# PITTSBURGH BALLET THEATRE

Pittsburgh Ballet Theatre Meeting of the Board of Trustees Tuesday, February 11, 2020 4:00 - 5:00 p.m. PBT Studios

# AGENDA

I.	Call to Order, Welcome, Approval of December 10, 2019 Minutes (4:00 - 4:05 p.m.)Dawn Fleischner
II.	School Spotlight (4:05 - 4:15 p.m.)Students from PBT Grad Program
III.	January 31, 2020 Financials and Cashflow (4:15 - 4:25 p.m.)Doug Kreps
IV.	Strategic Planning Report (4:25 - 4:30 p.m.)Mary McKinney Flaherty and Winthrop Watson
V.	Development Report (4:30 - 4:40 p.m.) A. 50th Anniversary Events
VI.	AD Search Update (4:40 - 4:45 p.m.)Dawn Fleischner and Mary McKinney Flaherty
VII.	Artistic Director Report (4:45 - 4:50 p.m.)Terrence S. Orr
VIII.	Executive Director Report (4:50 - 5:00 p.m.) A. Facilities Report

## IX. Other Business

X. Adjournment (5:00 p.m.)

Next Board of Trustees Meeting: Tuesday, April 14, 2020 at 12:00 p.m.

Pittsburgh Ballet Theatre Meeting of the Board of Trustees Tuesday, February 11, 2020 4:00 - 5:00 p.m. PBT Studios

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Pittsburgh Ballet Theatre Meeting of the Board of Trustees Tuesday, December 10, 2019 12:00 - 1:30 p.m. PBT Studios

Board of Trustees in Attendance: Philip Barr, The Hon. Camera Bartolotta, Geoffrey Bond, Steffie Bozic, Beth Brown, Barbara Cottrell, Susan Cruz, Debra Dermody, Dawn Fleischner, Dona Hotopp, Doug Kreps, Dena LaMar, Mary McKinney Flaherty, Peggy McKnight, LeRoy Metz, Kathleen Miclot, Melonie Nance, Rennick Remley (with The Hon. Camera Bartolotta), Stephanie Sciullo, Shelley Taylor, Betsy Teti, Winthrop Watson

Board of Trustees Not in Attendance: Edwin Beachler, Rich Beaty, Kara Brown, Carolyn Byham, Sean Cassidy, Connie Cesario, The Hon. Jay Costa, Jim Crockard, Mary Finger, Freddie Fu, Celia Gerard, David Hall, Michael LaRocco, The Hon. Natalie Mihalek, Sandra Nicholas, Richard Rauh, The Hon. Guy Reschenthaler, Lisa Saperstein, Vincent Silvaggio, Ayana Teter, Becky Torbin, David Tuthill, Hilary Tyson, Joseph Vincent, Vonda Wright

PBT Staff in Attendance: Harris Ferris, Kathryn Giger, Jay Romano, Christy Rowing, Tanaz Walendziewicz

Call to Order, Welcome, Approval of October 8, 2019 Minutes, Chair's Remarks: Dawn called the meeting to order at 12:30 p.m.

Trustees had lunch from 12:00 - 12:30 p.m.

Approval of September 10, 2019 Board of Trustees Meeting Minutes: Mary McKinney Flaherty made the motion, second by Debra Dermody to approve the October 8, 2019 Board of Trustees meeting minutes. Passed.

Dawn Fleischner thanked Kathleen Miclot and Hal and Diane Waldman for chairing the Pointe in Time Gala, which was very successful. Ms. Fleischner also welcomed Phil Barr, Senator Camera Bartolotta and Rennick Remley to the meeting.

## Governance Report:

Kathleen Miclot gave the Governance Report.

The Governance Committee recommends three Board of Trustees nominees for approval -Stephanie Sciullo who is in attendance, Kara Brown and Representative Natalie Mihalek. Their bios are included in the packet of materials for review. Ms. Miclot stated they each come highly recommended and will be wonderful additions to PBT's Board. Approval of Stephanie Sciullo, Kara Brown and Representative Natalie Mihalek: Debra Dermody made the motion, second by Dona Hotopp to approve Stephanie Sciullo, Kara Brown and Representative Natalie Mihalek to PBT's Board of Trustees. Passed.

## Artistic Director Report:

Terrence S. Orr gave the Artistic Director Report.

The agenda was slightly shifted as Mr. Orr had to go to rehearsals for *The Nutcracker*. Last Friday, Dec. 6, PBT held the opening performance of The Nutcracker. Between technical rehearsals and the performances last weekend, the Company has already performed *The Nutcracker* ten times.

The Company is doing really well for the most part. A few dancers have been sick and two are still injured. One of the injured dancers will be getting back on stage during The Nutcracker. Gabby Thurlow got back on stage during *The Nutcracker* after giving birth to a baby girl.

# Nov. 30, 2019 Financials and Cashflow:

Doug Kreps gave the Nov. 30, 2019 Financials and Cashflow Report.

At the last Board of Trustees meeting in October, Mr. Kreps stated PBT was in a cash crunch, which PBT survived. Monies from The Nutcracker single ticket sales are being released so Mr. Kreps is happy to announce PBT is in good shape.

# Statement of Financial Position -

Mr. Kreps stated cash is in good shape. PBT's Endowment is up about 1.5% in November. On a side note, Mr. Kreps is attending PNC's investment presentation and will get a better understanding of the next year. Of the \$317,500 listed under accounts payable, PBT has paid \$100,000 in Westin expenses for the Pointe In Time Gala. The \$746,000 listed under deferred revenue is comprised primarily of 2019-20 subscription revenue as well as approximately \$100K in Nutcracker ticket sales.

## Statement of Activities -

Mr. Kreps highlighted PBT's statement of activities, which is a snapshot of where PBT has been this year. Mr. Kreps stated the gala is at least \$24K ahead of goal and possibly more. The development department is working to track down a few more pledges. The Community Youth Scholarship appeal held that evening was extremely successful with \$135K raised. The appeal dramatically exceeded expectations. Subscriptions are short by \$46,500, which will not change by much. The marketing department is working to advertise and promote 3 series subscriptions to attract subscribers for the three remaining programs. Single tickets are tracking ahead of schedule for Beauty and the Beast. There is \$75K listed under general admin, which is for the Artistic Director search.

# Statement of Cashflow -

As mentioned earlier, PBT was concerned regarding cash last month but the organization got through. Trustees may recall that PBT has a responsibility to The Heinz Endowments to maintain \$500K in a bank account for thirty days. PBT will do this starting Monday, Dec. 16.

# 2018-19 Audit Report:

Jay Romano gave the 2018-19 Audit Report on behalf of Jim Crockard, Audit Committee Chair.

Jim Crockard was not able to attend today's meeting but submitted a written audit report. Jay Romano addressed questions on behalf of Mr. Crockard.

The most notable change was in the financial reporting itself. PBT had to work with auditors to restructure the reporting to match with prior year's formatting in order to compare year over years changes in net assets from operations, which Mr. Romano was able to do. The good news is there is \$591K in positive change in net assets from operations, making 2018-19 a banner year financially. This result was planned in tandem capital investments in sets ie. *The Great Gatsby*. In addition to that, the auditors discussed a few IT issues that PBT will continue to address with Markus Weber from MSA and The Cultural Trust regarding Tessitura safety. A few issues regarding accrued vacation were brought up and the auditors made recommendations. There were no problems with management at all. The Audit Committee reviewed this in full detail twice to get the audit into the format in front of you. The Finance Committee also reviewed it.

