

# PITTSBURGH BALLET THEATRE

Pittsburgh Ballet Theatre  
Meeting of the Board of Trustees  
Tuesday, April 14, 2020  
12:00 - 1:00 p.m.  
Via Zoom

## A G E N D A

- I. Call to Order, Welcome, Approval of February 11, 2020 Minutes (12:00 - 12:05 p.m.).....Dawn Fleischner
- II. PBT/COVID-19 Update (12:05 - 12:15 p.m.).....Harris Ferris
  - A. School.....Margie Grundvig and Aaron Rinsema
  - B. Education.....Kati Gigler
  - C. Marketing.....Tanaz Walendziewicz
  - D. Development.....Christy Rowing
  - E. Artistic.....Terrence S.Orr
  - F. Production.....Curtis Dunn and Janet Campbell
- III. March 31, 2020 Financials and Cashflow (12:15 - 12:35 p.m.).....Doug Kreps
- IV. Contingency Planning (12:35 - 12:45 p.m.).....Harris Ferris and Jay Romano
- V. 2020-21 Season Revision (12:45 - 12:55 p.m.).....Terrence S. Orr and Harris Ferris
- VI. AD Search Update (12:55 - 1:00 p.m.).....Dawn Fleischner and Mary McKinney Flaherty
- VII. Other Business
- VIII. Adjournment (1:00 p.m.)

Next Board of Trustees Meeting: Tuesday, June 9, 2020 from 4:00 - 5:30 p.m. \*Annual Meeting\*

# PITTSBURGH BALLET THEATRE

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

## Meeting Minutes

Board of Trustees in Attendance: Philip Barr, Camera Bartolotta, Geoffrey Bond, Susan Cruz, Debra Dermody, Dawn Fleischner, Dona Hotopp, Dena LaMar, Michael LaRocco, Doug Kreps, Mary McKinney Flaherty, LeRoy Metz, Kathleen Miclot, Melonie Nance, Terrence S. Orr, Rennick Remley (representing Camera Bartolotta), Stephanie Sciallo, Shelley Taylor, Ayana Teter, David Tuthill

Board of Trustees Not in Attendance: Edwin Beachler, Rich Beaty, Steffie Bozic, Beth Brown, Kara Brown, Carolyn Byham, Connie Cesario, Jay Costa, Barbara Cottrell, Jim Crockard, Mary Finger, Freddie Fu, Celia Gerard, David Hall, Peggy McKnight, Natalie Mihalek, Sandra Nicholas, Richard Rauh, Guy Reschenthaler, Lisa Saperstein, Vincent Silvaggio, Becky Torbin, Hilary Tyson, Joseph Vincent, Winthrop Watson, Vonda Wright

Pittsburgh Ballet Theatre Staff in Attendance: Harris Ferris, Marjorie Grundvig, Dennis Marshall, Katie Potts, Aaron Rinsema, Jay Romano, Christy Rowing, Erin Starzynski, Tanaz Walendziewicz

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### Call to Order, Welcome, Approval of December 10, 2019 Minutes, Chair's Remarks:

Dawn Fleischner called the meeting to order at 4:03 p.m.

### Approval of December 10, 2019 Board of Trustees Meeting Minutes:

Susan Cruz made the motion, second by Debra Dermody to approve the December 10, 2019 Board of Trustees meeting minutes. Passed.

### School Spotlight -

Margie Grundvig and Dennis Marshall spotlighted PBT School.

Three students in PBT's upcoming production of *Beauty and The Beast* introduced themselves to the Trustees. Lilian Miller is a graduate student at PBT. She previously performed in *Giselle*, which is her favorite ballet, as a wylie and a peasant. Jacqueline Sugiano is a level eight high school student at PBT. She currently lives in Byham House and is grateful PBT offers housing. Jafet Reinosco is a graduate student at PBT as well. He has been a student at PBT for the past two years and has danced in productions with the Company. He was born in the Dominican Republic. The students left for rehearsal and Margie Grundvig and Dennis Marshall made an

appeal to the Board on behalf of Jafet. Jafet recently became homeless and is in need of financial assistance to continue his training at PBT and pursuing his dreams of becoming a professional dancer. Margie Grundvig and Dennis Marshall provided background information on Jafet and his life story, which has been a difficult one. The Board also received a letter explaining Jafet's circumstance, as well as a pledge card.

