

# PITTSBURGH BALLET THEATRE

Board of Trustees Meeting  
Tuesday, October 8, 2019  
12:00 - 1:00 p.m.  
PBT Studios

## A G E N D A

- I. Call to Order, Welcome, Approval of September 10, 2019 Minutes, Chair’s Remarks (12:00 - 12:05 p.m.).....Dawn Fleischner
- II. Sept. 30, 2019 Financials and Cashflow (12:05 - 12:15 p.m.).....Doug Kreps
- III. Audit Report (12:15 - 12:20 p.m.).....Jim Crockard
  - A. 2018-19 Audited Financials (Draft)
- IV. Facilities Committee Report (12:20 - 12:30 p.m.).....Rich Beaty/Harris Ferris
- V. Strategic Planning Report (12:30 - 12:40 p.m.).....Mary McKinney Flaherty/Winthrop Watson
  - A. ACTION - Approval of 2019-2022 Strategic Plan
- VI. 2020-21 Season Planning (12:40 - 12:55 p.m.).....Harris Ferris/Terrence S. Orr
  - A. ACTION - Approval of 2020-21 Season
- VII. Development Update (12:55 - 1:00 p.m.).....Christy Rowing
- VIII. Adjournment (1:00 p.m.)

Next Board of Trustees Meeting: Tuesday, December 10, 2019 from 12:00 - 1:30 p.m.



Pittsburgh Ballet Theatre  
Meeting of the Board of Trustees  
Tuesday, October 8, 2019  
12:00 - 1:00 p.m.  
PBT Studios

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# PITTSBURGH BALLET THEATRE

Pittsburgh Ballet Theatre  
Meeting of the Board of Trustees  
Tuesday, September 10, 2019  
12:00 - 1:00 p.m.  
PBT Studios

Board of Trustees in Attendance: Rich Beaty, Geoffrey Bond, Steffie Bozic, Connie Cesario, Barbara Cottrell, Jim Crockard, Susan Cruz, Debra Dermody, Dawn Fleischner, Doug Kreps, Michael LaRocco, Peggy McKnight, Mary McKinney Flaherty, LeRoy Metz, Sandra Nicholas, Terrence S. Orr, Andrea Passman, Shelley Taylor, Ayana Teter, Betsy Teti, Becky Torbin

Board of Trustees Not in Attendance: Camera Bartolotta, Edwin Beachler, Beth Brown, Carolyn Byham, Sean Cassidy, Jay Costa, Mary Finger, Freddie Fu, Celia Gerard, David Hall, Dona Hotopp, Dena LaMar, Kathleen Miclot, Melonie Nance, Richard Rauh, Guy Reschenthaler, Lisa Saperstein, Vincent Silvaggio, David Tuthill, Hilary Tyson, Joseph Vincent, Winthrop Watson, Markus Weber, Vonda Wright

PBT Staff in Attendance: Curtis Dunn, Aziza El Feil, Harris Ferris, Kathryn Gigler, Katie Potts, Aaron Rinsema, Jay Romano, Katie Potts, Tanaz Walendziewicz

Guests in Attendance: David Mallette and Jason Palmquist from Management Consultants for the Arts

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## Call to Order, Welcome, Approval of June 4, 2019 Minutes, Chair's Remarks:

Dawn Fleischner called the meeting to order at 12:01 p.m.

Ms. Fleischner asked the Board to RSVP to Board meetings, committee meetings, etc. to make head count easier for PBT staff. Ms. Fleischner also highlighted PBT's new Board newsletter. The newsletter has been sent out three times now and will continue to be sent monthly. It includes important dates, Company updates, announcements, etc. If you have not received the newsletter yet please let Katie Potts know.

## Approval of June 4, 2019 Board of Trustees Meeting Minutes:

Mary McKinney Flaherty made the motion, second by LeRoy Metz to approve the June 4, 2019 Board of Trustees meeting minutes. Passed.

## Governance Report:

Mary McKinney Flaherty gave the Governance Report on behalf of Kathleen Miclot and Melonie Nance, Governance Committee Co-chairs.

Mary McKinney Flaherty presented three nominations to PBT's Board of Trustees: Barbara Cottrell, Philip Barr and Celia Gerard.

Approval of Board Nomination - Barbara Cottrell:

Mary McKinney Flaherty made the motion and Dawn Fleischner called for a direct vote, since the motion came directly from PBT's Governance Committee. Passed.

Approval of Board Nomination - Philip Barr:

Mary McKinney Flaherty made the motion and Dawn Fleischner called for a direct vote, since the motion came directly from PBT's Governance Committee. Passed.

Approval of Board Nomination - Celia Gerard:

Mary McKinney Flaherty made the motion and Dawn Fleischner called for a direct vote, since the motion came directly from PBT's Governance Committee. Passed.

Mary McKinney Flaherty tabled the approval of the by-laws amendment until the Facilities Report.

Management Consultants for the Arts Presentation:

Dawn Fleischner presented David Mallette and Jason Palmquist of Managements Consultants for the Arts (MCA). MCA is conducting PBT's Artistic Director search. Mr. Mallette and Palmquist's bios were included in the Board's packet of materials. Prior to the Board meeting, PBT held an information town hall with MCA for all staff, company members and board members to attend. Mr. Mallette and Mr. Palmquist presented trends in the ballet field so they did not repeat information from the town hall presentation.

Mr. Mallette stated there is currently an enormous leadership and generational change happening in the ballet field. The firm has completed a dozen AD searches for the theater world in the last few years and these trends are now shifting into the ballet field. Mr. Mallette also explained institutional organizations are becoming an integral part of the community ecosystem and becoming rooted into the community. Education and community engagement efforts are exploding. Equity, diversity and inclusion (EDI) is changing the ballet field in how leaders and trustees think of EDI. Organizations are moving away from policies and actions check boxes and instead are seriously rethinking who is welcome inside an organization and what kind of relationship organizations want to foster. Ballet schools and the relationship to the professional company is also an evolving conversation. Schools seem much more integrated throughout organizations. Mr. Mallette lastly discussed trends in revenue streams. Subscription models have been under duress for a long time. Organizations are focusing more on single ticket buyers as subscriptions decrease. In terms of contributed revenue, corporate support and corporate giving priorities are changing. Corporate support for the arts has been continually decreasing, which puts a lot more stress on individual donors. Over the last decade, individual donors are carrying the weight for arts institutions. Mr. Mallette summarized by saying this next generation of professional leadership is really thinking about organizational leadership in a different way.

David Mallette and Jason Palmquist took questions from the Board regarding their presentation and PBT's AD search.

Harris Ferris - How does a search firm help create a seamless transition between the former Artistic Director and the new one?

MCA - It is important for the new AD to hear as Trustees of an organization how you built the current state of the organization. There will be increased anxiety within the organization during the transition period so take time to allow for breathing room and allow Terrence and the organization to really soak in PBT's 50th Anniversary season.

Curtis Dunn - Is the information MCA gathering from PBT during the "interview" process similar to the trends mentioned?

MCA- There are a few unique qualities, such as The Cultural Trust and PBT's relationship with The Trust.

Mary McKinney Flaherty - What can the Board do to ensure and help a successful hiring process?

MCA: PBT's working group is very mindful of soliciting voices to contribute to creating the profile used to hire the next AD. Due diligence has been dynamic and the working group has created that so the process is already being handled in the correct way. The first part of the process is a confidential matter. That confidentiality is vital for MCA to properly handle the search process. The second round of the process will be to vet about three to four of the most intrigued candidates. MCA will continue to report out on progress.

Dawn Fleischner thanked David Mallette and Jason Palmquist for their time and their presentation.

#### August 31, 2019 Financials and Cash Flow:

Doug Kreps gave the Financial and Cash Flow Report.

#### Statement of Financial Position (Page 15 of 25) -

Mr. Kreps stated cash equivalents is slightly down. PBT's Endowment compared to July 30, 2019 is down by roughly \$500K. \$480K is due to the annual transfer. Mr. Kreps also highlighted an increase in production expenses due to new drops and floor for productions. Under "accounts payable", \$125K is from students lodging at Chatham University, which has been paid.

#### Statement of Activities -

Mr. Kreps pointed out PBT is tracking a little light in regards to single tickets and subscriptions. In terms of subscriptions, PBT is definitely behind from where we were this time last year. This is something that will need to be made up somewhere else in the budget or through single ticket sales. PBT School revenue is up \$53,000 compared to the budget. However, there are offsetting expenses in the same amount. The School is on track but the budget has shifted

around expenses. \$76K is budgeted amount for the Artistic Director search that was not previously reflected. Direct production expenses increased by approximately \$33K. PBT is commissioning a live recording, which will be a capital item used for the next number of years. The budget for Balanchine came in \$10K less than expected. Lastly, sales for *The Nutcracker* are on track.

#### Statement of Cashflow -

The statement of cashflow has not really changed since the Board last reviewed. The key point is based on where PBT we will be with the max line of credit at the end of the year. Mr. Kreps stated one of the things PBT can do between now and the year end is focus on the importance of the live music appeal match. Year 1 match ends December of this year so any contributions you can make is critical to receive the \$1MM match. If PBT does not get the \$1MM, it will really impact the budget moving forward. Mr. Kreps cannot emphasize enough how important that is.

#### Facilities Committee Report:

Harris Ferris gave the Facilities committee report on behalf of Rich Beaty.

PBT has held several facilities committee meetings that Rich has overseen. Today's Board meeting focused on the \$1MM RACP grant PBT received from the State. The \$1MM received requires a donation match. PBT is using \$1MM of the \$3.8MM donation of the building from PBT Charitable Foundation to PBT to constitute the RACP match required. The Court of Common Pleas has approved the deed for the building transfer. Mr. Ferris thanked Metz Lewis for their legal work and assistance with this process.

Mary McKinney Flaherty presented the board resolution and by-laws amendment that was tabled earlier.

Ms. McKinney Flaherty referred to pages 12, 19 and two legal packets in the hand outs. Ms. McKinney Flaherty stated PBT is very grateful to the PBT Charitable Foundation for transferring the building to PBT. This is certainly a testament to the leadership of the organization to demonstrate financial record of success, in order to give the PBT Charitable Foundation Trustees confidence to turn the building over. There are a few remaining documents that need to be completed to finalize the building transfer.

**Lease Termination Agreement** - This agreement states the building was previously being leased PBT by the PBT Charitable Foundation. The document has been executed by Tom Todd and Harris Ferris and soon to be executed by Celia Gerard and Mikell Schenck.

**Deed** - The deed presented in the handouts transfers the rights to the building from PBT Charitable Foundation to PBT.