## Approval of 2018-19 Audit and 990 Tax Return :

Winthrop Watson made the motion, second by Susan Cruz to approve the 2018-19 audit and 990 tax return. Passed.

PBT will send a link to the Board of the 990 tax return so everyone can view the public disclosure version.

Dawn Fleischner extended gratitude to Jay Romano due to a lot of extra work that went into this year's audit.

Ms. Fleischner also highlighted page six in the report. PBT is required to report functional expenses broken down by departments. This is a really good barometer of an organization.

## Marketing Report:

Tanaz Walendziewicz gave the Marketing Report.

Sales for *The Nutcracker* are trending lower than last year, which was a boom year for Nutcracker nationally due to the Misty Copeland movie. PBT is tracking to reach the current year budget with 19 performances remaining. Ballet company marketing directors across the nation are also experiencing sales in line with 2017. PBT is promoting a few flash promotions this week to stimulate ticket sales. PBT will also promote a flex pass for subscriptions to get a boost in subscription sales. Meanwhile the February production of *Beauty and the Beast* is tracking ahead of goal.

# **Development Report:**

Christy Rowing gave the Development Report.

There are a lot of successes to report. Ms.Rowing credited the development team for many recent successes. Ms. Rowing is thrilled to report PBT received \$275K from the state for marketing to attract tourism dollars. A gift from Allegheny Regional came in higher than expected as well. PBT is a little behind on individual giving but not by much. PBT closed out Giving Tuesday and the first public Live Music Appeal.

PBT launched text-to-give for the Live Music Appeal through ClickBid at the October performances of *Giselle*. Gifts came in right under \$10K for the run of the performances. PBT did better than a few other local organizations that have been using this method but there is room for improvement for future asks at the theater.

A foundation recently gave a \$250K gift for the Live Music Appeal. The gift will be spread over the course of three years. This gift came in from the positive press PBT received with the announcement of the appeal. PBT is currently over halfway to the \$7.3MM Live Music Appeal goal and will hit the one year target mark easily.

# Spotlight: Community Youth Scholarship Program:

Kathryn Gigler spotlighted PBT's Community Youth Scholarship Program.

Over \$135K was raised for the program at this year's Pointe in Time gala. When the program reaches steady state in 2026, it is expected to take \$220K to run. \$150K will provide sixty tuitions for ISP. The scholarship funds are needed for things like PBT's Intensive Summer Program (ISP). The costs will increase expectionataily as the program continues. Currently, the program is in its 7th year. PBT has awarded fifty-eight scholarships total. There are currently twenty-seven students enrolled in the program ranging from Pre-Ballet 5 in the Children's Division to Level 5 in the Student Division. Six students are en pointe this year and thirteen students are performing in *The Nutcracker*. Sixteen current students discovered PBT via education and engagement programs including Boys and Girls Clubs, Creative Movement and Hope Academy. A few students in PBT's program were accepted into CAPA.

Kathleen Miclot thanked Dawn Fleischner and Margie Grundvig who came up with the idea of bringing students out on stage at the gala, while the auctioneer explained what the scholarship money funds.

# AD Search Update:

Mary McKinney Flaherty and Dawn Fleischner provided an update on the Artistic Director search.

The search has been in a quiet phase since the position profile was posted by MCA (search firm) on Sept. 30, 2019. Since then, David Mallette and Jason Palmquist with MCA have been receiving applications and making phone calls to contacts. The "working group" will meet with David and Jason the first week of January where MCA will provide a slate of candidates. From that list, seven to eight candidates will be selected and interviewed confidentially. Ms. McKinney Flaherty and Ms. Fleischner received a preliminary report and there are over a dozen candidate that David and Jason will present to the working group. All candidates are rooted in classical ballet and are diverse in terms of background, race, gender and their artistic approaches. From the seven to eight candidates interviewed, the working group will select three that will be publicly interviewed at PBT and to meet at PBT over the course of a few days.

In the meantime, Bill Byham and DDI will provide interview training to the working group.

MCA has not announced a final closing date on the application.

# Executive Director Report:

Harris Ferris gave the Executive Director Report.

Harris Ferris briefly discussed the April 4, 2020 gala that is chaired by Greta and Art Rooney. The Rooneys are leading the charge with a table sponsorship gift already pledged.

Mr. Ferris discussed touring on the horizon for PBT. The Company will head to The Joyce Theater from April 28 - May 3, 2020. PBT is working on touring *Beauty and the Beast* in 2021.

Internally, PBT continues to work with Compass Solutions to increase HR support at PBT. The employee engagement survey that tests employee satisfaction will be distributed again. Internal work is critically important to PBT's strategic plan.

Mr. Ferris currently serves on the Board of three organizations. Recently a topic has come up on all three - the role of collective impact. Mr. Ferris discussed how governance in the nonprofit sector intersects with the corporate sector to solve big problems, such as equity in Pittsburgh, systemic racism in Pittsburgh and economic and workforce development in Pittsburgh. Collective impact requires organizations to work together with a common agenda. Foundations are now asking nonprofit organizations what they are doing in terms of collective impact. PBT has been aware of collaboration in regards to strategic thinking and planning. Mr. Ferris encouraged the Trustees to review PBT's strategic plan that references collaboration and PBT's mission to inspire.

Mr. Ferris discussed a recent grant PBT received. \$275K came in for marketing to promote and attract tourism. Mr. Ferris thanked Senator Bartolotta and Debra and Frank Dermody for their work in helping PBT secure that grant. The purpose of the grant is to promote tourism as an economic driver. In 2018, 17% of PBT's audience came from out-of-market, which positively impacts economic growth and cultural tourism in the city. Mr. Ferris underscore PBT's commitment to delivering results on that grant.

In regards to workforce development, Aaron Rinsema moved forward with a collaboration between PBT and CCAC. The collaboration is an exchange wherein students can get dance credit and PBT students and company members can receive college credits.

Mr. Ferris discussed the \$3.5MM Sunset Grant which PBT is seeking to secure from the McCune Foundation. PBT received a readiness grant from the McCune Foundation to help PBT prepare for the Sunset Grant. In terms of the Sunset Grant, McCune is looking for PBT to run cash surplus', increase HR functions and came up with entrepreneurial ideas to use the funds for that have a return on investment. Vetting those ideas will be a process on the Board's side.

Mary McKinney Flaherty stated she and Winthrop Watson are scheduled to meet this Friday to re-engage the Strategic Planning Committee and further follow-up with Board and Board Committee assignments for the strategic plan. This meeting will likely be held in January.

# Adjournment:

There being no further business, the meeting adjourned at 1:30 p.m.