#### January 31, 2020 Financials and Cashflow -

Doug Kreps gave the January 31, 2020 Financial and Cashflow Report.

Doug Kreps stated cash is tight this month from payroll. Page 11 (Statement of Activities) shows that PBT's season subscriptions are down by \$51K; a number that will not really change much between now and year-end. However, PBT did really well on this year's Pointe in Time Gala. Rentals are slightly down but might come up, as there is a potential rental that may come in before the end of the fiscal year. Healthcare did not increase as much as PBT thought it would, which is a big financial gain for PBT. Mr. Kreps also stated PBT's salaries and benefits are in good shape. The artistic director search is about \$70K that has been added to the budget. In regards to The Festival Gala on April 4, 2020, \$320K negative variance is shown under operating expenses/fundraising, which is essentially the difference between what PBT needs to bring in and what PBT hopes to bring in for the event at Stage AE. Any extra money that comes out of that event will go towards the live music fund. Everything else is pretty much in line with where PBT projected things to be at this point. Turning to the Statement of Cashflow on page 12, Mr. Kreps stated PBT is currently in a good place. While there is still some fundraising work to be done, the financials are in good shape. *Balanchine and Tchaikovsky* is also tracking to hit its goal.

Regarding a question about PBT's relationship with The Cultural Trust, Dawn Fleischner stated PBT receives special discounted rates and in-kind donations that help lower PBT's costs. The Trust has reviewed their budget and requested a 3% increase for resident companies, which the resident companies have negated. PBT, along with the resident companies, are looking to simplify and reduce how PBT is charged for our presence in the Benedum. PBT is looking to freeze costs but the organization is not sure if The Trust can handle or eliminate certain costs so if there is at least a 2% increase imposed on resident companies in the next five years it evens out. Hopefully a decision will be resolved by Summer.

#### Strategic Planning Update -

Mary McKinney Flaherty gave a brief Strategic Planning.

Mary Mckinney Flaherty highlighted the external 2019-22 Strategic Plan, which an outside consultant designed for PBT. The document provides more vision to funders by removing the initiative column. The document will be extremely helpful when talking to outside funders. A document of this kind is new for PBT/PBT's strategic plan this year. Winthrop Watson, co-chair of the committee alongside Mary McKinney Flaherty, is working with Susan Cruz to put

together a framework for Board decision-making policies and procedures, which relates to the protect strategic goal.

### Development Report -

Christy Rowing provided a Development Report.

Christy Rowing provided the Board with updates on the 50th Anniversary events. In terms of giving, \$179K in subscription add-on asks went out today. The asks focus on new donors at entry-level or higher price points. Corporate giving numbers are slightly negative but it is not as dire as it seems. Erin Starzynski, PBT's Corporate and Government Relations Manager, has been working really hard on asks. The Festival Gala has helped engage new corporate contacts that PBT can hopefully retain and carry over through the next year. Foundations are tracking really well. PBT is currently putting together a \$300K proposal for Eden Hall Foundation. Eden Hall's Board should have a decision in March. Colcom gave PBT \$100K for the building, and DCED funds will be deposited this week. PBT will work hard with Visit Pittsburgh and Allegheny Conference to turn around the metrics for DCED (marketing to attract tourism). Christy highlighted a few dates:

- Hosting Strip District Neighbors at PBT - February 20, 2020
- Young Professional Studio Rehearsal - March 10, 2020
- BNY Mellon VIP Studio Rehearsal - March 11, 2020
- Legislative Reception at PBT - March 12, 2020

The development department sent out sponsorship asks for PBT's Festival Gala on April 4, 2020. PBT is about 51% of the goal for sponsorships. Christy Rowing stated she is happy to talk through options for corporate seating. Invitations were also on hand at the meeting and Trustees will receive them in the mail.