Board Resolution - There is a board resolution in the packet stating these two legal documents are giving authority to officers of the organization to execute and record the lease termination agreement

By-Laws Amendment - The By-Laws amendment included in the packet of materials went through and was approved by PBT's Governance Committee. Ms. McKinney Flaherty explained the reason the building was held by the Trustees originally was to ensure the building would not be mortgaged under financial duress. PBT Charitable Foundation Trustees wanted a provision in place that a super majority (in this case  $\frac{2}{3}$  of the Board) would have to give approval to mortgage the property. This was discussed and in the minutes from the February 12, 2019 Board meeting; however, the Charitable Foundation Trustees want a formal by-laws amendment. Ms. McKinney Flaherty stated the by-laws amendment can go to a direct vote because it was approved beforehand by the Governance Committee.

Approval of Board Resolution re: RACP Match:

*"Pittsburgh Ballet Theatre has secured \$3,875,000 in a land match, located at 2900 Liberty Avenue Pittsburgh, PA 15201 (the Ballet headquarters) of which, \$1,000,000 will be used as matching funds for the \$1,000,000 RACP grant."*

Mary McKinney Flaherty made the motion, second by LeRoy Metz. Passed.

Approval of By-Law Amendment:

*"(L). The Corporation shall not mortgage all or a substantial part of the property of the Corporation transferred to it by Pittsburgh Ballet Theatre Charitable Foundation by Deed dated as of September 9, 2019 unless such mortgage shall first be approved by not less than two thirds of the members of the Board of Trustees at a duly called and convened meeting of the Board. This provision may not be amended or deleted from these By-Laws without the approval of at least two thirds of the members of the Board of Trustees of the Corporation at such a meeting."*

Mary McKinney Flaherty called for a direct vote because it was approved beforehand by the Governance Committee. Passed. 21 Trustees approved, 0 disapproved.

Board Resolution re: Lease Termination Agreement:

*Resolved that the form of Lease Termination Agreement and Deed presented to this meeting is approved and proper officers of the Corporation are hereby authorized to execute and deliver (and in the case of the Deed cause to be recorded) the Lease Termination Agreement and the Deed in such forms with such changes therein as the*

*officer executing the same shall approve, such approval to be conclusively evidenced by such execution.*

Mary McKinney Flaherty made the motion, second by Dawn Fleischner. Passed.

Mary McKinney Flaherty stated one effect of this in terms of the mortgage restriction is to have legal council review the effects or potential effects of this amendment.

#### Development Update:

Harris Ferris gave a brief development update on behalf of the Director of Development Christy Rowing. Ms. Rowing was presenting at a conference in Vancouver.

#### Ball Report -

Harris Ferris gave a big thank you to Hal Waldman and Kathleen Miclot for their hard work as chairs of this year's Pointe in Time Gala. Mr. Ferris also credited PBT's development team. This year's fundraising goal for the gala is \$503K. 81% of the corporate table sales goal is complete. PBT is 63% to the overall fundraising goal and is poised to beat the goal. Scholarships will be the live appeal with a goal to raise \$75K.

#### 50th Anniversary Appeal Updates -

PBT's Board of Trustees approved the 19-20 budget at the annual meeting on June 4, 2019. The budget includes \$5.8MM for fundraising. Right now, PBT is at \$1.3MM raised or around 23%. This time last year PBT was around 24% of goal. There are some soft spots in the budget so Mr. Ferris would like to spend some time discussing. Mr. Ferris referred to a "50th Anniversary Appeals" document he handed out. The first four columns (Chautauqua, Joyce, Production Sponsorships and Friends of the 50th) are all assumed in development revenue and fall under the TBA category in the budget. PBT needs to make up the \$40K from Chautauqua. However, the good news is PBT already over fundraised for The Joyce by \$5K and are still talking to additional funders. The next column on the document highlights the fundraising for the live music Appeal. 20% or \$400,000 of funds raised for the live music appeal are assumed in the budget. PBT currently has a pledge from an anonymous donor and a pledge match from Dawn and Chris Fleischner. Dawn and Chris Fleischner will match Board gifts to the Live Music Appeal of up to \$50,000 per year for the next three years. Mr. Ferris stated PBT will be ready to go live with the public appeal announcement at *Giselle* in October. 100% Board participation in the form of gifts or pledges for the Live Music Appeal is needed by the time of the public announcement in October. The gift can be for any amount. Ms. Fleischner will be in touch with everyone individually and hopes the Board will go along with this. PBT understands many Trustees already gave to other projects and campaigns but participation from every Board member is really important and sends a strong message.

#### Artistic Director's Report:

Terrence S. Orr gave the Artistic Director's Report.

Mr. Orr announced that the Company will be back in the studios on Monday, September 16 after being off for two weeks. Kyle Abraham's piece is being staged. Staycee Pearl has started working with PBT School.

Mr. Orr is off to Prague at the end of next week for the recording of *Beauty and the Beast* and *The Great Gatsby* with Jorden Morris and Carl Davis.

Mr. Orr received bad news. Elyse Born, his very dear friend, is ill. She was scheduled to come next week to stage works. Mr. Orr will now stage *Theme and Variations* and Judith Fugate will come back in January.

#### Other Business:

Mr. Ferris announced that PBT's collaboration with the Pittsburgh Symphony Orchestra to perform Rite of Spring at Heinz Hall in October 2020 will not impact this year's budget. PBT performed Rite of Spring about twenty years ago. It is a tremendous work and PBT is thrilled to be performing it again.

#### Adjournment:

Mary McKinney Flaherty made the motion, second by Susan Cruz to adjourn the meeting.  
Passed.

With there being no further business, the meeting was adjourned at 1:00 p.m.

Submitted by, Harris Ferris

Approved by, Douglas Kreps on behalf of Betsy Teti



<b>PITTSBURGH BALLET THEATRE, INC</b>		<b>PAGE 1</b>
<b>STATEMENT OF FINANCIAL POSITION</b>		
<b>September 30, 2019</b>		
<b>ASSETS</b>		
CURRENT ASSETS		
Cash and cash equivalents	49,000	
Cash and cash equivalents - Other	515,000	
Investments	1,500	
Accounts receivable	13,500	
Pledges receivable	1,170,500	
Inventory	12,000	
Prepaid expense	16,500	
<b>Total Current Assets</b>		<b>1,778,000</b>
ENDOWMENT ASSETS		
Cash and cash equivalents	265,500	
Investments	8,168,000	
		8,433,500
INVESTMENTS HELD BY TRUST		
		379,000
PLEDGES RECEIVABLE		
		88,000
PROPERTY, EQUIPMENT & LEASEHOLD IMPROVEMENTS - NET		
	9,300,500	
PRODUCTION ASSETS - NET		
	201,000	
		9,501,500
<b>TOTAL ASSETS</b>		<b>20,180,000</b>
<b>LIABILITIES &amp; NET ASSETS</b>		
CURRENT LIABILITIES		
Accounts payable and accrued expenses	263,500	
Line of credit - construction	-	
Line of credit - operations	700,000	
Payments due within one year on long-term debt	-	
Deferred revenue	548,500	
<b>TOTAL CURRENT LIABILITIES</b>		<b>1,512,000</b>
LONG-TERM DEBT		
		-
NET ASSETS		
Unrestricted	2,023,500	
Temporarily	7,429,500	
Permanently	9,215,000	
		18,668,000
<b>TOTAL LIABILITIES AND NET ASSETS</b>		<b>20,180,000</b>

<b>PITTSBURGH BALLET THEATRE, INC</b>					<b>PAGE 2</b>
<b>STATEMENT OF ACTIVITIES</b>	<b>Actual</b>	<b>Forecast</b>	<b>Total</b>	<b>Annual</b>	
<b>September 30, 2019</b>	<b>Sep-19</b>	<b>Oct-June</b>	<b>Jun-19</b>	<b>Budget</b>	<b>Variance</b>
<b>OPERATING REVENUE</b>					
Season subscriptions	-	541,500	541,500	571,500	(30,000)
Single tickets	-	2,264,000	2,264,000	2,264,000	-
School	1,437,000	1,090,000	2,527,000	2,473,500	53,500
Ball/Special fundraising activities	219,500	325,500	545,000	510,000	35,000
Boutique sales	2,500	105,500	108,000	108,000	-
Tour	106,500	110,500	217,000	217,000	-
Investment income	500	21,500	22,000	22,000	-
Rentals, sales and other income	34,000	150,500	184,500	184,500	-
<b>Total Operating Revenue</b>	<b>1,800,000</b>	<b>4,609,000</b>	<b>6,409,000</b>	<b>6,350,500</b>	<b>58,500</b>
<b>OPERATING EXPENSE</b>					
Salaries, wages & fringe benefits	942,000	3,402,500	4,344,500	4,381,000	36,500
Direct production expense	66,000	2,428,500	2,494,500	2,571,500	77,000
School	726,500	1,325,500	2,052,000	1,998,500	(53,500)
Marketing	160,000	534,500	694,500	691,000	(3,500)
General & administrative	147,000	234,500	381,500	305,500	(76,000)
In-kind	8,000	312,000	320,000	320,000	-
General production	75,000	269,000	344,000	337,500	(6,500)
Occupancy	50,500	161,500	212,000	207,500	(4,500)
Fund-raising	27,000	128,500	155,500	155,000	(500)
Ball/Special fundraising activities	70,000	170,000	240,000	209,000	(31,000)
Arts education	64,500	320,500	385,000	373,000	(12,000)
Tour	100,000	261,500	361,500	359,000	(2,500)
Debt service	9,000	11,000	20,000	20,000	-
Depreciation & amortization	-	140,500	140,500	103,500	(37,000)
Boutique	11,000	57,000	68,000	68,000	-
Contingency/Bad debt	-	-	-	43,000	43,000
<b>Total Operating Expense</b>	<b>2,456,500</b>	<b>9,757,000</b>	<b>12,213,500</b>	<b>12,143,000</b>	<b>(70,500)</b>
<b>Change in Net Assets Before Public &amp; Private Support</b>	<b>(656,500)</b>	<b>(5,148,000)</b>	<b>(5,804,500)</b>	<b>(5,792,500)</b>	<b>(12,000)</b>
<b>PUBLIC &amp; PRIVATE SUPPORT</b>					
Individuals	16,500	383,500	400,000	400,000	-
Board	21,000	195,000	216,000	216,000	-
Corporations	-	184,000	184,000	184,000	-
Foundations	15,000	749,000	764,000	754,000	10,000
Government	8,000	742,000	750,000	750,000	-
Special projects	202,500	778,500	981,000	1,006,000	(25,000)
In-kind	8,000	312,000	320,000	320,000	-
<b>Total Public &amp; Private Support</b>	<b>271,000</b>	<b>3,344,000</b>	<b>3,615,000</b>	<b>3,630,000</b>	<b>(15,000)</b>
<b>Change In Net Assets Before Releases From Restrictions</b>	<b>(385,500)</b>	<b>(1,804,000)</b>	<b>(2,189,500)</b>	<b>(2,162,500)</b>	<b>(27,000)</b>
<b>NET ASSETS RELEASED FROM RESTRICTIONS</b>					
Investment income spending	454,000	-	454,000	480,000	(26,000)
Other	824,500	473,500	1,298,000	1,285,000	13,000
Other	50,500	350,000	400,500	400,000	500
	1,329,000	823,500	2,152,500	2,165,000	(12,500)
<b>Changes In Net Assets From Operations</b>	<b>943,500</b>	<b>(980,500)</b>	<b>(37,000)</b>	<b>2,500</b>	<b>(39,500)</b>
Net assets released from capital restrictions	-	460,000	460,000	460,000	-
Depreciation on leaseholds, land , machinery	-	534,000	534,000	534,000	-
<b>CHANGES IN NET ASSETS</b>	<b>943,500</b>	<b>(1,054,500)</b>	<b>(111,000)</b>	<b>(71,500)</b>	<b>(39,500)</b>