Submitted By, Harris Ferris

Approved By, Betsy Teti

#### PBT SCHOOL REPORT

#### as of: 01/27/20

2019-20 School-Year Enrolli Level	Current	Forecast	June	Budgeted	Var.
Level	Enrollment	Dec-June	Total	Enrollment	var.
Grown-Up & Me (x1)	13	1	14	12	2
Pre Ballet 2 (x3)	16	1	17	35	-18
Pre Ballet 3 (x3)	36	1	37	51	-14
Pre Ballet 4 (x3)	43	1	44	42	2
Pre Ballet 5 (x3)	34	1	35	36	-1
Pre Ballet 6 (x2)	27	1	28	42	-14
Pre Ballet Boys (x2)	17	1	18	14	4
Ballet Foundations (x2)	16	1	17	15	2
Children's Subtotal	202	8	210	247	-37
Children's Subtotal	\$143,052	\$2,500	\$145,552	\$164,187	(\$18,635)
Preparatory Ballet (x2)	26	1	27	30	-3
Level 1 (x2)	25	0	25	27	-2
Level 2 (x2)	32	0	32	34	-2
Level 3	23	0	23	24	-1
Level 4	16	0	16	22	-6
Level 5	13	0	13	15	-2
Levels 2-5 Jazz	72	0	72	66	6
Student Subtotal	135	1	136	152	-16
Student Subtotal	\$276,000	\$750	\$276,750	\$303,033	(\$26,283)
	,		,		( )
Level 6					
Males	0	0	0	0	0
Females	9	0	9	11	-2
Level 7 (form. HSPT)					
Males	0	0	0	1	-1
Females	12	0	12	9	3
Level 8 (form. HSFT)	12	0	12	,	-
Males	6	0	6	8	-2
Females	37	-1	36	34	2
Subtotal	64	-1	63	63	0
Subtotal	04	-1	05	05	0
Graduate					
Males	10	0	10	18	-8
Females	52	-1	51	50	
Subtotal	62	-1	61	68 68	-7
Subtotal	02	-1	01	00	-/
Pre-pro Subtotal	126	-2	124	131	-7
Pre-pro Subtotal		-			
To pro cabiota	\$ 608,291	\$ (4,000)	\$ 604,291	\$ 589,093	\$ 15,198
	1/2	-	470		60
TOTAL	463	7	470	530	-60
TOTAL	\$ 1,027,343	\$ (750)	\$ 1,026,593	\$ 1,056,313	\$ (29,720

Community Division	ctual ul-Jan	Forecast Feb-June	June Total	В	udgeted	Var.
Open Class Rev	\$ 69,318	\$ 50,000	\$ 119,318	\$	124,200	(\$4,882)
Pilates/Conditioning	\$ 25,197	\$21,000	\$ 46,197	\$	49,996	(\$3,799)

Byham House	Actual Jul-Dec	Forecast Jan-June	June Total	Budgeted	Var.
2019-20	21	-1	20	20	0
	\$ 222,400	\$ (5,000)	\$ 217,400	\$ 197,313	\$ 20,087

Company Experience Workshop 2020	Current Enrollment	Forecast Feb-June	June Total	Budgeted Enrollment	Var.
Males-tuition	0	15			0
			15	15	
Females-tuition	36	36	72	72	0
Enroll. Total	36	51	87	87	0
Tuition Total	\$ 36,250	\$33,750	\$ 70,000	\$ 70,000	<b>\$</b> -
Males-housing Chatham	0	12	12	12	0
Females-housing Chatham	30	5	35	35	0
Housing Total	30	17	47	47	0
Housing Total	\$ 33,720	\$14,780	\$ 48,500	\$ 48,500	<b>\$</b> -

Level	Final rollment		recast c-June		June Fotal	Budg. rollmen	Var.	
Children's Division	 136	20	0		136	 190	-54	
Subtotal revenue	\$ 20,514	\$	-	\$	20,514	\$ 27,277	\$(6,76	53)
Student Division	46		0		46	60	-14	
Subtotal revenue	\$ 20,493	\$	-	\$	20,493	\$ 18,654	\$ 1,83	39
Jr. Intensive	17		0		17	18	-1	
Subtotal revenue	\$ 18,628	\$	-	\$	18,628	\$ 16,005	\$ 2,62	23
ISP								
Males-tuition	49		0		49	40	9	
Subtotal revenue	\$ 10,400	\$	-	\$	10,400	\$ 8,000	\$ 2,40	)0
Females-tuition	158		0		158	180	-22	
Subtotal revenue	\$ 371,145	\$	-	\$ 3	371,145	\$ 369,130	\$ 2,01	15
Males-housing Chatham	42		0		42	35	7	
Subtotal revenue	\$ 4,600	\$	-	\$	4,600	\$ 2,500	\$ 2,10	)0
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	\$	-	\$2	233,722	\$ 227,500	\$ 6,22	22

#### 2019-20 Past and Upcoming Programs & Activities

- Jan-Feb ISP 2020 Audition Tour
  - 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!
    - 9-Mar Parent Observation Week
    - 6-Apr Spring Break Week
    - 4-May Last Week of Children's Division Classes
    - 18-May Last week of 2019/20 School Year
  - 21-24 May Pre-Professional Showcases & Spring Performance @ PPU

#### Summer 2020 Programs

- Children's Division Summer Program
- Jun 20-Jul 18 (Grown-Up & Me through Ballet Foundations); Saturdays Children's Division Summer Program
  - 8-29 Jul (Pre-Ballet through Ballet Foundations); Weds 10-14 Aug Pre-Ballet Themed Workshop (ages 3-4)
  - 9:00-10:00 am, Mon-Fri 10-14 Aug Pre-Ballet Themed Workshop (ages 5-7)
    - 10:00 am -12:00 pm, Mon-Fri
  - 8-11 June Student Div. Workshop A (ages 8-10) 5:00-7:00 pm, Mon-Thur
  - 13-16 July Student Div. Workshop B (ages 8-10) 5:00-7:00 pm, Mon-Thur
  - 20-23 July Student Div. Workshop C (ages 8-10)
  - 5:00-7:00 pm, Mon-Thur
- Jul 27-Aug 7 *Cinderella* Beg/Int Workshops (ages 9-12) 9:00 am - 1:00 pm, Mon-Fri
- Junior Intensive Program (ages 10-13) Jun 27-Jul 17

9:30 am - 1:30 pm, Mon-Fri 8-19 June Company Experience Workshop (ages 16+) 9:15 am-6:00 pm, Mon-Fri

Jun 22-Jul 25 Intensive Summer Program (ages 12+); Mon-Sat

PITTSBURGH BALLET THEATRE, INC		PAGE 1
STATEMENT OF FINANCIAL POSITION		
January 31, 2020		
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	267,500	
Cash and cash equivalents - Other	763,500	
Investments	1,500	
Accounts receivable	13,000	
Pledges receivable	1,167,000	
Inventory	12,000	
Prepaid expense	90,000	
Total Current Assets		2,314,500
ENDOWMENT ASSETS		
Cash and cash equivalents	263,000	
Investments	8,858,500	
		9,121,500
INVESTMENTS HELD BY TRUST		372,000
		572,000
PLEDGES RECEIVABLE		84,000
PROPERTY, EQUIPMENT & LEASEHOLD IMPROVEMENTS - NET	6,467,500	
PRODUCTION ASSETS - NET	201,000	
		6,668,500
TOTAL ASSETS		18,560,500
LIABILITIES & NET ASSETS CURRENT LIABILITIES		
Accounts payable and accrued expenses	164,000	
Line of credit - construction	104,000	
Line of credit - operations	973,000	
Payments due within one year on long-term debt		
Deferred revenue	402,000	
TOTAL CURRENT LIABILITIES	402,000	1,539,000
LONG-TERM DEBT		_
NET ASSETS		
Unrestricted	2,607,000	
Temporarily	4,773,000	
Permanently	9,641,500	
		17,021,500
TOTAL LIABILITIES AND NET ASSETS		18,560,500