### AD Search Update -

Mary McKinney Flaherty and Dawn Fleischner provided an update on PBT's search for an artistic director.

Dawn Fleischner and Mary McKinney Flaherty thanked the members of the working group during this process with a special thanks to Debra Dermody who provided space at Reed Smith for the video conference interviews in January. The working group, alongside Harris Ferris, interviewed eight candidates in January and have decided to advance four candidates for in-person site visits. The working group is extremely excited about the group of candidates. The candidates will be at PBT on the following dates:

- February 18 and 19
- March 2 and 3
- March 11 and 12
- March 13 and 14

24 hours in advance of the site visits, the name and bios of each candidate will be announced. There will be receptions for Trustees during each site visit that you are welcome to join. Dawn

and Mary stated they would love for Trustees to be involved and are extremely excited about this group. In regards to the structure of the site visits, each candidate will have the opportunity to teach two company classes. Each candidate will also have the opportunity to give a presentation to PBT leadership and Trustees. Each candidate will receive the same prompt. Trustees will then be invited to stay for lunch with an extended candidate Q&A. Confidential portals will be provided to the Board, staff and company members to collect feedback. If Trustees are only able to come to one reception or presentation please attend. There is a solid group of Trustees who will be able to attend each one. Candidates are very impressed with PBT's position, due to the tremendous work of the organization over the past decade.

### Artistic Director Report -

Terrence S. Orr gave the Artistic Director Report.

Patricia Wilde is receiving an honor on February 22 at the Byham Theater where they are performing *Tabula Rosa* by Malpaso Dance Company. Patricia Wilde was responsible for bringing this ballet to Pittsburgh. The PSO made their 2020-21 season announcement, which includes PBT's performance of *Rite of Spring* with the PSo on October 16, 17, 18 at Heinz Hall. Over the last six weeks, PBT has put together *Maelstrom*, *SKIN + saltwater*, *Duende*, *A Quiet Dance* and *Beauty and The Beast*. The Company has been very busy! Mr. Orr announced Amanda Cochrane has an injury and will not be dancing this weekend in *Beauty and The Beast*.

### Executive Director Report -

Harris Ferris gave the Executive Director Report.

Harris Ferris stated PBT's Festival Gala has been promoted in two waves - corporate packages with letters from Greta and Art Rooney II and individual invitations. PBT already raised \$200K. There are 288 seats to be sold at the location and PBT already sold about 1/3 of those. The exciting thing about this event is it features all facets of the organization - orchestra, school and company, while also being a tribute to Terrence S. Or. Within the last month, PBT replaced the roof. The skylights still need to be replaced on the second floor. PBT did receive \$1MM in RACP funds but may not receive the money for twelve months. The building project is moving along; the building was donated to PBT back in November. The long-term lease for Denny Square is in process. PBT's Multimodal grant may be deferred until next year. The warehouse situation has been resolved; PBT has a lease extension with its current location. PBT will return to The Joyce Theater in New York City for the first time in fifteen years this April. PBT already sold about \$15K in ticket sales or over 300 seats. There is an opening night event, which includes dinner and an after party. Tickets for the opening night event are either \$500 or \$1000. PBT received \$135K in underwriting for The Joyce.

### Other Business and Open Discussion -

Dawn Fleischner announced PBT will hold diversity training for the entire organization, including Trustees, on March 3 and 4. Sign-ups are available through Katie Potts. This

is a wonderful opportunity for all of us to begin this work together. The organization will get on the same page in regards to definitions and understanding what it means to be a diverse and inclusive organization.

**Adjournment -**

Mary McKinney Flaherty made the motion, second by Kathleen Miclot to adjourn the February 11, 2020 Board of Trustees meeting.

There being no further business, the meeting adjourned at 5:00 p.m.