Line	Account	Collected & Spent as of	Actual through Sept. 30, 2019, Re-forecast Oct. 1, 2019 - June 30, 2020												2019-20		PAGE 3		
			Actual	Actual	Actual	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Annual		Budget	Variance
			Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	TOTAL	Jul-20			
1	September 30, 2019	Jun-19	154,000	68,500	215,500	49,000	120,500	115,000	149,500	65,000	87,000	50,000	(85,000)	(27,000)				1	
2	BEGINNING CASH																		
3	CASH RECEIPTS																		
4	Season subscriptions	479,000	1,500	10,000	13,500	25,500	6,000	3,000	2,500	500									
5	Single tickets	21,500	5,500	4,000	13,500	43,000	521,000	332,500	593,000	385,000	218,500	33,000	93,500	-	541,500	-	571,500	(30,000)	
6	School	871,500	110,000	254,000	201,500	116,500	99,500	172,500	159,500	121,500	173,500	88,500	40,000	118,500	2,264,000	-	2,264,000	-	
7	Ball/Special fundraising activities	62,500	24,500	41,000	91,500	173,500	116,000	-	-	-	-	36,000	-	-	2,527,000	-	2,473,500	53,500	
8	Tour	-	10,000	6,500	90,000	173,500	10,500	-	-	-	-	-	-	-	545,000	-	510,000	35,000	
9	Investment income	-	-	-	500	4,500	-	-	5,000	2,000	-	5,000	1,000	-	217,000	-	217,000	-	
10	Rentals, sales and other income	-	-	30,500	3,500	28,000	29,000	6,000	6,000	22,000	6,000	28,500	1,000	30,000	17,000	5,000	22,000	-	
11	Boutique sales	-	2,000	-	500	6,000	2,000	59,000	19,500	8,000	2,000	2,000	7,000	-	108,000	-	108,000	-	
12	Contributions & Grants	-	19,500	41,500	62,000	588,000	76,000	981,500	333,500	62,000	162,500	381,500	154,500	289,500	3,152,000	143,000	3,310,000	(15,000)	
13	Endowment transfer	-	-	454,000	-	-	-	-	-	-	-	-	-	-	454,000	-	480,000	(26,000)	
14	Net assets released from restrictions	812,000	-	2,500	60,500	25,000	25,000	150,000	210,000	-	10,000	400,000	-	3,500	1,698,500	-	1,685,000	13,500	
15	Accounts/pledges receivable 2018-19	-	58,500	35,500	61,000	2,000	500	45,000	-	-	-	-	-	10,000	212,500	-	-	212,500	
16	Total Cash Receipts	2,246,500	231,500	879,500	598,000	984,000	884,500	1,772,500	1,329,000	600,000	572,500	974,500	397,000	451,500	11,921,000	148,000	11,825,500	243,500	
17	CASH DISBURSEMENTS																		
18	Salaries, wages & fringe benefits	23,000	256,000	314,500	316,000	529,000	368,500	387,500	358,000	392,000	402,000	534,000	223,500	240,500	4,344,500	-	4,381,000	36,500	
19	Direct production expense	11,000	19,000	5,000	15,500	72,000	365,500	119,500	120,500	162,000	451,500	468,500	80,000	5,000	2,494,500	-	2,571,500	77,000	
20	School	179,500	165,000	120,000	254,500	176,500	138,500	128,000	120,500	149,500	134,500	162,000	139,000	148,000	2,015,500	36,500	1,998,500	(53,500)	
21	Marketing	48,500	19,500	28,000	23,000	93,000	69,500	79,500	130,000	90,500	22,500	50,500	11,500	15,000	681,000	13,500	691,000	(3,500)	
22	General & administrative	5,000	11,500	50,500	36,000	66,000	26,500	33,500	36,000	29,500	28,000	22,000	16,000	18,000	378,500	3,000	305,500	(76,000)	
23	General production	(10,000)	16,000	37,500	18,000	41,000	24,500	33,500	36,000	42,000	42,000	29,000	24,500	26,500	341,000	3,000	337,500	(6,500)	
24	Occupancy	500	14,000	17,500	13,500	23,000	12,500	16,000	17,000	21,000	18,000	17,000	16,000	21,000	207,500	1,000	207,500	(4,500)	
25	Fund-raising	4,000	3,000	9,500	7,000	17,000	11,500	14,000	17,000	15,000	14,000	14,000	7,500	16,000	149,500	6,000	155,000	(500)	
26	Ball/Special fundraising activities	33,000	9,500	12,500	6,000	19,000	39,000	121,000	-	-	-	46,000	-	-	240,000	-	209,000	(31,000)	
27	Arts education	-	27,500	21,500	14,500	55,500	33,000	33,000	28,000	24,500	31,000	38,500	32,000	38,500	385,000	-	373,000	(12,000)	
28	Tour	8,000	35,500	16,500	21,000	89,000	15,000	-	-	-	-	76,000	100,500	-	361,500	-	359,000	(2,500)	
29	Debt service	-	-	2,500	3,500	3,000	5,000	4,500	1,000	-	-	500	-	-	20,000	-	20,000	-	
30	Boutique	5,500	1,000	1,000	3,500	5,500	7,000	6,500	17,500	8,500	5,500	1,000	2,000	1,000	65,500	2,500	68,000	-	
31	Contingency/bad debts	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	43,000	43,000	
32	Accounts payable 2018-19	-	153,000	19,000	2,000	20,000	-	-	-	-	-	-	-	-	194,000	-	-	(194,000)	
33	Total Cash Disbursements	308,000	730,500	655,500	734,000	1,209,500	1,116,000	976,500	1,485,000	915,000	1,149,000	1,420,000	653,000	529,500	11,881,500	65,500	11,719,500	(227,500)	
34	Deferred Income 2020-21	-	2,000	1,000	7,500	-	-	-	32,500	346,500	217,000	345,500	343,000	143,500	1,438,500	-	-	-	
35	Prepaid expense 2020-21	-	15,000	1,000	500	4,000	31,500	26,000	26,000	9,500	27,500	85,000	29,000	141,000	370,000	-	-	-	
36	Capital Projects:																		
37	Receipts	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
38	Disbursements	-	73,500	77,000	37,500	3,000	-	-	35,000	-	-	-	-	-	226,000	-	-	-	
39	Net Cash (Used In) Provided By																		
40	Operating Activities	1,938,500	(585,500)	147,000	(166,500)	(228,500)	(235,500)	764,500	(184,500)	22,000	(387,000)	(185,000)	58,000	(75,500)					
41	Cash Flows From Financing:																		
42	Proceeds (Payments) line of credit	200,000	500,000	-	-	300,000	-	(500,000)	100,000	-	350,000	50,000	-	-	1,000,000	-	-	-	
43	Proceeds (Payments) short term loan/maint r	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
44	Proceeds from long-term debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
45	Payments on long-term debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
46	ENDING CASH		68,500	215,500	49,000	120,500	(115,000)	149,500	65,000	87,000	50,000	(85,000)	(27,000)	(102,500)					
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**PITTSBURGH BALLET THEATRE, INC.**

**Single Ticket Sales Report**

As of September 30, 2019

10/8/19

**2019-2020**

**2018-2019**

	<u># of tickets</u>	<u>Amount</u>	<u>Avg.</u>	<u># of tickets</u>	<u>Amount</u>	<u>Avg.</u>
Giselle (4)	823	\$ 45,371.00	\$ 55.13	428	\$ 23,917.00	\$ 55.88
Oct. 25-27, 2019	2,130	\$ 106,070.00	\$ 49.80	1,429	\$ 71,858.25	\$ 50.29
The Nutcracker (24+1)	4,087	\$ 221,704.64	\$ 54.25	4,556	\$ 264,394.18	\$ 58.03
Dec. 6-29, 2019	29,590	\$ 1,543,798.00	\$ 52.17	33,597	\$ 1,747,435.69	\$ 52.01
Beauty and The Beast (9+1+1)	840	\$ 32,288.45	\$ 38.44	388	\$ 21,222.00	\$ 54.70
Feb. 14-23, 2020	8,500	\$ 472,900.00	\$ 55.64	6,778	\$ 357,396.50	\$ 52.73
Here and Now (7) - AWC	41	\$ 2,358.75	\$ 57.53	212	\$ 10,411.00	\$ 49.11
Mar. 20-29, 2020	950	\$ 39,000.00	\$ 41.05	2,193	\$ 102,113.45	\$ 46.56
Balanchine & Tchaikovsky (3)	77	\$ 5,610.75	\$ 72.87	262	\$ 16,915.00	\$ 64.56
May 10-12, 2019	1,894	\$ 102,002.00	\$ 53.86	3,691	\$ 196,343.50	\$ 53.20

<b>Total to date</b>	<b>5,868</b>	<b>\$ 307,333.59</b>	<b>\$ 52.37</b>	<b>5,846</b>	<b>\$ 336,859.18</b>	<b>\$ 57.62</b>
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<i>Annual Budget</i>	43,064	\$ 2,263,770.00	\$ 52.57	47,688	\$ 2,475,147.39	\$ 51.90
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*Increase/(Decrease) to date*      22    \$    (29,525.59)    \$    (5.25)