PITTSBURGH BALLET THEATRE, INC					PAGE 2
STATEMENT OF ACTIVITIES	Actual	Forecast	Total	Annual	
January 31, 2020	Jan-20	Feb-June	Jun-20	Budget	Variance
OPERATING REVENUE				200800	
Season subscriptions	184,500	336,000	520,500	571,500	(51,000)
Single tickets	1,642,500	618,000	2,260,500	2,264,000	(3,500)
School	1,929,500	565,000	2,494,500	2,473,500	21,000
Ball/Special fundraising activities	596,000	294,000	890,000	510,000	380,000
Boutique sales	78,500	29,500	108,000	108,000	-
Tour	146,500	90,000	236,500	217,000	19,500
Investment income	10,500	11,500	22,000	22,000	
Rentals, sales and other income	90,000	51,000	141,000	184,500	(43,500)
Total Operating Revenue	4,678,000	1,995,000	6,673,000	6,350,500	322,500
OPERATING EXPENSE	1,070,000	1,555,666	0,070,0000	0,000,000	322,300
Salaries, wages & fringe benefits	2,474,500	1,787,500	4,262,000	4,381,000	119,000
Direct production expense	1,202,000	1,208,500	2,410,500	2,571,500	161,000
School	1,282,500	759,500	2,042,000	1,998,500	(43,500)
Marketing	524,500	166,500	691,000	691,000	(+3,300)
General & administrative	280,000	122,500	402,500	305,500	- (97,000)
In-kind	203,000	122,500	320,000	305,500	(57,000)
General production	210,000	127,500	337,500	337,500	-
•					- (1,000)
Occupancy	112,000	96,500	208,500	207,500	( )
Fund-raising	88,000	76,500	164,500	155,000	(9,500)
Ball/Special fundraising activities	267,000	262,000	529,000	209,000	(320,000)
Arts education	192,000	189,000	381,000	373,000	(8,000)
Tour	209,500	186,500	396,000	359,000	(37,000)
Debt service	24,000	6,000	30,000	20,000	(10,000)
Depreciation & amortization	69,500	71,000	140,500	103,500	(37,000)
Boutique	69,000	19,000	88,000	68,000	(20,000)
Contingency/Bad debt	-	198,500	198,500	43,000	(155,500)
Total Operating Expense	7,207,500	5,394,000	12,601,500	12,143,000	(458,500)
	(2.522.522)	(2,222,222)	(5.000.500)	(5 700 500)	(426.000)
Change in Net Assets Before Public & Private Support	(2,529,500)	(3,399,000)	(5,928,500)	(5,792,500)	(136,000)
PUBLIC & PRIVATE SUPPORT					
Individuals	171,000	229,000	400,000	400,000	-
Board	92,000	109,000	201,000	216,000	(15,000)
Corporations	82,000	79,000	161,000	184,000	(23,000)
Foundations	621,500	108,000	729,500	754,000	(24,500)
Government	488,000	300,000	788,000	750,000	38,000
Special projects	723,500	553 <i>,</i> 500	1,277,000	1,006,000	271,000
In-kind	203,000	117,000	320,000	320,000	-
Total Public & Private Support	2,381,000	1,495,500	3,876,500	3,630,000	246,500
Change In Net Assets Before Releases From Restrictions	(148,500)	(1,903,500)	(2,052,000)	(2,162,500)	110,500
NET ASSETS RELEASED FROM RESTRICTIONS					
Investment income spending	454,000	_	454,000	480,000	(26,000)
Other	925,500	273,500	1,199,000	1,285,000	(86,000)
Other	251,500	150,000	401,500	400,000	1,500
	1,631,000	423,500	2,054,500	2,165,000	(110,500)
	1,031,000	723,300	2,037,300	2,103,000	(110,500)
Changes In Net Assets From Operations	1,482,500	<mark>(1,480,000)</mark>	2,500	2,500	-
No					
Net assets released from capital restrictions	48,500	411,500	460,000	460,000	-
Depreciation on leaseholds, land , machinery	-	534,000	534,000	534,000	-
CHANGES IN NET ASSETS	1,531,000	(1,602,500)	(71,500)	(71,500)	-