Submitted, Harris Ferris

Approved,

<b>PITTSBURGH BALLET THEATRE, INC</b>		<b>PAGE 1</b>
<b>STATEMENT OF FINANCIAL POSITION</b>		
<b>March 31, 2020</b>		
<b>ASSETS</b>		
CURRENT ASSETS		
Cash and cash equivalents	67,000	
Cash and cash equivalents - Other	787,500	
Investments	1,500	
Accounts receivable	202,500	
Pledges receivable	503,000	
Inventory	12,000	
Prepaid expense	251,500	
Total Current Assets		1,825,000
ENDOWMENT ASSETS		
Cash and cash equivalents	380,500	
Investments	7,339,500	
		7,720,000
INVESTMENTS HELD BY TRUST		
		372,000
PLEDGES RECEIVABLE		
		84,000
PROPERTY, EQUIPMENT & LEASEHOLD IMPROVEMENTS - NET		
	9,244,500	
PRODUCTION ASSETS - NET		
	201,000	
		9,445,500
TOTAL ASSETS		19,446,500
<b>LIABILITIES &amp; NET ASSETS</b>		
CURRENT LIABILITIES		
Accounts payable and accrued expenses	158,500	
Line of credit - construction	-	
Line of credit - operations	373,000	
Payments due within one year on long-term debt	-	
Deferred revenue	729,500	
TOTAL CURRENT LIABILITIES		1,261,000
LONG-TERM DEBT		
		-
NET ASSETS		
Unrestricted	2,233,500	
Temporarily	7,727,500	
Permanently	8,224,500	
		18,185,500
TOTAL LIABILITIES AND NET ASSETS		19,446,500

<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>March 31, 2020</b>	<b>Mar-20</b>	<b>Apr-June</b>	<b>Jun-20</b>	<b>Budget</b>	<b>Variance</b>
<b>OPERATING REVENUE</b>					
Season subscriptions	306,000	-	306,000	571,500	(265,500)
Single tickets	2,139,500	-	2,139,500	2,264,000	(124,500)
School	2,147,000	247,000	2,394,000	2,473,500	(79,500)
Ball/Special fundraising activities	821,500	(172,500)	649,000	510,000	139,000
Boutique sales	90,000	-	90,000	108,000	(18,000)
Tour	146,500	-	146,500	217,000	(70,500)
Investment income	10,500	10,000	20,500	22,000	(1,500)
Rentals, sales and other income	105,000	-	105,000	184,500	(79,500)
<b>Total Operating Revenue</b>	<b>5,766,000</b>	<b>84,500</b>	<b>5,850,500</b>	<b>6,350,500</b>	<b>(500,000)</b>
<b>OPERATING EXPENSE</b>					
Salaries, wages & fringe benefits	3,230,000	924,000	4,154,000	4,381,000	227,000
Direct production expense	1,581,500	4,500	1,586,000	2,571,500	985,500
School	1,566,000	461,500	2,027,500	1,998,500	(29,000)
Marketing	620,000	41,000	661,000	691,000	30,000
General & administrative	334,500	94,500	429,000	305,500	(123,500)
In-kind	261,000	35,000	296,000	320,000	24,000
General production	255,000	82,500	337,500	337,500	-
Occupancy	152,500	57,500	210,000	207,500	(2,500)
Fund-raising	106,500	61,500	168,000	155,000	(13,000)
Ball/Special fundraising activities	280,500	-	280,500	209,000	(71,500)
Arts education	264,000	120,500	384,500	373,000	(11,500)
Tour	218,500	-	218,500	359,000	140,500
Debt service	28,000	3,000	31,000	20,000	(11,000)
Depreciation & amortization	137,000	-	137,000	103,500	(33,500)
Boutique	81,500	-	81,500	68,000	(13,500)
Contingency/Bad debt	10,000	301,000	311,000	43,000	(268,000)
<b>Total Operating Expense</b>	<b>9,126,500</b>	<b>2,186,500</b>	<b>11,313,000</b>	<b>12,143,000</b>	<b>830,000</b>
Change in Net Assets Before Public & Private Support	(3,360,500)	(2,102,000)	(5,462,500)	(5,792,500)	330,000
<b>PUBLIC &amp; PRIVATE SUPPORT</b>					
Individuals	261,500	107,500	369,000	400,000	(31,000)
Board	153,000	68,000	221,000	216,000	5,000
Corporations	83,000	64,500	147,500	184,000	(36,500)
Foundations	621,500	113,000	734,500	754,000	(19,500)
Government	588,000	104,500	692,500	750,000	(57,500)
Special projects	664,000	345,000	1,009,000	1,006,000	3,000
In-kind	261,000	35,000	296,000	320,000	(24,000)
<b>Total Public &amp; Private Support</b>	<b>2,632,000</b>	<b>837,500</b>	<b>3,469,500</b>	<b>3,630,000</b>	<b>(160,500)</b>
Change In Net Assets Before Releases From Restrictions	(728,500)	(1,264,500)	(1,993,000)	(2,162,500)	169,500
<b>NET ASSETS RELEASED FROM RESTRICTIONS</b>					
Investment income spending	454,000	-	454,000	480,000	(26,000)
Other	1,126,500	13,500	1,140,000	1,285,000	(145,000)
Other	251,500	150,000	401,500	400,000	1,500
	1,832,000	163,500	1,995,500	2,165,000	(169,500)
<b>Changes In Net Assets From Operations</b>	<b>1,103,500</b>	<b>(1,101,000)</b>	<b>2,500</b>	<b>2,500</b>	<b>-</b>
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	-
<b>CHANGES IN NET ASSETS</b>	<b>1,152,000</b>	<b>(1,223,500)</b>	<b>(71,500)</b>	<b>(71,500)</b>	<b>-</b>



