	3	3	1	0
	3	\$1,000,000	\$3,000,000	\$5,500,000	3	9	5	2
	0	\$750,000	\$0	\$5,500,000	3	0	0	0
	2	\$500,000	\$1,000,000	\$6,500,000	3	6	2	2
	4	\$250,000	\$1,000,000	\$7,500,000	3	12	3	2
	8	\$100,000	\$800,000	\$8,300,000	3	24	12	6
	8	\$50,000	\$400,000	\$8,700,000	3	12	17	2
	26	18%	\$8,700,000	84%		66	40	14
Mid Level								
	20	\$30,000	600,000	9,300,000	3	60	8	7
	20	15,000	300,000	9,600,000	3	60	8	1
	25	10,000	250,000	9,850,000	3	75	11	6
	25	5,000	125,000	9,975,000	3	75	14	2
	30	3,000	90,000	10,065,000	3	90	50	4
	120	82%	\$1,365,000	13%		225	91	20
General								
	MANY	< \$3,000	\$335,000	3%	\$10,400,000			
TOTALS	146					291	81	34



San Luis Obispo Repertory Theatre

Challenge Grant Request • January 2022

APPENDIX B: Capital Campaign Timeline

CAMPAIGN TIMELINE

Pre-Campaign Planning

- Audience Survey
- Preliminary Designs
- Establish Campaign Task Force
- Hire Campaign Consultants
- Feasibility Study
- Strengthen organizational structure
- Re-Brand as SLO REP

Leadership Phase

- Enlist Planning Committee
- Case for Support
- Donor Recognition Plan
- Timeline & Policies
- Board Approval of Plan & Policies
- Hire Capital Campaign Coordinator
- Solicit Board Gifts & Pledges
- Establish Lead Gifts Committee
- Establish Steering Committee
- Engage with Potential Lead Donors
- Establish Advisory Council

Quiet Campaign

- Cultivation & Solicitation of Major Gifts
- Gain City Approval of Project
 - Architectural Review Committee
 - Cultural Heritage Committee
 - Planning Commission
 - City Council
- Design/Development
- Establish Advisory Council
- **COVID SHUTDOWN**
- **\$ RAISED DEC 2021: \$5,600,000**

Public Campaign

- January 2024: Public Campaign Launches (80-85% of overall goal)
- Campaign for broad-base gifts (online campaign to engage entire community)
- Continue donor stewardship outreach & activities/events
- Celebrate Success: Highlight major donors; stage major campaign events
- PR & Media Campaign kicks off
- Parking Structure Complete!
- **\$ GOAL DEC 2024: \$10,400,000**

Construction & Follow Through

- 100% of Campaign Funds Pledged or Received
- **Begin Theatre Construction!**
- July 2026: Farewell 888 Morro Street Celebration Event
- July-December 2026:
 - No Shows at Morro Street
 - ACT Classes continue at Empleo
- November-December 2026:
 - Complete physical transition to new space
 - Test equipment & systems

2012-2017

- Sept 2013: 1st Campaign Donation

JAN 2018-FEB 2019

- Jan 25, 2018: First meeting of Planning Committee

MAR 2019-DEC 2021

- Mar 2020-Dec 2021: COVID-19 Shut-Down

JAN 2022-DEC 2023

- Spring-Summer 2023: City Site Prep & Construction

JAN 2024-DEC 2024

- Jan 2024: Public Campaign Kick-Off!
- Dec 2024: Palm/Nipomo COMPLETE!

JAN 2025-DEC 2026

- Feb 2025: SLO REP vertical construction begins!
- Dec 2026: Theatre COMPLETE!

JAN-JUN 2027

- **CELEBRATE!**

Mar-July 2016: Feasibility Study

June 2017: Re-Brand as SLO REP

December 4, 2018: City Council approves SLO REP ENA

July 2018: City Council approves EIR for Palm/Nipomo Parking Structure and adjacent SLO REP theatre complex

February 5, 2019: City Council approves contract with Watry Design for Parking Structure design services.