Control         Control <t< th=""><th></th><th>PITTSBURGH BALLET THEATRE, INC.</th><th>Collected &amp;</th><th></th><th></th><th></th><th>_</th><th>ough Jan. 31,</th><th>2020, Re-for</th><th>through Jan. 31, 2020, Re-forecast Feb. 1, 2020 - June 30, 2020</th><th>2020 - June 3</th><th>), 2020</th><th>F</th><th></th><th>F</th><th></th><th></th><th>2019-20</th><th>PAGE 3</th></t<>		PITTSBURGH BALLET THEATRE, INC.	Collected &				_	ough Jan. 31,	2020, Re-for	through Jan. 31, 2020, Re-forecast Feb. 1, 2020 - June 30, 2020	2020 - June 3	), 2020	F		F			2019-20	PAGE 3
Image: constrained by the state		2019-20 CASH FLOW - OPERATING	Spent as of	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Forecast	Forecast	Forecast		Forecast			Annual	
Image: constraint of the sector of		January 31, 2020	<u>Jun-19</u>	<u>Jul-19</u>	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	Budget	Variance
Non-contract         1 </td <td>-</td> <td>BEGINNING CASH</td> <td></td> <td>154,000</td> <td>68,500</td> <td>215,500</td> <td>49,000</td> <td>59,500</td> <td>295,000</td> <td>631,500</td> <td>267,500</td> <td>256,500</td> <td>472,500</td> <td>64,000</td> <td>90,000</td> <td></td> <td></td> <td></td> <td></td>	-	BEGINNING CASH		154,000	68,500	215,500	49,000	59,500	295,000	631,500	267,500	256,500	472,500	64,000	90,000				
Model         Model <th< td=""><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></th<>																			
9         9	6	5		1 500	000.01	12 500	17 500	1 500	2 500							E J O E O O		E71 E00	(E1 000)
Nome         Nome <th< td=""><td>3 6</td><td></td><td>21.500</td><td>5,500</td><td>4.000</td><td>13,500</td><td>37.000</td><td>391.500</td><td>484.500</td><td>705.500</td><td>223.000</td><td>246.500</td><td>34.500</td><td>93.500</td><td></td><td>2.260.500</td><td></td><td>2.264.000</td><td>(3.500)</td></th<>	3 6		21.500	5,500	4.000	13,500	37.000	391.500	484.500	705.500	223.000	246.500	34.500	93.500		2.260.500		2.264.000	(3.500)
1         Unit         0.00         0.	4		871,500	110,000	254,000	201,500	91,500	83,000	168,000	150,000	127,000	164,500	107,500	39,500	126,500	2,494,500	'	2,473,500	21,000
1         1	ŝ		62,500	24,500	41,000	91,500	172,500	146,000	35,000	23,000	25,000	20,000	249,000			890,000	'	510,000	380,000
Immediatement         No.         <	9		I	10,000	6,500	90,000	'	'	40,000	'	•	'		90,000	•	236,500		217,000	19,500
I         I	7		1	1	1	500	4,500	1	500	5,000	500	1	5,000	1,000	,	17,000	5,000	22,000	
Image: entry	∞		I		30,500	3,500	5,000	18,000	(13,000)	46,000	5,500	5,500	5,000		35,000	141,000	T	184,500	(43,500)
Image: construction in the constructing in the construction in the constructing in the constructing in	6		1	2,000	'	500	4,500	1,000	55,000	15,500	18,500	2,000	2,000	7,000	'	108,000		108,000	
Intermeter         Bit in the state interaction         Bit in the state	10		1	19,500	41,500	62,000	435,500	428,000	529,000	182,500	583,000	270,000	452,000	119,500	292,500	3,415,000	141,500	3,310,000	246,500
Image: construction constructin construction construction construction construction co	11		1	'	454,000	'	'	'	'	'	'	'	'	'	'	454,000	'	480,000	(26,000)
momentationality indicationality indica	12		812,000	' (C	2,500	60,500	76,000	150,000	75,000	1,000	210,000	10,000	200,000	•	3,500	1,600,500	'	1,685,000	(84,500)
Neuroscuencie         2300         3400	14		2.246.500	231.500	879.500	000'T9	1,000 840.000	1,220,000	1.422.000	_	1.192.500	718,500	1.055.000	350.500	_	12.350.000	146.500	11.825.500	671.000
Hole constructions         13.00 <td>4</td> <td></td> <td></td> <td>0001703</td> <td>0001010</td> <td>000/000</td> <td>000/010</td> <td>-)</td> <td></td> <td>_</td> <td>000/101/1</td> <td>000101</td> <td>000/000/-</td> <td>000-0000</td> <td>_</td> <td>000/000/14+</td> <td>000/01-1</td> <td>000/010/11</td> <td>000/7 10</td>	4			0001703	0001010	000/000	000/010	-)		_	000/101/1	000101	000/000/-	000-0000	_	000/000/14+	000/01-1	000/010/11	000/7 10
1         1		CASH DISBURSEMENTS																	
Chrometholic control         111         Control         215         Control         215         Control         Contro         Control         Contro <th< td=""><td>15</td><td></td><td>23,000</td><td>256,000</td><td>314,500</td><td>316,000</td><td>507,500</td><td>356,500</td><td>369,000</td><td>332,000</td><td>394,000</td><td>405,500</td><td>537,000</td><td>222,000</td><td>229,000</td><td>4,262,000</td><td></td><td>4,381,000</td><td>119,000</td></th<>	15		23,000	256,000	314,500	316,000	507,500	356,500	369,000	332,000	394,000	405,500	537,000	222,000	229,000	4,262,000		4,381,000	119,000
Description         17.360         54.300         77.300         17.360         1	16		11,000	19,000	5,000	15,500	128,000	248,000	90,500	677,500	173,000	472,500	481,500	79,000	10,000	2,410,500		2,571,500	161,000
a)         Ameteric         3.00         1.500         2.000         1.500 <th1< td=""><td>17</td><td></td><td>179,500</td><td>165,000</td><td>120,000</td><td>254,500</td><td>177,500</td><td>123,500</td><td>127,500</td><td>127,500</td><td>155,500</td><td>133,500</td><td>161,500</td><td>138,500</td><td>141,500</td><td>2,005,500</td><td>36,500</td><td>1,998,500</td><td>(43,500)</td></th1<>	17		179,500	165,000	120,000	254,500	177,500	123,500	127,500	127,500	155,500	133,500	161,500	138,500	141,500	2,005,500	36,500	1,998,500	(43,500)
Benerick         5500         17.00         56.00         35.00         <	18		48,500	19,500	28,000	23,000	70,000	82,000	91,000	141,000	77,000	16,500	63,000	9,000	9,000	677,500	13,500	691,000	-
Description         11000         3.500	19		5,000	11,500	50,500	36,000	42,000	35,000	34,500	41,000	65,500	27,500	16,500	18,000	17,000	400,000	2,500	305,500	(97,000)
montening         montening <thmontening< th=""> <thmontening< th=""> <thm< td=""><td>20</td><td></td><td>(10,000)</td><td>16,000</td><td>37,500</td><td>13,000</td><td>33,000</td><td>40,000</td><td>29,500</td><td>42,000</td><td>32,000</td><td>26,500</td><td>23,000</td><td>27,500</td><td>19,500</td><td>334,500</td><td>3,000</td><td>337,500</td><td>- 11 0001</td></thm<></thmontening<></thmontening<>	20		(10,000)	16,000	37,500	13,000	33,000	40,000	29,500	42,000	32,000	26,500	23,000	27,500	19,500	334,500	3,000	337,500	- 11 0001
Buil/Special functioning arrhites         3300         910         15,00         <	22		4.000	3.000	9.500	000'61	18,500	13,500	17.000	000'.1	29.500	11.500	13,500	8.500	16.000	158.500	6.000	155,000	(9.500)
Marcelentim         15:00	23		33,000	9,500	12,500	6,000	16,500	44,500	128,000	16,000	1,000	20,000	242,000		-	529,000		209,000	(320,000)
Determination         0         0.00         0.100         0.000	24		1	27,500	21,500	14,500	38,000	28,500	29,000	32,000	28,500	32,000	46,500	28,000	55,000	381,000	'	373,000	(8,000)
x         2.500         3.700         3.700         3.700         3.700         3.700         3.700         3.700         3.700         3.700         3.7	25		8,000	35,500	16,500	21,000	61,500	29,000	3,000	4,000	36,000	5,000	86,000	90,500		396,000		359,000	(37,000)
1         0         1.00         1.00         1.00         1.00         1.00         1.00         1.00         2.00<	26		1	•	2,500	3,500	3,000	6,000	1,000	8,000	•	2,000	2,000	1,000	1,000	30,000	•	20,000	(10,000)
x         commentanymentane         x	27		5,500	1,000	1,000	3,500	4,000	8,500	11,500	34,000	13,500	200	1,000	2,000	'	86,000	2,500	68,000	(20,500)
number         num         num         number	3		'	1 5 000	1 000 01	' 000 c	'	'	'	- 000 00	'	'	'	'	'	- 000 101	'	43,000	1104 000
Note the international control of a proper state international control of a proproper state international control of a proper state internation	3	ALCOUILLS		720 500	LIJ,UUU	734,000	1117 EOO	1 022 000	032 500	_	1 035 500	1 172 500	1 601 500	- 000	_	12 072 000	- UUU	- 11 710 500	(117 EDD)
1         Deferred Income 2020-21         2.000         1,000         7,500         84,000         345,500         345,500         245,000         2,071,500         -	3		000,000		0000000	000,461	0000111111	000,660,1	0000/706	_		006'7/T'T	00001001	044,000	_	12,012,000	000/00	0000'61/'11	(0000,114)
12         Prepaid expense 2020-21         15,000         1,000         55,00         134,000         25,500         134,000         365,500         -	31	Deferred Income 2020-21	-	2,000	1,000	7,500	25,000	64,000	(75,500)	43,000	353,500	817,000	345,500	343,000	145,500	2,071,500	'		
Image: constraint of	32	Prepaid expense 2020-21	'	15,000	1,000	500	5,500	9,000	19,000	33,500	16,000	27,500	82,000	25,500	134,000	368,500	'		
38         Receipt:		Capital Projects:																	
34         Disbursements         5         1	33		1	'	'	1	'	1		'		1	1	1	1				
Net Cash (Jused In) Provided By         Image (Jab)         Im	æ		'	73,500	77,000	37,500	4,500	6,500	58,500	2,500	5,500	119,500	35,500	•	146,500	567,000			
38         Operating Activities         1,938,500         (147,000)         (147,000)         (147,500)         (147,500)         (147,500)         (147,500)         (147,500)         (147,500)         (147,500)         (187,500)		Net Cash (Used In) Provided By																	
Cash Flows From Financing:         Cash Flows From Financing:         Cash Flows From Financing:         Cash Flows From Financing:         Cash Flows	35		1,938,500	(585,500)	147,000	(166,500)	(262,500)	235,500	336,500	(364,000)	489,000	216,000	(408,500)	26,000	(187,500)				
38         Proceeds (Payments) line of credit.         200,000         500         500000         600,0		Cash Flows From Financing:																	
37       Proceeds (Payments) short term loan/Maint R       -			200,000	500,000	•	•	273,000	•	•	•	(500,000)	•	•	•	127,000	600,000			
30       Process futures       -			'	'	'	•	'			'	·   ·	•	•	· ·	, ,	1			
40 ENDING CASH 29,500 215,500 49,000 59,500 631,500 257,500 257,500 64,000 90,000 29,500 70 70 70 70 70 70 70 70 70 70 70 70 7				'		,	'		'	'	'	'	'	'	'	'			
40 ENDING CASH 68,500 215,500 49,000 59,500 631,500 257,500 257,500 64,000 90,000 29,500 70 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0																			
68,500 215,500 49,000 59,500 235,000 631,500 257,500 256,500 472,500 64,000 90,000 29,500																			
	40	ENDING CASH		68,500	215,500	49,000	59,500	295,000	631,500	267,500	256,500	472,500	64,000	000,00	29,500				