Pittsburgh Ballet Theatre, Inc.		2017-18		2017-18		2018-19		2018-19		2019-20		2019-20			
2019-20 Contributions & Grants		Actual		Pledged & Received as of 9/31/17		Actual		Pledged & Received as of 9/31/18		Pledged & Received as of 9/31/19		Total			
August 31, 2019												Annual Budget			
		Actual		Pledged & Received as of 9/31/17		Actual		Pledged & Received as of 9/31/18		Pledged & Received as of 9/31/19		Anticipated		Variance	
Individual		\$ 393,762	\$ 12,000	\$ 400,118	\$ 22,500	\$ 16,500	\$ 383,500	\$ 400,000	\$ 400,000	\$ 400,000	\$ -	\$ 400,000	\$ -		
Corporate		\$ 201,468	\$ 53,000	\$ 198,094	\$ 48,500	\$ -	\$ 184,000	\$ 184,000	\$ 184,000	\$ 184,000	\$ -	\$ 184,000	\$ -		
Foundation		\$ 403,600	\$ 5,000	\$ 746,500	\$ -	\$ 15,000	\$ 749,000	\$ 764,000	\$ 764,000	\$ 764,000	\$ 10,000	\$ 754,000	\$ 10,000		
Board		\$ 188,160	\$ 10,500	\$ 178,881	\$ 40,000	\$ 21,000	\$ 195,000	\$ 216,000	\$ 216,000	\$ 216,000	\$ -	\$ 216,000	\$ -		
Special projects		\$ 1,269,818	\$ 35,500	\$ 1,323,650	\$ 283,000	\$ 62,500	\$ 778,500	\$ 841,000	\$ 841,000	\$ 1,006,000	\$ (25,000)	\$ 1,006,000	\$ (25,000)		
Government		\$ 328,037	\$ 30,500	\$ 482,537	\$ 208,000	\$ 8,000	\$ 742,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ -	\$ 750,000	\$ -		
Inkind		\$ 359,209	\$ 2,000	\$ 278,347	\$ 1,750	\$ 8,000	\$ 312,000	\$ 320,000	\$ 320,000	\$ 320,000	\$ -	\$ 320,000	\$ -		
Sub total		\$ 3,144,054	\$ 148,500	\$ 3,608,127	\$ 603,750	\$ 131,000	\$ 3,344,000	\$ 3,475,000	\$ 3,475,000	\$ 3,630,000	\$ (15,000)	\$ 3,630,000	\$ (15,000)		
Net assets released from restrictions															
Endowment Transfer		\$ 493,500	\$ 493,500	\$ 462,000	\$ 462,000	\$ 454,000	\$ 480,000	\$ 480,000	\$ 480,000	\$ 480,000	\$ -	\$ 480,000	\$ -		
Other		\$ 1,759,621	\$ 1,500,495	\$ 1,170,025	\$ 546,500	\$ 824,704	\$ 473,500	\$ 1,285,500	\$ 1,285,500	\$ 1,285,500	\$ 500	\$ 1,285,000	\$ 500		
Other		\$ 33,393	\$ 1,505	\$ 617,770	\$ 500,000	\$ 50,296	\$ 398,000	\$ 400,500	\$ 400,500	\$ 400,500	\$ 500	\$ 400,000	\$ 500		
		\$ 2,286,514	\$ 1,995,500	\$ 2,249,795	\$ 1,508,500	\$ 1,329,000	\$ 871,500	\$ 2,166,000	\$ 2,166,000	\$ 2,165,000	\$ 1,000	\$ 2,165,000	\$ 1,000		
<b>TOTAL</b>		<b>\$ 5,430,568</b>	<b>\$ 2,144,000</b>	<b>\$ 5,857,922</b>	<b>\$ 2,112,250</b>	<b>\$ 1,460,000</b>	<b>\$ 4,215,500</b>	<b>\$ 5,641,000</b>	<b>\$ 5,795,000</b>	<b>\$ (14,000)</b>	<b>\$ (14,000)</b>	<b>\$ 5,795,000</b>	<b>\$ (14,000)</b>		
			<b>39%</b>		<b>36%</b>	<b>25%</b>									



Pittsburgh Ballet Theatre  
Meeting of the Facilities Committee  
Monday, October 7, 2019  
11:00 a.m. - 12:00 p.m.  
PBT Studios

Meeting Minutes

Committee Members in Attendance: Rich Beaty (Chair), Susan Cruz, Craig Dunham, Doug Kreps

Committee Members Calling In: Dawn Fleischner, Mary McKinney Flaherty, Kathleen Micolot, Shelley Taylor

PBT Staff in Attendance: Curtis Dunn, Aziza El Feil, Harris Ferris, Aaron Rinsema, Jay Romano, Christy Rowing, Tanaz Walendziewicz

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Rich Beaty welcomed Craig Dunham of Dunham Real Estate Group LLC. PBT has retained Craig Dunham as owner's representative in exploration of a possible purchase of 3220 Liberty Avenue.

**\$1MM RACP -**

Bids are being reviewed for the \$1MM RACP grant. Priority construction projects include HVAC and a new roof, which are estimated at \$400,000 plus soft costs. The campus expansion scope aligns with real estate acquisition and is RACP eligible subject to state approval. Office retrofit was included as an expense in the project budget. PBT will update sources and uses as the bidding continues. There is a possibility of a contribution component for the roof, which would be a potential project cost savings. PBT has a \$1MM construction line of credit backed by the RACP grant.

**Building Dedication -**

The 2900 Liberty Building is to be named the Loti and Leon Falk Building at a ceremony at PBT on Friday, November 15 at 4:00 p.m. The building, appraised at \$6.8 MM, fulfills the RACP match requirement.

**PBT Warehouse at 3220 Smallman -**

- PBT's currently leased 35,000 sq. ft. warehouse at 3220 Smallman was placed on the market in the spring. PBT declined at that time to consider seller an offer at \$1.6 MM, with \$500,000 down and owner holding the \$1.1 MM mortgage. PBT's current discussion contemplates putting \$500k down and having a \$1.1 MM mortgage but PBT will work with the seller on a number of things including potentially holding the note vs. getting traditional bank financing. The building does have some improvement needs over the next five to ten years and thereafter and PBT will also work with the seller to

see if some of the near-term items can be addressed as part of our purchase price. PBT's Facilities Committee is going to do everything possible to limit our future indebtedness and financial obligations associated with purchasing the building. All alternatives other than remaining at the current warehouse will involve a substantial move cost, estimated at \$275,000. PBT reopened discussions with owner Anthony Donatelli in August and initiated due diligence efforts. A structural analysis by Gateway engineers reported no life safety issues and recommended short-term (3 years) and long-term (10 years) maintenance and repairs ranging from \$20,000 to \$100,000. White Realty Advisor appraised the land value at \$990K to \$1,080,000 exclusive of any contributory value of the building. Mr. Donatelli has agreed to a purchase offer with refundable deposit over a due diligence period. Craig Dunham presented possible maximum cost of due diligence (which would likely include a phase II environmental) at \$50,000. There is a potential source of funding for the Phase II environmental, the largest cost at \$35,000. Operationally, there would be only marginal difference in the 3220 warehouse under ownership with annual carrying costs at \$140,000 under both scenarios. RACP is a potential source for up to \$300k of the down payment. The Eden Hall Foundation has signaled receptivity at the \$300k level.

#### PBT Warehouse Alternatives -

- Five alternatives were reviewed. All require PBT's warehouse moving out of the Strip District and incurring the aforementioned \$275,000 move cost. These all being less than optimal, a motion was made by Doug Kreps:

MOTION: Doug Kreps made a motion for the PBT Facilities Committee to recommend to the Board of Trustees that PBT enter into a purchase agreement for 3220 Smallman subject to due diligence and that up to \$50,000 be appropriated for the due diligence process. Second by Mary McKinney Flaherty. All Approved. Passed.

#### The Sargent Electric Building:

- At less than two blocks from PBT on Liberty Avenue, the Sargent Electric building, listed at \$6 MM, would be a strategic acquisition for PBT with ample warehouse, administrative, parking and a potential 500 seat theatre on the grounds. It was agreed that avenues toward this aspiration should be explored in tandem with pursuit of 3220 Smallman.

The meeting adjourned at 12:00 p.m.

# PITTSBURGH BALLET THEATRE

## Strategic Planning Committee

### COMMITTEE MEMBERS

Rich Beaty  
Sean Cassidy  
Connie Cesario  
Barbara Cottrell  
Susan Cruz  
Debra Dermody  
Mary Finger  
Dawn Fleischner  
David Hall  
Dona Hotopp  
Michael LaRocco  
Mary McKinney Flaherty, Co-chair  
Peggy McKnight  
LeRoy Metz  
Lisa Saperstein  
Shelley Taylor  
Tom Todd  
Winthrop Watson, Co-chair

### STRATEGIC PLAN TIMELINE

- October 8, 2018 - Strategic plan committee meeting
- November 1, 2018 - PBT senior management strategic plan meeting
- November 12 and 13, 2018 - Alan Brown (Wolf Brown Associates) site visit
- December 4, 2018 - PBT strategic plan Board retreat with Alan Brown
- February 11, 2019 - Strategic plan committee meeting
- February 18, 2019 - PBT senior management strategic plan meeting
- February 25, 2019 - strategic plan committee meeting
- April 2, 2019 - PBT School strategic plan meeting
- April 15, 2019 - PBT School strategic plan meeting
- July 11, 2019 - Strategic plan committee meeting
- August 29, 2019 - PBT senior management strategic plan retreat
- September 2019 - PBT senior management strategic plan one-on-one meetings
- October 1, 2019 - Strategic plan committee meeting

## Pittsburgh Ballet Theatre 2019-22 Strategic Plan Strategic Plan Overview

Pittsburgh Ballet Theatre (PBT) enters the 2019-22 strategic planning cycle on the heels of much success, artistically and financially.

The company's eclectic style and irrepressible energy have been shaped by a series of distinguished artistic directors over five decades. In the 1980s, former New York City Ballet principal dancer Patricia Wilde led the company to new heights and national acclaim with an emphasis on virtuosic technique and works by the modern masters, including her mentor, George Balanchine. Since 1997, the organization has flourished under the direction of Terrence S. Orr, former American Ballet Theatre ballet master and principal dancer. Under his tenure, Orr has elevated the company with ambitious story ballets such as *La Bayadère*, *Romeo et Juliette* and *A Streetcar Named Desire*; curated major masterworks by dance giants like Jerome Robbins, Jiří Kylián and Twyla Tharp; and provided a platform for emerging choreographers, including from within the company. *The forthcoming retirement of Terrence S. Orr in June 2020 places artistic leadership succession and the support of the company and school's ongoing artistic vision as a central focus of organizational planning.*

Over recent years, PBT has elevated artistry and production standards, made important additions to the repertory and expanded its arsenal of fully-owned story ballets. The elimination of long-term debt and important capital expansions have been achieved in the context of year-over-year balanced budget operations. Significant growth in both PBT School and educational programs have helped fuel a 50 percent growth in budget since 2006, with the organization's budget currently at \$12 million.