February 19, 2019: First meeting of Campaign Steering Committee

December 2021: Empleo Property in Escrow

July 2020: Advisory Council established
Sept 2020: Design & Development complete. Plans submitted for full pricing study.
April 2021: New budget total per pricing study

August 19, 2019: Architectural Review Committee #1
September 16, 2019: Architectural Review Committee #2
September 23, 2019: Cultural Heritage Committee
October 23, 2019: SLO Planning Commission
November 12, 2019: Parking Structure & SLO REP Theatre projects **APPROVED!**

Quiet Campaign & 2-Site Plan

- Pivot to 2-Site Plan with purchase of Empleo Property
- Re-energize Fundraising
- Relocate ACT Program
- Hire Campaign Manager
- Create Campaign Video & Website
- Finalize lease with City
- City Construction begins on site
- Corporation/Foundation Cultivation

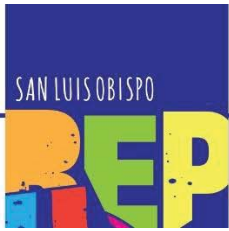
• **\$ GOAL DEC 2023: \$8,870,000**

Follow Through (continued)

- Continue to CELEBRATE and thank campaign contributors
- Finalize Donor recognition plaques, walls, etc.
- Marketing & PR Campaign gears up for grand opening - regional and national recognition

Grand Opening!

Feb 2027: First show opens!
Apr 2027: Announce plans for first full season at the new SLO REP!
2027-2028 • 81st Season
Page 16



APPENDIX C:

Two-Site Capital Campaign Budget



San Luis Obispo Repertory Theatre

Challenge Grant Request • January 2022

APPENDIX C: Two-Site Capital Campaign Budget - SUMMARY

PALM/NIPOMO SITE	
Architect	\$77,478
Other Contractors	\$435,249
City Fees/Permits	\$382,360
Construction	\$7,800,000
City Required Contingency Funds	\$1,570,000
TOTAL PALM/NIPOMO SITE	\$10,265,088

3533 EMPLEO (details redacted due to Escrow agreement)	
TOTAL EMPLEO SITE	\$2,974,570

CAMPAIGN EXPENSES (2015-2027)	
Personnel	\$889,593
Marketing	\$79,705
Donor Recognition	\$32,160
Events	\$26,383
Support	\$13,133
TOTAL CAMPAIGN EXPENSES:	\$1,040,973

TOTAL TWO-SITE CAMPAIGN GOAL:	\$14,280,631
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SLO REP FUNDS:	\$10,340,631
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CITY CHALLENGE GRANT:	\$3,940,000
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APPENDIX C: Two-Site Capital Campaign Budget - **DETAIL**

PALM/NIPOMO COSTS	\$10,265,088
3533 EMPLEO COSTS	\$2,974,570
CAPITAL CAMPAIGN COSTS	\$1,040,973
TOTAL CAMPAIGN GOAL	\$14,280,631

	IN-KIND	2015-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	TOTAL
DESIGN/CONSTRUCTION COSTS- PALM NIPOMO											
ARCHITECT											
Initial Designs	\$75,000	\$2,720									\$2,720
Design Development	\$10,000		\$38,713	\$8,545	\$10,500						\$57,758
Construction Documents	\$10,000					\$10,000	\$7,000				\$17,000
ARCHITECT TOTAL											\$77,478
OTHER CONTRACTORS											
Structural Engineer			\$5,000		\$5,000	\$5,000	\$5,000	\$2,000	\$1,000	\$1,500	\$24,500
Mechanical Engineer			\$16,175	\$38,328	\$6,000	\$6,000	\$3,000	\$3,000	\$3,000	\$3,000	\$78,502
Civil Engineer			\$5,754	\$5,560	\$5,000	\$3,000	\$4,000	\$7,500		\$4,000	\$34,814
Electrical Engineer					\$5,000	\$5,000	\$5,000	\$6,500			\$21,500
Acoustical Engineer			\$8,215	\$14,000	\$4,000	\$4,000	\$4,000	\$2,000	\$1,000	\$5,000	\$42,215
Landscaping Architect			\$8,540		\$4,000	\$1,000	\$2,000	\$3,000	\$3,000	\$5,000	\$26,540
Theatre DNA			\$33,320	\$22,960	\$3,500	\$2,500	\$2,500	\$2,500	\$2,500	\$1,500	\$71,280
Interior Designer			\$19,538		\$7,000	\$3,500	\$1,000	\$1,000	\$1,000	\$4,000	\$37,038
Project Manager			\$2,550	\$4,800	\$5,000	\$5,000	\$5,000	\$10,833	\$10,833	\$10,834	\$54,850
Pricing Studies				\$36,510	\$7,500						\$44,010
CONTRACTOR TOTAL											\$435,249
CITY											
City Permits			\$12,360			\$10,000	\$15,000	\$15,000	\$15,000	\$15,000	\$82,360
In-Lieu Parking Fees								\$300,000			\$300,000
CITY TOTAL											\$382,360
CONSTRUCTION											
Building (incl. contingencies/inflation/equip.)								\$3,900,000	\$3,900,000		\$7,800,000
CONSTRUCTION TOTAL											\$7,800,000
TOTAL DESIGN/CONSTRUCTION COSTS- PALM NIPOMO											\$8,695,088