Single Ticket Sales Report							
As of January 31, 2020	201	2019-2020			2018-2019	2019	
	# of tickets	Amount	Avg.		# of tickets	Amount	Avg.
Giselle (4)	2,185	\$ 114,813.96	\$ 52.55	Mozart in Motion (3)	1,429 \$	71,858.25	\$ 50.29
Oct. 25-27, 2019	2,130	\$	\$ 49.80	Oct. 26-28, 2018	1,429 \$	71,858.25	\$ 50.29
The Nutcracker (24+1)	28,819	\$ 1,528,406.61	\$ 53.03	The Nutcracker (24+1+1)	33,597 \$	1,747,435.69 \$ 52.01	\$ 52.01
Dec. 6-29, 2019	29,590	5 1,543,798.00	\$ 52.17	Nov. 30 - Dec. 27, 2018	33,597 Ş	1,747,435.69	\$ 52.01
Beauty and The Beast (9+1+1)	7,039	\$ 310,921.64	\$ 44.17	The Great Gatsby	3,947 \$	216,204.25	\$ 54.78
Feb. 14-23, 2020	8,500	\$ 472,900.00	\$ 55.64	Feb. 8-17, 2019	6,778 \$	357,396.50	\$ 52.73
Here and Now (7) - AWC	87	\$	\$ 60.16	PBT & DTH (7+2+1) - AWC	735 \$	26,344.25 \$ 35.84	\$ 35.84
Mar. 20-29, 2020	950	39,000.00	\$ 41.05	Mar. 14-24, 2019	2,193 \$	102,113.45	\$ 46.56
Balanchine & Tchaikovsky (3)	252	\$ 17,201.00	\$ 68.26	The Sleeping Beauty (4)	751 \$	45,681.75 \$ 60.83	\$ 60.83
May 10-12, 2019	1,894	\$ 102,002.00	\$ 53.86	May 10-12, 2019	3,691 \$	196,343.50	\$ 53.20
Total to date	38,382	\$ 1,976,577.46	\$ 51.5 <b>0</b>	Total to date	40,459 \$	\$   2,107,524.19	\$ <b>52.09</b>
Annual Budget	43,064 \$	5 2,263,770.00	\$ 52.57	Year end total	47,688	2,475,147.39 \$	\$ <i>51.90</i>
Increase/(Decrease) to date	(2,077) \$	\$    (130,946.73)	( <i>6</i> :0) \$ (				

**PITTSBURGH BALLET THEATRE, INC.** 

PAGE 4

Pittsburgh Ballet Theatre, Inc.																		
2019-20 Contributions & Grants		2017-18		2017-18	-	2018-19		2018-19		2019-20						2019-20		
January 31. 2020		Actual	Rec	Pledged & Received as of 1/31/18		Actual	P Rec	Pledged & Received as of 1/31/19	P Rec	Pledged & Received as of 1/31/20	4	Anticipated		Total	Ann	Annual Budget	S	Variance
Individual	Ŷ	393,762	Ŷ	187,500	Ŷ	400,118	Ŷ	185,500	Ŷ	171,000	\$	229,000	Ş	400,000	Ŷ	400,000		
Corporate	Ŷ	201,468	Ŷ	131,500	Ŷ	198,094	Ŷ	135,500	Ŷ	82,000	Ŷ	79,000	Ş	161,000	Ŷ	184,000	Ŷ	(23,000)
Foundation	Ŷ	403,600	Ŷ	288,000	Ŷ	746,500	Ŷ	651,500	Ŷ	621,500	Ŷ	108,000	Ŷ	729,500	Ŷ	754,000	Ş	(24,500)
Board	Ŷ	188,160	Ŷ	76,500	Ŷ	178,881	Ŷ	65,000	Ŷ	92,000	Ŷ	109,000	Ŷ	201,000	Ŷ	216,000	ş	(15,000)
Special projects	Ŷ	1,269,818	Ŷ	1,193,000	Ŷ	1,323,650	Ŷ	1,227,500	Ŷ	723,500	Ŷ	553,500	Ŷ	1,277,000	Ŷ	1,006,000	Ş	271,000
Government	ዯ	328,037	Ŷ	137,500	Ŷ	482,537	Ŷ	233,000	Ŷ	488,000	Ŷ	300,000	Ŷ	788,000	Ŷ	750,000	Ş	38,000
Inkind	Ŷ	359,209	Ŷ	233,486	Ŷ	278,347	Ŷ	180,926	Ŷ	203,000	Ŷ	117,000	Ŷ	320,000	Ŷ	320,000		
Sub total	Ŷ		Ŷ	3,144,054 \$ 2,247,486	Ŷ	3,608,127	Ŷ	2,678,926	Ŷ	2,381,000	Ŷ	1,495,500	Ŷ	3,876,500	Ŷ	3,630,000 \$	ş	246,500
Net assets released from restrictions	ions																	
Endowment Transfer	Ŷ	493,500	Ŷ	493,500	Ŷ	462,000	Ŷ	462,000	Ŷ	454,000	Ŷ	·	Ŷ	454,000	Ŷ	480,000	Ş	(26,000)
Other	Ŷ	1,759,621	Ŷ	1,525,507	Ŷ	1,170,025	Ŷ	1,101,500	Ŷ	925,294	Ŷ	273,706	Ş	1,199,000	Ŷ	1,285,000	Ş	(86,000)
Other	Ş	33,393	Ş	26,993	Ş	617,770	Ş	500,000	Ş	251,706	Ş	149,794	Ş	401,500	Ş	400,000	Ş	1,500
	Ş	2,286,514	Ş	2,046,000	Ş	2,249,795	Ş	2,063,500	Ş	1,631,000	Ş	423,500	Ş	2,054,500	Ş	2,165,000	Ş	(110,500)