Most recently, a \$21.1 million campaign brought the 14,000-square-foot Byham Center for Dance into the ongoing PBT campus expansion project. PBT's newly constructed two-story annex added two state-of-the-art studios to the 60,000-square-foot complex that now boasts seven studios, administrative offices, a costume shop and storage. The complex is owned by PBT with no existing mortgage. Earlier campus investments include the student residence, Byham House.

Key considerations of the next period of growth for PBT will be:

- Building on the organization's legacy and relationship to its community.
- Connecting with a diverse Pittsburgh through its mainstage programming, training programs and community engagement work.
- Seeking new and alternative venues for audience development.
- Advancing the stature of the School and creating synergies with the professional company.
- Embracing values of EDI – equity, diversity, inclusion – in all their iterations, working with the Board and senior team to reinforce these values within the organization.
- Engaging audiences in an era of increased competition.
- Balancing programming in a way that retains PBT's commitment to the classics while identifying contemporary and emerging choreographers and working within realistic fiscal constraints.
- Addressing the increasing production costs of large-scale ballet productions.
- Meeting the demands of a growing school to ensure quality education and accessibility while building strong PBTS family and greater community relations.

Pittsburgh Ballet Theatre  
 Strategic Plan 2019-22  
 Board Approved \_\_\_\_\_

OUR VISION

To unleash ballet’s vast potential to enrich lives.

OUR MISSION

To be Pittsburgh’s source and ambassador for extraordinary ballet experiences that give life to the classical tradition, nurture new ideas and, above all, inspire.

OUR VALUES STATEMENT

*At Pittsburgh Ballet Theatre (PBT) we strive for excellence, and to advance and enhance the art form of ballet while embracing these core values:*

- Respect each other and embrace our diversity
- Work hard with integrity and passion
- Collaborate to ignite new possibilities
- Innovate at every level within our organization

OUR STRATEGIC GOALS

Aspire      Protect      Value

OUR PRIORITIES

1	2	3
Define PBT’s Direction for the Future	Strengthen PBT’s Financial and Operational Foundation	Respect and Value the Individuals in PBT’s Community

Our Diversity Statement

*Pittsburgh Ballet Theatre is committed to increasing equity, access and opportunity in the art of ballet. We believe that bringing together people with diverse perspectives, histories and life experiences will make ballet richer, stronger and more innovative – resulting in vibrant experiences for all.*

Pittsburgh Ballet Theatre  
Strategic Plan 2019-22  
Board Approved \_\_\_\_\_

## ASPIRE

### *Define PBT's Direction for the Future*

Objective	Initiatives	Measures of Success
Elevate Artistry	<ul style="list-style-type: none"> <li>● Hire and successfully onboard PBT's new artistic director.</li> </ul>	<ul style="list-style-type: none"> <li>● Celebrate Terrence S. Orr's legacy triumphantly at April 4, 2020 gala.</li> <li>● Search process completed and successful candidate publicly announced by spring 2020.</li> <li>● Key stakeholder meet-and-greet events scheduled, introductions to PBT family and friends, including PBT School, to be completed in the first four months of new artistic director appointment.</li> <li>● Board extends welcome and fosters social connections.</li> <li>● Repertory planning commences by mid-July 2020 and plan for 2021-22 season presentation by early October 2020.</li> <li>● First draft of five-year repertory and company performance plan presented for discussion by spring 2021.</li> </ul>
	<ul style="list-style-type: none"> <li>● Attract and retain high caliber artists.</li> </ul>	<ul style="list-style-type: none"> <li>● Increase performance opportunities.</li> <li>● Strengthen communications and optimize schedules.</li> <li>● Increase conditioning and strength programs.</li> <li>● Engage outside choreographers and répétiteurs with work with the company on a regular basis.</li> <li>● Include company in organization-wide meetings and training programs.</li> <li>● Expand talent search and audition efforts.</li> <li>● Proactively seek dancers of color in recruitment efforts.</li> <li>● Create Joint Labor-Management Committee to promote problem-solving, have open communication, respect, transparency, and build trust with company union representatives.</li> </ul>
	<ul style="list-style-type: none"> <li>● Build the talent for the future.</li> </ul>	<ul style="list-style-type: none"> <li>● Increase PBT School scholarship funding, grow internships, commission and perform in-house choreography, and increase performance opportunities.</li> <li>● Increase talent recruitment at PBT School at younger ages.</li> <li>● Offer college credit program at PBT School to the high school level.</li> <li>● Explore and pilot business models for studio performance group.</li> </ul>



Pittsburgh Ballet Theatre  
Strategic Plan 2019-22  
Board Approved \_\_\_\_\_

	<ul style="list-style-type: none"> <li>Enhance audience experience and grow audiences.</li> </ul>	<ul style="list-style-type: none"> <li>Disseminate high-quality educational content before and after shows.</li> <li>Invest in and broaden digital campaign reach.</li> <li>Increase live and virtual attendance (e.g., podcasts, live stream events).</li> <li>Increase frequency and size of cross-over purchases and contributions between PBT user groups.</li> <li>Improve Patron Loyalty Index (PLI) measures.</li> <li>Increase up-sell conversions (single ticket buyer to multi-ticket buyer to subscriber to donor).</li> <li>Increase out-of-market attendance.</li> </ul>
Objective	Initiatives	Measures of Success
Lengthen Artistic Planning Horizon	<ul style="list-style-type: none"> <li>Complete analysis and present long-term business and capitalization models for the organization.</li> </ul>	<ul style="list-style-type: none"> <li>Raise special underwriting for 2020-21 season and secure Board approval on Oct. 8, 2019.</li> <li>Complete 50th Anniversary \$7.2 million Live Music Appeal by June 2022.</li> <li>Build repertory reserve funds to support long-term repertory aspirations.</li> <li>Launch fundraising for a new production of <i>The Nutcracker</i> to debut in December 2022.</li> </ul>
Objective	Initiatives	Measures of Success
Build PBT Brand at Home and Abroad	<ul style="list-style-type: none"> <li>Analyze opportunities to increase footprint.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct and complete feasibility study for Westmoreland satellite school. Based on the study, make a recommendation to the Board with capital secured and plan in place for “go” decision.</li> <li>Continually evaluate other opportunities for expansion consistent with strategic objectives.</li> </ul>
	<ul style="list-style-type: none"> <li>Develop plan for prestigious touring invitations.</li> </ul>	<ul style="list-style-type: none"> <li>Successful Joyce Theater appearance in spring 2020.</li> <li>Explore Jacob's Pillow, Kennedy Center and other national and international engagements.</li> <li>Secure funding to ensure financial feasibility of appearances.</li> </ul>
	<ul style="list-style-type: none"> <li>Increase performance opportunities for PBT School.</li> </ul>	<ul style="list-style-type: none"> <li>Book PBT School studio performance group.</li> </ul>

Pittsburgh Ballet Theatre  
 Strategic Plan 2019-22  
*Board Approved* \_\_\_\_\_

Objective	Initiatives	Measures of Success
Invest in and Optimize Production Assets (Sets/Costumes)	<ul style="list-style-type: none"> <li>● Evaluate inventory.</li> </ul>	<ul style="list-style-type: none"> <li>● Deaccession where warranted/feasible.</li> </ul>
	<ul style="list-style-type: none"> <li>● Fund maintenance and repairs.</li> </ul>	<ul style="list-style-type: none"> <li>● Sustain reserve fund for maintenance costs.</li> </ul>
	<ul style="list-style-type: none"> <li>● Secure long-term warehouse solution.</li> </ul>	<ul style="list-style-type: none"> <li>● Complete warehouse purchase or move in 2019.</li> </ul>

## PROTECT

### *Strengthen PBT's Financial and Operational Foundation*

Objective	Initiatives	Measures of Success
Secure Continuity of Organizational Leadership	<ul style="list-style-type: none"> <li>● Establish new artistic director's leadership role.</li> </ul>	<ul style="list-style-type: none"> <li>● Artistic director consolidates and builds cohesive team under their leadership; and successfully onboards any new hires to artistic team.</li> <li>● Forge strong partnership between artistic director and executive Director.</li> <li>● Build partnerships between artistic director and PBT leadership.</li> </ul>
	<ul style="list-style-type: none"> <li>● Advance succession planning.</li> </ul>	<ul style="list-style-type: none"> <li>● Forecast key leadership tenures and likely succession timelines.</li> <li>● Develop emerging leaders.</li> <li>● Customer relationship management (CRM) database, records and project management systems are fully functional.</li> </ul>
	<ul style="list-style-type: none"> <li>● Build pipeline to and capacity of PBT Board.</li> </ul>	<ul style="list-style-type: none"> <li>● PBT Board is highly engaged throughout 50th Anniversary events; new Board members are successfully oriented and included.</li> <li>● Increase institutional advancement and fundraising as a function of Board giving and influence.</li> <li>● Board composition continues to strengthens PBT's connections to the communities it serves.</li> </ul>

Pittsburgh Ballet Theatre  
Strategic Plan 2019-22  
*Board Approved* \_\_\_\_\_

Objective	Initiatives	Measures of Success
Broaden and Diversify Net Positive Revenue Streams	<ul style="list-style-type: none"> <li>Explore future markets for PBT in conjunction with financial feasibility.</li> </ul>	<ul style="list-style-type: none"> <li>Fund and execute due diligence effort on purchase of Laurel Ballet in Westmoreland County by September 2020.</li> <li>Seek education research funding.</li> </ul>
	<ul style="list-style-type: none"> <li>Evaluate utilization of and build upon PBT's "Strip District" campus.</li> </ul>	<ul style="list-style-type: none"> <li>Increase Strip District resident's business patronage for PBT programs.</li> <li>Build advocacy around Denny Square vision and secure lease renewal from City of Pittsburgh.</li> <li>Conduct capacity analysis of PBT studios and formulate growth models.</li> </ul>
	<ul style="list-style-type: none"> <li>Use data to inform market positions.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct a public audit to inform PBT value positioning, which could potentially call for brand refresh or re-brand effort.</li> <li>Vet new business line opportunities and markets.</li> <li>Uncover business-worthy projects and programs through industry benchmarking.</li> </ul>
	<ul style="list-style-type: none"> <li>Increase earned revenue through improved margins, ticket sale growth, School revenue and reduced production costs.</li> </ul>	<ul style="list-style-type: none"> <li>Design new PBT productions, especially PBT's next <i>The Nutcracker</i>, for reduced stagehand requirements.</li> <li>Optimize ROI on purchased full-lengths and design new productions with broader market reach.</li> <li>Seek and sustain venues for Company and School performances and residencies.</li> </ul>