APPENDIX C: Two-Site Capital Campaign Budget - **DETAIL**

	IN-KIND	2015-2019	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	TOTAL
CITY REQUIREMENTS PER E.N.A.											
FACILITY FUND											
Facility Reserve Fund										\$500,000	\$500,000
SAFETY NET OPERATIONS FUND											
Potential 3- year Operating Deficit										\$130,000	\$130,000
SAFETY NET TRANSITION FUND											
Potential 888 Morro Decommissioning Expense										\$140,000	\$140,000
1 Year Current Annual Budget										\$800,000	\$800,000
TOTAL CITY REQUIREMENTS PER E.N.A.											\$1,570,000

	IN-KIND	2015-2019	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	TOTAL
3533 EMPLEO (details redacted due to ESCROW agreement)											
TOTAL PURCHASE/DESIGN/CONSTRUCTION COSTS- EMPLEO											\$2,974,570

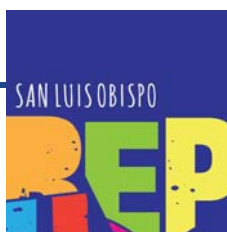
APPENDIX C: Two-Site Capital Campaign Budget - **DETAIL**

	IN-KIND	2015-2019	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	TOTAL
CAMPAIGN COSTS											
PERSONNEL											
Feasibility Study Consultant		\$28,000									\$28,000
Campaign Consultant		\$50,595	\$6,750								\$57,345
SLO REP Campaign Support Staff		\$67,128	\$41,828	\$21,444	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$340,400
SLO REP Capital Campaign Manager					\$40,000	\$72,500	\$72,500	\$72,500	\$72,500	\$72,500	\$402,500
Legal Consultant			\$468		\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$6,468
Public Relations Consultant	\$10,000					\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$5,000
Contingency (8%)					\$6,080	\$8,760	\$8,760	\$8,760	\$8,760	\$8,760	\$49,880
PERSONNEL TOTAL											\$889,593
MARKETING											
Advertising/Promotion			\$2,000			\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$17,000
Graphic Design		\$5,500	\$1,500	\$2,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$27,000
Postage		\$16				\$500	\$500	\$500	\$500	\$500	\$2,516
Printing- Brochures		\$181			\$2,000	\$3,000	\$3,000	\$3,000			\$11,181
Printing- Mailings					\$250	\$250	\$750	\$250	\$250	\$250	\$2,000
Printing- Pledge Cards/Misc					\$100	\$100	\$100	\$300			\$600
Promotional Video					\$1,000	\$1,000					\$2,000
General Visibility		\$7,785	\$1,215								\$9,000
Website Update					\$1,000	\$1,000	\$1,000	\$1,000			\$4,000
Contingency (8%)					\$588	\$948	\$908	\$884	\$540	\$540	\$4,408
MARKETING TOTAL											\$79,705
DONOR RECOGNITION											
Donor "Wall"/Various Designs	\$5,000						\$2,000				\$2,000
Donor "Wall"/Various Construction	\$15,000							\$15,000			\$15,000
General Donor Recognition (gifts, lunch, etc)		\$72	\$768		\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$12,840
Contingency (8%)					\$160	\$160	\$320	\$1,360	\$160	\$160	\$2,320
DONOR RECOGNITION TOTAL											\$32,160
EVENTS											
Equipment Rental						\$1,000	\$1,000			\$2,000	\$3,000
Food and Beverage		\$4,303	\$763	\$207	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$20,273
Printing					\$100	\$100	\$100	\$100	\$100		\$500
Supplies					\$150	\$150	\$150	\$150	\$150		\$750
Contingency (8%)					\$260	\$340	\$340	\$260	\$260	\$400	\$1,860
EVENTS TOTAL											\$26,383
SUPPORT											
Software		\$7,541									\$7,541
Meeting Expense		\$1,996	\$96		\$1,000	\$500	\$500	\$500	\$500	\$500	\$5,592
SUPPORT TOTAL											\$13,133
TOTAL CAMPAIGN COSTS											\$1,040,973