136,000

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5,795,000

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5,931,000

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1,919,000

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<mark>4,742,426</mark> 81%

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<mark>5,857,922</mark>

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<mark>4,293,486</mark> 79%

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<mark>5,430,568</mark>

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TOTAL

<mark>4,012,000</mark> 69%

	Averag	Ş	Ş	Ŷ	Ş	Ş	Ş		Averag	ş	ş	Ş	Ş	Ş	ş		Ş
	# of Tickets	1429	33601	3806	726	751	40313		# of Tickets	1869	1320	2130	1469	2124	8,912		49,225
31/19	% of Goal	138.19%	120.09%	65.07%	25.09%	23.42%	100%		% of Goal	117%	111%	102%	%96	105%	100%		100%
<pre>cet Sales - As of 1/</pre>	Goal	52,000	1,455,117	315,000	85,000	180,000	2,087,117		Goal	106,000	72,000	138,000	95,000	132,000	576,328		2,663,445
son Ticł		Ş	Ş	ş	\$	\$	\$			ş	Ş	Ş	Ş	ş	Ş		Ş
2018-19 Seas	Unpaid			3,714	4,620	2,850	11,183		Unpaid								11,183
				÷	Ŷ	¢	÷								ŝ		ŝ
	Actual	71,858	1,747,436	204,966	21,330	42,160	2,087,750		ctual (Paid)	124,185	80,278	141,238	91,556	139,071	576,328		2,664,078
		Ş	Ş	Ŷ	Ş	Ş	tal \$		Ā	ŝ	Ŷ	Ş	Ş	Ŷ	tal \$		AL \$
	Single Tickets	Mozart	Nutcracker	Gastby	PBT&DTH	Sleeping Beauty	Subtot		Subscriptions	Mozart	Nutcracker	Gastby	PBT&DTH	Sleeping Beauty	Subtot		тотац
								1									_
	werage Ticket Price	\$ 52.55	\$ 53.03	\$ 44.04	\$ 60.16	\$ 68.44	\$ 51.50		werage Ticket Price	\$ 64.60	\$ 58.10	\$ 63.93	\$ 61.38	\$ 66.23	\$ 63.33		\$ 53.44
		0,	0,	07	0,	07	•,				0,	0,	0,		•/		•,
	# of Ticket	2185	28819	6894	28	251	38236		# of Ticket:	1799	1227	1948	1311	1905	8,190		46,426
s of 1/31/20	% of Goal	108.24%	<b>%00.66</b>	62.45%	13.42%	16.84%	87%		% of Goal	%68	94%	87%	95%	92%	91%		87%
cket Sales - A	Goal	106,070	1,543,798	474,900	39,000	102,002	2,265,770		Goal	131,160	76,000	142,463	85,000	137,000	571,623		2,837,393
ason Ti		Ş	Ş	Ŷ	Ş	ş	Ş			ŵ	Ŷ	Ŷ	Ş	ş	ŝ		Ş
2019-2020 Se	Unpaid				-				Unpaid								7,033
2	-		07						<u></u>	23	86	28	73	69			<b>72</b> \$
	Actual (Paid								Actual (Paid								\$ 2,480,872
															-	$\vdash$	TOTAL
	Single Tickets	Giselle	Nutcracker	Beauty & the Beast	Here & Now	Balanchine & Tchaikovsky	Subt		Subscriptions	Giselle	Nutcracker	Beauty & the Beast	Here & Now	Balanchine & Tchaikovsky	Subt		TO
	2019-2020 Season Ticket Sales - As of 1/31/20 2019-2020 Season Ticket Sales - As of 1/31/19	Single Tickets     Actual (Paid)     Unpaid     Goal     % of Goal     # of Tickets	2019-2020 Season Ticket Sales - As of 1/31/20         2018-19 Season Ticket Sales - As of 1/31/19           Actual (Paid)         Unpaid         Goal         % of Goal         # of Tickets           Actual (Paid)         Unpaid         Goal         % of Goal         # of Tickets         Price         Rigle Tickets         Actual         Maid         Goal         % of Goal         # of Tickets           \$ 114,814         \$ - 5         \$ 106,070         108.24%         2185         \$ 5.2.55         Mozart         \$ 7.1,858         \$ 5.2,000         138.19%         1429	2019-2020 Season Ticket Sales - As of 1/31/20         2019-2020 Season Ticket Sales - As of 1/31/19           Single Tickets         Adverage Ticket           Kindle Tickets         Attual (Paid)         Unpaid         Goal         % of Goal         # of Tickets           6 Sielle         \$ 114,814         \$ - 5         \$ 106,070         108.24%         2185         \$ 218,59         Season Ticket Sales - As of 1/31/19         # of Tickets           6 Sielle         \$ 114,814         \$ - 5         \$ 106,070         108.24%         2185         \$ 21,858         Moid         \$ 60         138.19%         1429           Nutcracker         \$ 1,528,407         \$ 1,534,707         \$ 1,357,417         120.09%         33601	2013-2020 Season Ticket Sales - K of 1/31/20           2013-2020 Season Ticket Sales - K of 1/31/3           Single Tickets         Actual (Paid)         Unpaid         Goal         % of Goal         # of Tickets           Single Tickets         \$ 114,814         \$ \$ \$ 106,070         \$ 005,248         \$ 2185         \$ 218,819 Season Ticket Sales - K of 1/31/19         # of Tickets           Single Tickets         \$ 1418,14         \$ 0 \$ \$ 106,070         \$ 005,248         \$ 2185         \$ 218,58         \$ 006,070         \$ 318,19         \$ 006,070         \$ 318,19         \$ 006,070         \$ 3819         \$ 5 2,558         \$ 006,070         \$ 3819         \$ 5 3,533         \$ 000,071         \$ 218,58         \$ 006,070         \$ 3819,98         \$ 100,071         \$ 100,070         \$ 3819         \$ 5 3,533         \$ 000,071         \$ 218,33         \$ 000,071         \$ 218,33         \$ 000,071         \$ 218,33         \$ 000,071         \$ 218,33         \$ 000,071         \$ 218,43         \$ 217,47,436         \$ 21,455,117         \$ 120,096         \$ 336,010         \$ 336,010           Beauty & the         \$ 200,566         \$ 27,036         \$ 21,457,117         \$ 120,096         \$ 51,477,436         \$ 21,455,117         \$ 120,096         \$ 50,096         \$ 51,600         \$ 51,600         \$ 136,018	2013-2020 Saaron Ticket Sales - A of 1/31/20           2013-2020 Saaron Ticket Sales - A of 1/31/30           Single Tickets         detail (paid)         Unpaid         Goal         % of Goal         # of Tickets           Single Tickets         Atual (paid)         Unpaid         Goal         % of Goal         # of Tickets           Single Tickets         S 114,814         S - c         S 106,070         # of Tickets         S 21,853         S 22,000         138.19%         1429           Nutracker         S 1,528,407         S 1,637/30         20819         S 23,03         S 24,745         S 1,747,436         S 1,747,436         S 1,747,436         S 1,747,436         315,000         133.09%           Beauty & the & S 2,5260         S 1,528,407         S 1,528,407         S 1,477,436         S 1,477,436         S 1,477,436         S 1,427,436         316,017         120.09%         336,01           Beauty & the & S 2,5260         S 1,474,436         S 1,477,436         S 1,477,436         S 1,427,436         S 1,427,436         S 1,426         S 1,426         S 1,426         S 1,426         S 1,426         S 1,426         S 1,427         S 1,600         S 1,600 <th< td=""><td>2013-2020 Saacon Ticket Sales - A of 1/31/10         2013-2020 Saacon Ticket Sales - A of 1/31/19           Single Tickets         Actual (Paid)         Unpaid         Goal         % of Goal         # of Tickets           Single Tickets         5 114,814         5</td><td>- 3013-2020 First States - 1/31/20         - 2013-2020 First States - 1/31/19         - 2013-2020 First States - 1/31/19           Single Tickets         Actual Paid         Unpaid         Goal         % of Goal         # of Tickets           Single Tickets         5         114,814         5         5         106,070         108.24%         2185         5         220,00         138.19%         1429           Gielle         5         114,814         5         5         106,070         108.24%         2185         5         5         20,006         138.19%         1429           Vuttracker         5         12,52%         5         216,070         108.24%         23819         5         5         7,1436         7         5         1429           Nuttracker         5         250,566         5         7,033         5         7,17,436         5         7,17,436         7         5         7,1636         5         7,17         120.09%         33601         1429           Beauty &amp; the         5         5         5         2,04,966         5         3,174         5         35,000         5         360         360           Beauty &amp; the         5</td><td>A clubic list is allowed with the list is allowed with list allowed with the list is allowed with the list is</td><td>A constant matrix constant matrix</td><td>Attail         Solf-SIGNENCIFICATION         Attail         SIB-13 CARCENTICAT SIBLE A Cit (131/1)           Single Ticket         Cutal (Fail)         Unpaid         Goal         % of Goal         % of</td><td></td><td>A train for the first of 1/31/3Contract Sales - A of 1/31/3Contract Sales - A of 1/31/3Contract Sales - A of 1/31/3Single FickersA train for idUnpaidContractersS of Contract Sales - A of 1/31/3Sof Contract Sales - A of 1/31/3Sof Contract Sales - A of 1/31/3Single FickersA train for idUnpaidContractersS of 1/31/3Sof Contract Sales - A of 1/31/3Sof ContractersSof Contracters<t< td=""><td>A classical state s</td><td><b>IDENTIFY CALLED A CONTRACT SIDE - A CONT ACT SIDE - A CONTRACT SI</b></td><td>ADD STATE ADD STATE</td><td>ALLANCE AND TRANSMEM T</td></t<></td></th<>	2013-2020 Saacon Ticket Sales - A of 1/31/10         2013-2020 Saacon Ticket Sales - A of 1/31/19           Single Tickets         Actual (Paid)         Unpaid         Goal         % of Goal         # of Tickets           Single Tickets         5 114,814         5	- 3013-2020 First States - 1/31/20         - 2013-2020 First States - 1/31/19         - 2013-2020 First States - 1/31/19           Single Tickets         Actual Paid         Unpaid         Goal         % of Goal         # of Tickets           Single Tickets         5         114,814         5         5         106,070         108.24%         2185         5         220,00         138.19%         1429           Gielle         5         114,814         5         5         106,070         108.24%         2185         5         5         20,006         138.19%         1429           Vuttracker         5         12,52%         5         216,070         108.24%         23819         5         5         7,1436         7         5         1429           Nuttracker         5         250,566         5         7,033         5         7,17,436         5         7,17,436         7         5         7,1636         5         7,17         120.09%         33601         1429           Beauty & the         5         5         5         2,04,966         5         3,174         5         35,000         5         360         360           Beauty & the         5	A clubic list is allowed with the list is allowed with list allowed with the list is allowed with the list is	A constant matrix	Attail         Solf-SIGNENCIFICATION         Attail         SIB-13 CARCENTICAT SIBLE A Cit (131/1)           Single Ticket         Cutal (Fail)         Unpaid         Goal         % of		A train for the first of 1/31/3Contract Sales - 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Average Ticket *Price* \$ 66.44 \$ 60.82