Pittsburgh Ballet Theatre  
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Objective	Initiatives	Measures of Success
<p>Develop a Long-Term Sustainable Business Plan for PBT</p>	<ul style="list-style-type: none"> <li>● Advance working capital plan.</li> </ul>	<ul style="list-style-type: none"> <li>● Complete a long-term company performance capitalization needs assessment under various scenarios.</li> <li>● Continue to grow dedicated cash streams for restricted operating purposes (e.g., the Community Youth Scholarship Program).</li> </ul>
	<ul style="list-style-type: none"> <li>● Strengthen long-term financial condition through fundraising.</li> </ul>	<ul style="list-style-type: none"> <li>● Leverage 50th Anniversary Season events to re-engage past, energize current and cultivate future donors.</li> <li>● Establish a planned giving program.</li> <li>● Launch public phase of \$7.2 million Live Music Appeal in October 2019 and complete appeal by June 2022.</li> <li>● Strategically invest Live Music Appeal for growth and future donor positioning.</li> <li>● Strengthen PBT’s ongoing donor acquisition, appreciation and cultivation.</li> <li>● Advance and position PBT for successful foundation giving.</li> <li>● Build development department staff infrastructure and develop a strategy for PBT School fundraising.</li> </ul>
	<ul style="list-style-type: none"> <li>● Advance investments in fixed assets.</li> </ul>	<ul style="list-style-type: none"> <li>● Complete \$1 million RACP and Multimodal funded projects.</li> <li>● Complete improvements to Byham House.</li> <li>● Complete 2900 Liberty Avenue title transfer.</li> <li>● Celebrate building rededication on Nov. 15, 2019.</li> <li>● Commence capital fundraising for Denny Square with pedestrian safety focus.</li> </ul>

Pittsburgh Ballet Theatre  
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Objective	Initiatives	Measures of Success
Strengthen PBT Balance Sheet	<ul style="list-style-type: none"> <li>● Present operating budgets that balance on cash basis.</li> </ul>	<ul style="list-style-type: none"> <li>● Achieve annual operating cash surpluses.</li> </ul>
	<ul style="list-style-type: none"> <li>● Reduce structural deficit.</li> </ul>	<ul style="list-style-type: none"> <li>● Place one percent of total budget in a Board-designated “rainy day” fund.</li> </ul>
	<ul style="list-style-type: none"> <li>● Build cash reserve funds.</li> </ul>	<ul style="list-style-type: none"> <li>● Advance capitalization projects per above (e.g., Live Music, CYS, repertory, maintenance).</li> </ul>
	<ul style="list-style-type: none"> <li>● Grow PBT’s endowment.</li> </ul>	<ul style="list-style-type: none"> <li>● Advance PBT’s named funds program.</li> </ul>
Objective	Initiatives	Measures of Success
Advance effective decision making through organizational governance	<ul style="list-style-type: none"> <li>● Establish a task force of the board to formalize guidelines, policies, and procedures to support strategic objectives</li> </ul>	<ul style="list-style-type: none"> <li>● Board adopts guidelines for investments and business expansion opportunities based on strategic alignment and financial hurdle rates.</li> <li>● Board develops and implements policies and procedures around risk management.</li> <li>● Regularly revisit by-laws to ensure consistent with organizational practice and needs.</li> </ul>

## VALUE

### *Respect and Value the Individuals in PBT's Community*

Objective	Initiatives	Measures of Success
Build High-Performance Teams at PBT	<ul style="list-style-type: none"> <li>● Support the PBT workforce.</li> </ul>	<ul style="list-style-type: none"> <li>● Improve internal communication between departments and between levels of leadership.</li> <li>● Hire Human Resources Director to fully integrate professional development practices.</li> <li>● Provide opportunities for professional and career development.</li> <li>● Focus on whole-person health and safety across organization.</li> <li>● Track efforts in human resources.</li> <li>● Leverage technology to increase efficiencies and enhance employee user experience.</li> </ul>
	<ul style="list-style-type: none"> <li>● Strive for PBT to be a great place to work.</li> </ul>	<ul style="list-style-type: none"> <li>● Implement recommendations made by the Employee Engagement Committee.</li> <li>● Follow through on positive efforts around employee engagement, competitive benefits and onboarding.</li> <li>● Hold quarterly town hall meetings.</li> <li>● Nurture creativity and PBT leadership support.</li> <li>● Track improvements with employee satisfaction survey.</li> <li>● Coach leadership in using tools to build people-centered culture.</li> <li>● Complete Compass Solutions professional development training and performance management/evaluation training.</li> </ul>

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Objective	Initiatives	Measures of Success
<p>Commit to the Power and Appeal of IDEA (inclusion, diversity, equity and accessibility) at PBT</p>	<ul style="list-style-type: none"> <li>● Promote inclusion, diversity, equity and accessibility at PBT.</li> </ul>	<ul style="list-style-type: none"> <li>● Obtain top-down buy-in of IDEA initiatives.</li> <li>● Define what IDEA looks like for PBT.</li> <li>● Formalize recruitment and hiring search practices to attract, recruit and retain diverse candidates.</li> <li>● Grow as individuals and as an organization through implementing cultural change process articulated in The Equity Project.</li> <li>● Resources committed to IDEA are trackable and reportable</li> <li>● Build upon the diverse networks connecting PBT with the community.</li> <li>● Continue to build company culture around IDEA with input from staff and Board committees.</li> </ul>
<p>Objective</p>	<p>Initiatives</p>	<p>Measures of Success</p>
<p>Strengthen Community Bonds within PBT and Beyond</p>	<ul style="list-style-type: none"> <li>● Optimize the learning experience for students.</li> </ul>	<ul style="list-style-type: none"> <li>● Increase wellness seminars for students.</li> <li>● Create partnership with CCAC for students to receive college credit.</li> <li>● Enhance synergy between PBT School and Company.</li> <li>● Provide internship and career services opportunities at PBT for students.</li> <li>● Enhance music education.</li> </ul>
	<ul style="list-style-type: none"> <li>● Enrich and grow PBT School and Education and Community Engagement efforts.</li> </ul>	<ul style="list-style-type: none"> <li>● Track progress of the CYS program.</li> <li>● Implement program evaluation and develop research plan for the education department.</li> <li>● Formalize curricula in school and education programming.</li> <li>● Enhance education programs through partnerships with other departments, including production.</li> </ul>
	<ul style="list-style-type: none"> <li>● Build meaningful relationships with community partners.</li> </ul>	<ul style="list-style-type: none"> <li>● Build and enhance relationships with external stakeholders.</li> <li>● Increase company/school interface, such as company dancers teaching and choreographing students.</li> <li>● Deepen relationships with key community partners.</li> </ul>



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Objective	Initiatives	Measures of Success
Build Organizational Capacity	<ul style="list-style-type: none"> <li>● Add positions that align with organizational and financial growth.</li> </ul>	<ul style="list-style-type: none"> <li>● Annually evaluate adding positions based on needs and financial feasibility, including:               <ul style="list-style-type: none"> <li>○ Lighting super position on the production team.</li> <li>○ A planned giving or a School individual giving position on the development team.</li> <li>○ Additional school and education staff in pursuit of Westmorland satellite.</li> <li>○ Expand number of teaching artists.</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>● Ensure compensation levels are competitive organization- wide.</li> </ul>	<ul style="list-style-type: none"> <li>● Conduct compensation benchmark study.</li> <li>● Ensure pay equity organization-wide.</li> </ul>



PITTSBURGH BALLET THEATRE, INC										PAGE 1
2020-21 Ticket Sales By Category										
October 7, 2019										
						Version #7-2B				
		GROUP	STUDENT		SINGLE		SEASON		TOTAL	
		SALES	MATINEE		TICKETS	TOTAL	SUBSCRIPTIONS		TICKET	
									SALES	
I.	Cinderella	46,000	16,000		186,000	248,000	143,000		391,000	
II.	The Nutcracker	270,000	17,000		1,257,000	1,544,000	81,000		1,625,000	
III.	Merry Widow	15,000	-		82,500	97,500	132,000		229,500	
IV.	Mixed Rep	6,500	-		33,000	39,500	89,500		129,000	
V.	Alice In Wonderland	77,000	-		360,000	437,000	144,000		581,000	
	<b>TOTAL</b>	<b>\$ 414,500</b>	<b>\$ 33,000</b>		<b>\$ 1,918,500</b>	<b>\$ 2,366,000</b>	<b>\$ 589,500</b>		<b>\$ 2,955,500</b>	

PITTSBURGH BALLET THEATRE, INC.						PAGE 2
Show P&L						
October 7, 2019						
Cash Basis						
	(Benedum)	(Benedum)	(Benedum)	(AWC)	(Benedum)	
	Cinderella	The Nutcracker	Merry Widow	Mixed Rep	Alice In Wonderland	Total
	[4+1]	[23+1]	[3]	[7]	[8+1]	[45+2+1=48]
Ticket Sales:						
Season Subscriptions	143,000	81,000	132,000	89,500	144,000	589,500
Single Tickets	248,000	1,544,000	97,500	39,500	437,000	2,366,000
<b>TOTAL</b>	<b>391,000</b>	<b>1,625,000</b>	<b>229,500</b>	<b>129,000</b>	<b>581,000</b>	<b>2,955,500</b>
Direct Production:						
Orchestra & Music Director	121,732	-	91,196	-	-	212,928
Hall Rental	79,329	366,604	64,461	55,000	148,638	714,032
Stagehands	177,400	296,400	184,200	56,500	190,700	905,200
All other cash production costs	232,539	194,496	239,143	257,500	193,662	1,117,340
<b>Total</b>	<b>611,000</b>	<b>857,500</b>	<b>579,000</b>	<b>369,000</b>	<b>533,000</b>	<b>2,949,500</b>
Direct Advertising	74,500	278,000	29,000	12,000	131,000	524,500
<b>Ticket Revenue less Expense</b>	<b>(294,500)</b>	<b>489,500</b>	<b>(378,500)</b>	<b>(252,000)</b>	<b>(83,000)</b>	<b>(518,500)</b>
Sponsorship	-	-	-	-	-	925,000
<b>NET</b>	<b>(294,500)</b>	<b>489,500</b>	<b>(378,500)</b>	<b>(252,000)</b>	<b>(83,000)</b>	<b>406,500</b>
						<b>76.0%</b>