APPENDIX D:

SLO REP Annual Operating Budget 2027-2028



San Luis Obispo Repertory Theatre

Challenge Grant Request • January 2022

APPENDIX D: SLO REP Annual Operating Budget 2027-2028 - SUMMARY

July 1, 2027-June 30, 2028 OPERATIONAL BUDGET

REVENUE:	
Season Ticket Sales	\$271,350.00
Mainstage Single Ticket Sales	\$932,816.00
Black Box Single Ticket Sales	\$204,095.00
Concessions	\$79,000.00
Misc. Income	\$71,500.00
Development	\$306,750.00
Academy of Creative Theatre (Education)	\$97,725.00
Rental Income	\$17,500.00
TOTAL REVENUE:	\$1,980,736.00

EXPENSES:	
Development	\$49,700.00
Mainstage Show Expenses	\$436,000.00
Black Box Show Expenses	\$99,250.00
Academy of Creative Theatre	\$49,350.00
Concessions	\$34,750.00
Payroll Related Expenses	\$845,000.00
Site Maintenance (Palm/Nipomo)	\$62,492.00
Site Maintenance (Empleo)	\$32,571.00
General Marketing	\$42,600.00
Volunteer Appreciation	\$6,000.00
General and Administrative	\$171,840.00
TOTAL EXPENSES:	\$1,829,553.00

DIRECT NET INCOME:	\$151,183.00
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TOTAL CONTINGENCIES:	\$182,955.30
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NET INCOME with all CONTINGENCIES:	-\$31,772.30
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San Luis Obispo Repertory Theatre

Challenge Grant Request • January 2022

APPENDIX D: SLO REP Annual Operating Budget 2027-2028 - **DETAIL**

July 1, 2027-June 30, 2028 OPERATIONAL BUDGET

REVENUE:

SEASON TICKET SALES			
Mainstage Subscriptions	\$199,000.00	1,000 subs at \$199/each	
Black Box Subscriptions	\$59,600.00	400 subs at \$149/each	
Ubu Subscriptions	\$12,750.00	100 subs at \$85/each	
Total Season Ticket Sales	\$271,350.00		

MAINSTAGE SINGLE TICKET SALES			
Mainstage Season Shows			
Mainstage 1 (7.23.27- 8.8.27; 18 perfs)	\$78,720.00	80% single tix sold	
Mainstage 2 (9.3.27-9.29.27; 18 perfs)	\$78,720.00	80% single tix sold	
Mainstage 3 (10.15.27-10.31.27; 18 perfs)	\$78,720.00	80% single tix sold	
Mainstage 4 (3.11.28- 3.27.28; 18 perfs)	\$78,720.00	80% single tix sold	
Mainstage 5 (4.22.28- 5.15.28; 18 perfs)	\$78,720.00	80% single tix sold	
Mainstage Holiday Shows			
Mainstage Holiday (12.3.27- 12.31.27; 29 perfs)	\$208,116.00	72% of single tix sold	
Mainstage Gala Shows			
Gala 1 (1.28.28-2.13.28; 18 perfs)	\$146,300.00	70% of single tix sold	
Gala 2 (6.10.28-7.3.28; 25 perfs)	\$184,800.00	70% of single tix sold	
Total Mainstage Single Ticket Sales	\$932,816.00		