66.31 62.33

54.12

65.48 64.67

Average Ticket Price \$ 50.29 \$ 52.01

54.83 35.74

59.93 52.07

	1/31/20		UNPAID TOTAL	\$6,828 \$346,892	.1/4/19	UNPAID TOTAL	\$11,183 \$334,678
Groups		2019-2020	PAID	\$340,064	2018-2019 as of 11/4/19	PAID	\$323,495

SUBSCRIPTIONS 19/20	19/20			as of 1/31/20
2019/20	Renewing		New	TOTAL
Flex			12	12
3 ballet	559		377	936
4 ballet	466		75	541
5 ballet	567		71	638
TOTAL	1592		535	2127
Renewal Rate			68.27%	
Total Orders			1038	
Average Order Size	ze	Ŷ	499.95	
19/20 Sub Revenue Total	iue Total	Ş	518,951.50	
19/20 Sub Revenue Goal	iue Goal	ş	571,623.00	
% to Goal			90.79%	
Total Tickets			8,190	
Average Ticket Price	rice	Ŷ	63.36	
Increase in Revenue	anı	Ş	(59,995.25)	
Increase in Sub households	ouseholds		-205	%6-

•		New	TOTAL
2 Ballet 3 ballet	кепеміпд		IUIAL
3 ballet	0	4	4
	593	386	979
4 ballet	620	118	738
5 ballet	500	111	611
TOTAL	1713	619	2332
Total Orders		1144	
18/19 Sub Revenue	ŝ	\$ 578,946.75	75
18/19 Sub Revenue Goal	ŝ	543,000.00	00
% to Final		106.6%	6%
Average Order Size	Ŷ	506.07	70
18/19 Renewal Rate		68.82%	2%
2018/19 As of 1/31/19	Renewing	New	TOTAL
2 ballet	0	4	4
3 ballet	593	386	979
4 ballet	620	118	738
5 ballet	500	111	611
TOTAL	1713	619	2332

# Education and Community Engagement Report to the Board of Trustees Tuesday, December 12, 2019 Submitted by the Director of Education and Community Engagement, Kati Gigler

# Summary

The education team reached over 1,320 individuals through programming around *The Nutcracker*, including a student matinee performance, family engagement programs at the theater, and a professional development workshop for educators. Successful community-based programs included a Perform & Play hosted by the Buzzword consortium at The Shop in Homewood (Kerra Alexander; Marcie Day) and a lecture on holiday traditions and Pittsburgh history given at The Frick Pittsburgh (Lisa Auel). Lindsey Kaine, manager of accessibility and program development, joined the team on Jan. 6 and has made an immediate impact on operations, including the expansion of community partnerships for the upcoming sensory-friendly performance (to be held at 4 p.m. on Feb. 23).

# Highlights

#### Priority area: community engagement

- PBT hosted its first-ever "Boys & Girls Club Day at the Ballet," as well as its first-ever "Buzzword Day at the Ballet"
  - 75 tickets were provided to students and families of classes at the Estelle S. Campbell and Shadyside clubhouses, as well as to families participating in the Buzzword initiative
- Lindsey Kaine attended Remake Learning's STEAM Showcase X Network Assembly as a first step in PBT's participation in this collaborative
  - PBT will be participating as a host organization in Remake Learning Days in May of this year

#### Priority area: early childhood

- 257 individuals participated in four Creative Movement residency family engagement events at Arlington, Lincoln, Manchester and Minadeo Early Childhood Learning Centers
  - Including 112 family members and caregiver attendees at a holiday performance at Minadeo Early Childhood Learning Center

#### Inclusion, diversity, equity and accessibility

- Kati Gigler and Christine Schwaner attended the 32nd Annual Conference and Festival of the International Association for Blacks in Dance and its ballet auditions for dancers of color
  - PBT extended 12 offers of full scholarships to PBT's Intensive Summer Program and Company Experience
- Kati Gigler and Harris Ferris attended the final convening of the Equity Project cohort in New York City
  - The Equity Project Transformation team will work to complete a final version of an organizational plan (due June 30)