PITTSBURGH BALLET THEATRE, INC.										PAGE 3	
2020-2021 DIRECT PRODUCTION BUDGET											
October 7, 2019											
Cash Basis	(Benedum)			(Benedum)			(Benedum)			(Benedum)	
	Cinderella [4+1]	The Nutcracker [23+1]	Merry Widow [3]	Common	TBD [7]	Maelstrom	Duende	Wonderland [8+1]	TOTAL [45+2+1=48]	Percentage	
1 Orchestra	103,540	-	73,197	-	-	-	-	-	176,737	1	5.99%
2 Hall rental	79,329	366,604	64,461	55,000	-	-	-	148,638	714,032	2	24.21%
3 Union stagehands	177,400	296,400	184,200	56,500	-	-	-	190,700	905,200	3	30.69%
4 Performance fees	-	-	-	-	-	-	-	-	-	4	0.00%
5 Set designer	7,500	6,000	10,500	-	-	-	-	9,000	33,000	5	1.12%
6 Sets	300	5,000	2,000	-	-	5,000	5,000	10,000	27,300	6	0.93%
7 Props	300	3,000	1,000	-	-	2,000	2,500	7,500	16,300	7	0.55%
8 Costume designer	5,750	-	-	-	3,500	-	-	5,000	14,250	8	0.48%
9 Costumes	3,000	10,000	6,000	-	7,000	2,500	2,500	3,000	34,000	9	1.15%
10 Shoes	1,500	10,000	11,500	-	1,000	500	500	5,000	30,000	10	1.02%
11 Lighting designer	12,500	12,500	12,500	12,500	-	-	-	12,500	62,500	11	2.12%
12 Lighting rental & supplies	6,000	3,500	7,500	5,000	-	-	-	16,000	38,000	12	1.29%
13 Music rights/rental/royalties	15,000	-	2,400	-	3,500	-	-	4,500	25,400	13	0.86%
14 Composer & arranger	-	-	-	-	-	-	-	-	-	14	0.00%
15 Choir/musicians/actors	-	-	-	-	-	12,850	-	-	12,850	15	0.44%
16 Ballet license/royalties	30,000	18,000	37,100	-	5,210	26,750	55,300	6,300	178,660	16	6.06%
17 Guest choreographer/repertoireur	24,983	-	28,076	-	19,000	13,478	22,240	36,005	143,782	17	4.87%
18 Guest dancers/apprentices	-	1,200	-	-	-	-	-	-	1,200	18	0.04%
19 Sound recording/video	2,200	2,200	2,200	2,200	-	-	-	2,200	11,000	19	0.37%
20 Trucking & shipping	20,000	18,000	32,000	5,000	-	-	-	16,000	91,000	20	3.09%
21 Rental-Costumes & sets	61,800	-	42,500	-	-	5,000	10,000	-	119,300	21	4.04%
22 Loaders	8,500	8,500	13,500	3,500	-	-	-	8,500	42,500	22	1.44%
23 Dressers	13,700	37,000	12,000	12,000	-	-	-	17,000	91,700	23	3.11%
24 Hairdressers	4,000	2,500	3,000	-	-	-	-	12,000	21,500	24	0.73%
25 Program printing	5,000	18,000	5,500	4,500	-	-	-	7,500	40,500	25	1.37%
26 Overtime/Penalty/E.R.	1,600	2,950	1,550	1,426	1,650	-	-	2,200	11,376	26	0.39%
27 Misc production expense	2,000	2,000	2,000	1,500	-	-	-	2,500	10,000	27	0.34%
28 Guest conductor	18,192	-	17,999	-	-	-	-	-	36,191	28	1.23%
29 Music librarian	-	-	-	-	-	-	-	-	-	29	0.00%
30 Misc company expense	1,406	1,146	1,317	1,396	-	-	-	957	6,222	30	0.21%
31 Depreciation expense	-	-	-	-	-	-	-	-	-	31	0.00%
32 Amortization expense	-	-	-	-	-	-	-	-	-	32	0.00%
33 Processing charge	5,500	33,000	5,000	1,500	-	-	-	10,000	55,000	33	1.86%
	611,000	857,500	579,000	162,022	40,860	68,078	98,040	533,000	\$ 2,949,500		100.00%
					Total	369,000					

NOTE: These schedules do not include the cost for capital improvements



**MARKETING BOARD REPORT**

2019-2020 Season Ticket Sales - As of 9/27/2019										2018-19 Season Ticket Sales - As of 5/28/2019									
Single Tickets	Actual (Paid)	Unpaid	Goal	% of Goal	# of Tickets	Average Ticket Price	Actual (Paid)	Unpaid	Final	% of Goal	# of Tickets	Average Ticket Price	Actual (Paid)	Unpaid	Final	% of Goal	# of Tickets	Average Ticket Price	
Giselle	\$ 39,454	\$ 2,034	\$ 106,070	37.20%	753	\$ 55.10	\$ 71,858		\$ 71,858	100.00%	1429	\$ 50.29	\$ 1,747,436		\$ 1,747,436	100.00%	33597	\$ 52.01	
Nutcracker	\$ 193,960	\$ 22,180	\$ 1,543,798	12.56%	3965	\$ 54.51	\$ 1,747,436		\$ 1,747,436	100.00%	6778	\$ 52.75	\$ 98,730		\$ 98,730	100.00%	2375	\$ 41.57	
Beauty & the Beast	\$ 26,312	\$ 5,041	\$ 474,900	5.54%	828	\$ 37.87	\$ 357,544		\$ 357,544	100.00%	3688	\$ 53.24	\$ 196,344		\$ 196,344	100.00%	47867	\$ 51.64	
Here & Now	\$ 2,359	\$ -	\$ 39,000	6.05%	41	\$ 57.53	\$ 98,730		\$ 98,730	100.00%	3688	\$ 53.24	\$ 2,471,911		\$ 2,471,911	100%	47867	\$ 51.64	
Balanchine & Tchaikovsky	\$ 5,611	\$ -	\$ 102,002	5.50%	77	\$ 72.87	\$ 196,344		\$ 196,344	100.00%	3688	\$ 53.24	\$ 2,471,911		\$ 2,471,911	100%	47867	\$ 51.64	
<b>Subtotal</b>	<b>\$ 267,696</b>	<b>\$ 29,255</b>	<b>\$ 2,265,770</b>	<b>12%</b>	<b>5664</b>	<b>\$ 52.43</b>	<b>\$ 2,471,911</b>	<b>\$ -</b>	<b>\$ 2,471,911</b>	<b>100%</b>	<b>47867</b>	<b>\$ 51.64</b>	<b>\$ 2,471,911</b>	<b>\$ -</b>	<b>\$ 2,471,911</b>	<b>100%</b>	<b>47867</b>	<b>\$ 51.64</b>	
<b>Subscriptions</b>	<b>Actual (Paid)</b>	<b>Unpaid</b>	<b>Goal</b>	<b>% of Goal</b>	<b># of Tickets</b>	<b>Average Ticket Price</b>	<b>Actual (Paid)</b>	<b>Unpaid</b>	<b>Final</b>	<b>% of Goal</b>	<b># of Tickets</b>	<b>Average Ticket Price</b>	<b>Actual (Paid)</b>	<b>Unpaid</b>	<b>Final</b>	<b>% of Goal</b>	<b># of Tickets</b>	<b>Average Ticket Price</b>	
Giselle	\$ 119,328	\$ 2,618	\$ 131,160	91%	1834	\$ 65.06	\$ 124,185		\$ 124,185	100%	1869	\$ 66.44	\$ 80,940		\$ 80,940	100%	1328	\$ 60.95	
Nutcracker	\$ 67,263	\$ 1,947	\$ 76,000	89%	1142	\$ 58.90	\$ 80,940		\$ 80,940	100%	1328	\$ 60.95	\$ 139,880		\$ 139,880	100%	2128	\$ 65.73	
Beauty & the Beast	\$ 118,831	\$ 3,630	\$ 142,463	83%	1844	\$ 64.44	\$ 139,880		\$ 139,880	100%	2128	\$ 65.73	\$ 91,999		\$ 91,999	100%	1482	\$ 62.08	
Here & Now	\$ 76,638	\$ 2,495	\$ 85,000	90%	1249	\$ 61.36	\$ 91,999		\$ 91,999	100%	1482	\$ 62.08	\$ 140,526		\$ 140,526	100%	2167	\$ 64.85	
Balanchine & Tchaikovsky	\$ 121,764	\$ 3,038	\$ 137,000	89%	1831	\$ 66.50	\$ 140,526		\$ 140,526	100%	2167	\$ 64.85	\$ 577,531		\$ 577,531	100%	8,974	\$ 64.36	
<b>Subtotal</b>	<b>\$ 503,825</b>	<b>\$ 13,728</b>	<b>\$ 571,623</b>	<b>88%</b>	<b>7,900</b>	<b>\$ 63.78</b>	<b>\$ 577,531</b>	<b>\$ -</b>	<b>\$ 577,531</b>	<b>100%</b>	<b>8,974</b>	<b>\$ 64.36</b>	<b>\$ 577,531</b>	<b>\$ -</b>	<b>\$ 577,531</b>	<b>100%</b>	<b>8,974</b>	<b>\$ 64.36</b>	
<b>TOTAL</b>	<b>\$ 771,521</b>	<b>\$ 42,983</b>	<b>\$ 2,837,393</b>	<b>27%</b>	<b>13,564</b>	<b>\$ 56.88</b>	<b>\$ 3,049,442</b>	<b>\$ -</b>	<b>\$ 3,049,442</b>	<b>100%</b>	<b>56,841</b>	<b>\$ 53.65</b>	<b>\$ 3,049,442</b>	<b>\$ -</b>	<b>\$ 3,049,442</b>	<b>100%</b>	<b>56,841</b>	<b>\$ 53.65</b>	

SUBSCRIPTIONS 19/20 as of 9/27/19			
2019/20	Renewing	New	TOTAL
3 ballet	559	323	882
4 ballet	466	68	534
5 ballet	561	68	629
<b>TOTAL</b>	<b>1586</b>	<b>459</b>	<b>2045</b>
Renewal Rate			68.01%
Total Orders			1001
Average Order Size			\$ 503.46
<b>19/20 Sub Revenue Total</b>	<b>\$ 503,967.25</b>		
<b>19/20 Sub Revenue Goal</b>	<b>\$ 571,623.00</b>		
<b>% to Goal</b>	<b>88.16%</b>		
Total Tickets			7,900
Average Ticket Price			\$ 63.79
Increase in Revenue			<b>\$ (74,979.75)</b>
Increase in Sub households			<b>-287</b>
			<b>-12%</b>

SUBSCRIPTIONS 19/20 as of 9/27/19			
2019/20	Renewing	New	TOTAL
3 ballet	559	323	882
4 ballet	466	68	534
5 ballet	561	68	629
<b>TOTAL</b>	<b>1586</b>	<b>459</b>	<b>2045</b>
Renewal Rate			68.01%
Total Orders			1001
Average Order Size			\$ 503.46
<b>19/20 Sub Revenue Total</b>	<b>\$ 503,967.25</b>		
<b>19/20 Sub Revenue Goal</b>	<b>\$ 571,623.00</b>		
<b>% to Goal</b>	<b>88.16%</b>		
Total Tickets			7,900
Average Ticket Price			\$ 63.79
Increase in Revenue			<b>\$ (74,979.75)</b>
Increase in Sub households			<b>-287</b>
			<b>-12%</b>