BLACK BOX SINGLE TICKET SALES			
Black Box Season Shows			
Black Box 1 (9.10.27-9.19.27; 16 perfs)	\$25,725.00	70% single tix sold	
Black Box 2 (10.22.27-11.7.27; 16 perfs)	\$25,725.00	70% single tix sold	
Black Box 3 (12.3.27- 12.19.27; 16 perfs)	\$25,725.00	70% single tix sold	
Black Box 4 (3.18.28- 4.3.28; 16 perfs)	\$25,725.00	70% single tix sold	
Black Box 5 (5.6.28- 5.22.28; 16 perfs)	\$25,725.00	70% single tix sold	
Black Box ACT Shows			
ACT 1 (7.30.27- 8.15.27; 16 perfs)	\$25,375.00	70% single tix sold	
ACT 2 (2.4.28-2.20.28; 16 perfs)	\$25,375.00	70% single tix sold	
ACT Staged Reading (4.15.28-4.17.28)	\$2,100.00	35% single tix sold	
Black Box Ubu Shows			
Ubu #1 (8.20.27-8.22.27; 4 perfs)	\$3,770.00	65% of single tix sold	
Ubu #2 (9.31.27-10.2.27; 4 perfs)	\$3,770.00	65% of single tix sold	
Ubu #3 (11.12.27-11.14.27; 4 perfs)	\$3,770.00	65% of single tix sold	
Ubu #4 (1.7.28-1.9.28; 4 perfs)	\$3,770.00	65% of single tix sold	
Ubu #5 (2.25.28-2.27.28; 4 perfs)	\$3,770.00	65% of single tix sold	
Ubu #6 (4.8.28- 4.10.28; 4 perfs)	\$3,770.00	65% of single tix sold	
Total Black Box Single Ticket Sales	\$204,095.00		

REFRESHMENTS AND ALCOHOL	
Alcohol Sales	\$61,500.00
Refreshment Donations	\$17,500.00
Total Refreshments and Alcohol	\$79,000.00

MISC INCOME	
Handling Fee	\$55,000.00
Gift Certificates	\$10,000.00
Merchandise	\$6,500.00
Total Misc Income	\$71,500.00

DEVELOPMENT	
Grant Income	
All Sources	\$16,000.00
Mainstage Sponsorships	
Mainstage Season	\$10,000.00
Mainstage Season Shows	\$40,000.00
Gala Musical 1	\$10,000.00
Gala Musical 2	\$15,000.00
Artistic Team	\$25,000.00
Holiday Show	\$7,500.00
Black Box Sponsorships	
Black Box Season	\$5,000.00
Ubu's Other Shoe Season	\$5,000.00
Black Box Season Shows	\$15,000.00
ACT Show 1	\$5,000.00
ACT Show 2	\$5,000.00
ACT Reading	\$750.00
Artistic Team	\$15,000.00
Other Sponsorships	
ACT Season	\$7,500.00
Total Sponsorships	\$165,750.00
Annual Fund	
Show Must Go On Annual General Fund	\$95,000.00
ACT Specific Donations	\$10,000.00
Total Annual Fund	\$105,000.00
Program Advertising	
Program Advertising	\$20,000.00
Total Development Income	\$306,750.00

ACADEMY OF CREATIVE THEATRE	
ACT Classes Income	
Fall Class Income	\$12,575.00
Spring Class Income	\$12,575.00
Winter Class Income	\$12,575.00
Summer Camp Income	\$27,500.00
Spring Break Camp Income	\$7,500.00
ACT Summer Production Tuition	\$8,000.00
ACT Winter Production Tuition	\$7,000.00
Outreach Income	\$10,000.00
Total ACT Income	\$97,725.00

FACILITIES RENTAL INCOME	
Mainstage	\$7,500.00
Black Box	\$5,000.00
Other Spaces (Empleo)	\$5,000.00
Total Rental Income	\$17,500.00

Total Income	\$1,980,736.00
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EXPENSES:

DEVELOPMENT EXPENSES	
Newsletter / Annual Report	
Newsletter Design	\$1,000.00
Newsletter Printing	\$2,250.00
Newsletter Mailing Service	\$750.00
Newsletter Postage	\$750.00
End-of-year Solicitation	
End of year Solicitation Printing	\$1,000.00
End of year Solicitation Mailing Services	\$1,500.00
End of year Solicitation Postage	\$700.00
Sponsor Appreciation	
Major Donor Party	\$3,500.00
Gifts	\$2,500.00
Other Donor Events/Gatherings	\$1,500.00
Meetings, lunch, coffee, etc.	\$3,000.00
Graphic Design	
Sponsor Signs for Lobby	\$2,500.00
Donor Brochure	\$750.00
Printing	
Donor Brochure	\$2,500.00
Remittance Envelopes Printing	\$1,250.00
Letterhead Envelopes Printing	\$1,500.00
Misc.	\$750.00
Grant Expense	
All Sources	\$16,000.00
Program Advertising Expense	
Program Advertising Contractor (30%)	\$6,000.00
Contingency (10%)	\$4,970.00
Total Development Expenses	\$49,700.00

MAINSTAGE SHOW EXPENSES	
Mainstage Season Shows	
Mainstage 1	\$54,500.00
Mainstage 2	\$54,500.00
Mainstage 3	\$54,500.00
Mainstage 4	\$54,500.00
Mainstage 5	\$54,500.00
Mainstage Holiday Shows	
Mainstage Holiday 1	\$54,500.00
Mainstage Gala Shows	
Gala 1	\$54,500.00
Gala 2	\$54,500.00
Contingency (10%)	\$43,600.00
Total Mainstage Show Expenses	\$436,000.00

BLACK BOX SHOW EXPENSES	
Black Box Season Shows	
Black Box 1	\$13,750.00
Black Box 2	\$13,750.00
Black Box 3	\$13,750.00
Black Box 4	\$13,750.00
Black Box 5	\$13,750.00
Black Box ACT Shows	
ACT 1	\$13,000.00
ACT 2	\$11,000.00
ACT Staged Reading	\$500.00
Black Box Ubu Shows	
Ubu #1	\$1,000.00
Ubu #2	\$1,000.00
Ubu #3	\$1,000.00
Ubu #4	\$1,000.00
Ubu #5	\$1,000.00
Ubu #6	\$1,000.00
Contingency (10%)	\$9,925.00
Total Black Box Show Expenses	\$99,250.00

ACADEMY OF CREATIVE THEATRE EXPENSES	
ACT Advertising	
ACT Advertising Summer	\$2,500.00
ACT Advertising Fall	\$1,000.00
ACT Advertising Spring	\$1,000.00
ACT Advertising Winter	\$1,000.00
ACT Instructors	
ACT instructor WINTER SHOW	\$3,750.00
ACT instructor - SUMMER SHOW	\$3,750.00
ACT Teachers' wages - Fall	\$6,250.00
ACT Teacher's wages- Spring	\$6,250.00
ACT Teacher's wages- Winter	\$6,250.00
ACT Teachers' wages - Summer	\$10,500.00
ACT Teachers' wages- Outreach	\$5,000.00
ACT Class Expenses	
ACT Misc exp	\$750.00
ACT Class expenses (materials)	\$750.00
ACT Summer Camp expenses (snacks)	\$600.00
Contingency (10%)	\$4,935.00
Total Academy of Creative Theatre Exp	\$49,350.00

REFRESHMENT AND ALCOHOL EXPENSE	
Refreshment Supplies	\$9,750.00
Alcohol Expense	\$25,000.00
Contingency (10%)	\$3,475.00
Total Refreshment and Alcohol Expense	\$34,750.00