GROUP SALES 9/27/19			
2019-2020	UNPAID	TOTAL	
PAID	\$46,809	\$28,222	\$75,030
<b>2018-2019 as of 9/27/19</b>			
PAID	\$41,965	\$18,838	\$60,803

PBT SCHOOL REPORT

as of: 09/27/19

2019-20 Enrollment Dashboard:

Level	Current Enrollment	Forecast Oct-June	June Total	Budgeted Enrollment	Var.
Grown-Up & Me Sat	11	1	12	8	4
Grown-Up & Me Tue	0	0	0	4	-4
Pre Ballet 2 Mon	3	4	7	10	-3
Pre Ballet 2 Sat-Lewis	7	5	12	15	-3
Pre Ballet 2 Sat-Adams	5	5	10	10	0
Pre Ballet 3 Mon	11	2	13	15	-2
Pre Ballet 3 Sat-Lewis	10	5	15	20	-5
Pre Ballet 3 Sat-Adams	11	2	13	16	-3
Pre Ballet 4 Weds	16	2	18	10	8
Pre Ballet 4 Sat-Lewis	18	2	20	20	0
Pre Ballet 4 Sat-Adams	15	2	17	12	5
Pre Ballet 5 Weds	16	1	17	10	7
Pre Ballet 5 Sat-Lewis	9	4	13	16	-3
Pre Ballet 5 Sat-Adams	8	3	11	10	1
Pre Ballet 6 Weds	11	3	14	14	0
Pre Ballet 6 Sat-Lewis	12	3	15	16	-1
Pre Ballet 6 Sat-Adams	0	0	0	12	-12
Pre Ballet Boys (4-5)	5	2	7	6	1
Pre Ballet Boys (6-8)	7	2	9	8	1
Ballet Foundations 1	11	2	13	8	5
Ballet Foundations 2	8	3	11	7	4
<b>Children's Subtotal</b>	<b>194</b>	<b>53</b>	<b>247</b>	<b>247</b>	<b>0</b>
<b>Children's Subtotal</b>	<b>\$ 138,219</b>	<b>\$ 25,850</b>	<b>\$ 164,069</b>	<b>\$ 164,187</b>	<b>\$ (118)</b>
Preparatory Ballet A	13	2	15	15	0
Preparatory Ballet B	11	2	13	15	-2
Boys' Class(es)	0	0	0	0	0
Level 1 A	13	1	14	13	1
Level 1 B	14	1	15	14	1
Level 2 A	20	0	20	17	3
Level 2 B	13	1	14	17	-3
Jazz 2	26	0	26	22	4
Level 3	23	0	23	24	-1
Jazz 3	22	1	23	18	5
Level 4	17	1	18	22	-4
Jazz 4	14	1	15	15	0
Level 5	13	1	14	15	-1
Jazz 5	11	1	12	11	1
Other / Workshops	0	0	0	0	0
<b>Student Subtotal</b>	<b>137</b>	<b>9</b>	<b>146</b>	<b>152</b>	<b>-6</b>
<b>Student Subtotal</b>	<b>\$ 266,504</b>	<b>\$ 26,500</b>	<b>\$ 293,004</b>	<b>\$ 303,033</b>	<b>\$ (10,029)</b>
Level 6					
Males	0	0	0	0	0
Females	9	1	10	11	-1
Level 7 (form. HSPT)					
Males	0	0	0	1	-1
Females	11	1	12	9	3
Level 8 (form. HSFT)					
Males	6	0	6	8	-2
Females	37	-2	35	34	1
<b>Subtotal</b>	<b>63</b>	<b>0</b>	<b>63</b>	<b>63</b>	<b>0</b>
Graduate					
Males	10	0	10	18	-8
Females	54	-1	53	50	3
<b>Subtotal</b>	<b>64</b>	<b>-1</b>	<b>63</b>	<b>68</b>	<b>-5</b>
<b>Pre-pro Subtotal</b>	<b>127</b>	<b>-1</b>	<b>126</b>	<b>131</b>	<b>-5</b>
<b>Pre-pro Subtotal</b>	<b>\$ 603,193</b>	<b>\$ (4,000)</b>	<b>\$ 599,193</b>	<b>\$ 589,093</b>	<b>\$ 10,100</b>
<b>TOTAL</b>	<b>458</b>	<b>61</b>	<b>519</b>	<b>530</b>	<b>-11</b>
<b>TOTAL</b>	<b>\$ 1,007,916</b>	<b>\$ 48,350</b>	<b>\$ 1,056,266</b>	<b>\$ 1,056,313</b>	<b>\$ (47)</b>

Summer 2019 Enrollment Dashboard, 2019/20 Budget:

Level	Final Enrollment	Forecast Oct-June	June Total	Budg. Enrollment	Var.
Children's Division	136	0	136	190	-54
Subtotal revenue	\$ 20,514	\$ -	\$ 20,514	\$ 27,277	\$(6,763)
Student Division	46	0	46	60	-14
Subtotal revenue	\$ 20,493	\$ -	\$ 20,493	\$ 18,654	\$ 1,839
Jr. Intensive	17	0	17	18	-1
Subtotal revenue	\$ 18,628	\$ -	\$ 18,628	\$ 16,005	\$ 2,623
ISP					
Males-tuition	49	0	49	40	9
Subtotal revenue	\$ 10,400	\$ -	\$ 10,400	\$ 8,000	\$ 2,400
Females-tuition	158	0	158	180	-22
Subtotal revenue	\$ 371,145	\$ -	\$ 371,145	\$ 369,130	\$ 2,015
Males-housing Chatham	42	0	42	35	7
Subtotal revenue	\$ 4,600	\$ -	\$ 4,600	\$ 2,500	\$ 2,100
Females-housing Byham	21	0	21	21	0
Subtotal revenue	\$ 53,550	\$ -	\$ 53,550	\$ 53,550	\$ -
Females-housing Chatham	87	0	87	95	-8
Subtotal revenue	\$ 233,722	\$ -	\$ 233,722	\$ 227,500	\$ 6,222

Community Division	Actual Jul-Sept	Forecast Oct-June	June Total	Budgeted	Var.
Open Class Rev	\$ 27,409	\$ 96,791	\$ 124,200	\$ 124,200	\$ 0
Pilates/Conditioning	\$ 10,500	\$ 39,496	\$ 49,996	\$ 49,996	\$ 0

Byham House	Actual Jul-Sept	Forecast Oct-June	June Total	Budgeted	Var.
2019-20	21	0	21	20	1
	\$ 222,400	\$ -	\$ 222,400	\$ 197,313	\$ 25,087

Company Experience Workshop 2020	Current Enrollment	Forecast Oct-June	June Total	Budgeted Enrollment	Var.
Males-tuition	0	15	15	15	0
Females-tuition	0	72	72	72	0
<b>Enroll. Total</b>	<b>0</b>	<b>87</b>	<b>87</b>	<b>87</b>	<b>0</b>
<b>Tuition Total</b>	<b>\$ -</b>	<b>\$ 70,000</b>	<b>\$ 70,000</b>	<b>\$ 70,000</b>	<b>\$ -</b>
Males-housing Chatham	0	12	12	12	0
Females-housing Chatham	0	35	35	35	0
<b>Housing Total</b>	<b>0</b>	<b>47</b>	<b>47</b>	<b>47</b>	<b>0</b>
<b>Housing Total</b>	<b>\$ -</b>	<b>\$ 48,500</b>	<b>\$ 48,500</b>	<b>\$ 48,500</b>	<b>\$ -</b>

2019-20 Past and Upcoming Programs & Activities

- 3-Sep First day of classes 2019-20 School Year
- 21-Sep Nutcracker auditions
- 4-Oct Steelers Fashion Show
- 7-12 Oct Children's Division Bring-A-Friend week
- 14-19 Oct Parent Observation Week
- 11-Nov Veteran's Day - PBT School closed
- 22-Nov PBT School perform Nutcracker excerpts at Phipps
- Nov 28-Dec 1 Thanksgiving Break; no classes start after 4:30p on Nov 27
- 10-Dec PBT School perform Nutcracker excerpts at Children's Hospital, tent
- 21-Dec PBT School students perform on PSO Sensory Friendly perf
- 21-Dec Last day before Winter Break - classes resume Jan 6
- Jan-Feb ISP 2020 Audition Tour
- 6-Jan Classes resume - Children's Division through HSPT
- 13-Jan Level 8 & Grads resume classes
- 13-Jan Second Semester starts
- 20-Jan MLK Jr. Day - no classes
- Jan 27-Feb 1 Children's Division Bring-A-Friend week
- 17-Feb President's Day - no classes
- 6-8 Feb PBT School perform at WVU's Dance Now!, tent.
- 9-Mar Parent Observation Week
- 6-Apr Spring Break Week
- 18-May Last week of 2019/20 School Year
- 20-24 May Pre-Professional Showcases & Spring Performance at Point Park Univ.



Education and Community Engagement  
Report to the Board of Trustees  
Tuesday, October 8, 2019  
Submitted by the Director of Education and Community Engagement, Kati Gigler

### Summary

Fall programming is underway for the department, including Creative Movement residencies in twenty classrooms, including one adaptive dance residency. All accessibility classes are back in session, including three Adaptive Dance classes, two Dance for Parkinson's classes and two Mindful Movement classes. Classes are also back in session at three Boys & Girls Club clubhouses, at Lauri Ann West Community Center, where PBT is offering five classes this season, and at Hope Academy, where PBT is offering eight classes this season. The hiring search to fill the position of manager of accessibility and program development continues. Over thirty candidates have applied for the position to date, with phone interviews beginning the week of Sept. 23 and on-site interviews beginning the week of Sept. 30.

### Highlights

#### Community engagement

- ❖ RADical Days at PBT Studios
  - 18 individuals participated in a community dance class held as a part of PBT's RADical Days event
- ❖ Mental Health America of Southwestern PA's *Finding Balance: Interventions for Modern Problems*
  - Kati Gigler presented on the role of dance in mental health on Oct. 4

#### Early childhood

- ❖ Creative Movement residencies
  - 17 elementary classrooms at five schools
    - Including one adaptive dance residency (Burchfield Primary)
  - Three pre-k classrooms at Pittsburgh Minadeo
- ❖ Professional development for Pittsburgh Public Schools faculty
  - Twenty teachers participated in two professional development workshops

#### Equity, diversity and inclusion

- ❖ Corey Bourbonniere joined Kati Gigler and Katie Potts on the steering committee for PBT's Equity Project Transition Team
  - Staycee Pearl will also be joining the team