Payroll Related Expenses	
All Employee Salaries	\$655,000.00
Payroll Tax Expense	\$57,000.00
Medical Benefits & Pension	\$38,000.00
Workers' Comp Insurance	\$68,500.00
Other Benefits	
Cell Phone	\$4,000.00
Parking Passes	\$3,500.00
Professional Development	\$2,000.00
Retirement Matching Funds	\$15,000.00
Mileage and Travel Reimbursements (General)	\$2,000.00
Contingency (10%)	\$84,500.00
Total Payroll Related Expenses	\$845,000.00

SITE MAINTENANCE (Palm/Nipomo)	
Rent	\$1.00
Theatre Supplies	\$6,000.00
Technical Equipment (non asset)	\$5,000.00
Theatre Maintenance	\$10,000.00
Janitorial	\$15,000.00
Alarm Fees	\$775.00
Water	\$5,500.00
PG & E	\$18,500.00
Trash	\$1,716.00
Contingency (10%)	\$6,249.20
Total Site Maintenance (Palm/Nipomo)	\$62,492.00

SITE MAINTENANCE (Empleo)	
Building Supplies	\$6,000.00
Building Maintenance	\$7,500.00
Janitorial	\$4,800.00
Landscaping	\$2,280.00
Alarm Fees	\$575.00
Gas	\$2,400.00
Water	\$1,800.00
PG & E	\$5,500.00
Trash	\$1,716.00
Contingency (10%)	\$3,257.10
Total Site Maintenance (Empleo)	\$32,571.00

GENERAL SEASON MARKETING	
Season Brochure	
Season Brochure Design	\$5,000.00
Season Brochure Printing	\$8,000.00
Season Brochure Mailing Services	\$4,000.00
Season Brochure Postage	\$2,500.00
Season Advertising	
Tribune Extras	\$1,500.00
New Times Extras	\$2,000.00
SLO LIFE	\$1,200.00
Graphic Design	\$2,600.00
Newcomers	\$400.00
Sunset Bluffs (Shell Beach Magazine)	\$500.00
Theatre Advertising	\$3,350.00
Misc.	\$1,000.00
Higuera Street Banner	\$200.00
Facebook General (Best of, etc.)	\$3,000.00
Good Morning SLO	\$200.00
Lobby décor	
Lobby Material Design	\$4,000.00
Lobby Material Printing	\$2,750.00
Other Lobby Décor	\$400.00
Contingency (10%)	\$4,260.00
Total General Season Marketing	\$42,600.00

VOLUNTEER APPRECIATION	
General Volunteer Appreciation	\$3,500.00
Annual Meeting	\$2,500.00
Contingency (10%)	\$600.00
Total Volunteer Appreciation	\$6,000.00

GENERAL & ADMINISTRATIVE	
Office Expense (Palm/Nipomo)	
Office Supplies	\$3,000.00
Equipment Service	\$2,500.00
Telephone	\$3,500.00
Postage and Delivery	\$550.00
Website/Internet Access	\$3,000.00
Insurance	\$13,750.00
Office Expense (Empleo)	
Office Supplies	\$12,000.00
Equipment Service	\$3,500.00
Telephone	\$7,000.00
Postage and Delivery	\$2,500.00
Website/Internet Access	\$3,000.00
Insurance	\$6,275.00
Bank Charges and Fees	
American Express Fees	\$14,000.00
Visa/MC Fees	\$37,400.00
Authorize.net	\$5,215.00
Other Charges/Fees	\$500.00
Misc. Expense	
Dues & Subscriptions	\$2,500.00
Other Taxes & Fees	\$3,250.00
Season Selection (script perusal)	\$500.00
Board Retreat	\$750.00
Accounting	
Wacker Expense	\$6,000.00
General Accounting	\$20,000.00
Tax Accounting	\$5,000.00
Box Office	
Box Office Supplies	\$8,500.00
Ticketing System Fee	\$7,500.00
Misc. Expense	\$150.00
Contingency (10%)	\$17,184.00
Total General and Administrative	\$171,840.00

Total Expenses	\$1,829,553.00
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DIRECT NET INCOME	\$151,183.00
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Total Contingencies	\$182,955.30
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NET INCOME with all Contingencies	-\$31,772.30
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