<b>PITTSBURGH BALLET THEATRE, INC.</b>		Collected &			Actual through Mar 31, 2020, Re-forecast Apr 1, 2020 - June 30, 2020												2019-20	PAGE 3	
<b>2019-20 CASH FLOW - OPERATING</b>		Spent as of	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Forecast	Forecast	Forecast		Annual			
<b>March 31, 2020</b>		<b>Jun-19</b>	<b>Jul-19</b>	<b>Aug-19</b>	<b>Sep-19</b>	<b>Oct-19</b>	<b>Nov-19</b>	<b>Dec-19</b>	<b>Jan-20</b>	<b>Feb-20</b>	<b>Mar-20</b>	<b>Apr-20</b>	<b>May-20</b>	<b>Jun-20</b>	<b>TOTAL</b>	<b>Jul-20</b>	<b>Budget</b>	<b>Variance</b>	
1	<b>BEGINNING CASH</b>		154,000	68,500	215,500	49,000	59,500	295,000	631,500	267,500	490,500	67,000	96,500	203,500					1
	<b>CASH RECEIPTS</b>																		
2	Season subscriptions	479,000	1,500	10,000	13,500	12,500	1,500	2,500	-	500	(215,000)	-	-	-	306,000	-	571,500	(265,500)	2
3	Single tickets	21,500	5,500	4,000	13,500	37,000	391,500	484,500	705,500	14,500	272,500	189,500	-	-	2,139,500	-	2,264,000	(124,500)	3
4	School	871,500	110,000	254,000	201,500	91,500	83,000	168,000	150,000	56,000	161,000	(11,000)	87,000	171,500	2,394,000	-	2,473,500	(79,500)	4
5	Ball/Special fundraising activities	62,500	24,500	41,000	91,500	172,500	146,000	35,000	23,000	167,000	58,500	(172,500)	-	-	649,000	-	510,000	139,000	5
6	Tour	-	10,000	6,500	90,000	-	-	40,000	-	-	-	-	-	-	146,500	-	217,000	(70,500)	6
7	Investment income	-	-	-	500	4,500	-	500	5,000	-	-	5,000	-	-	15,500	5,000	22,000	(1,500)	7
8	Rentals, sales and other income	-	-	30,500	3,500	5,000	18,000	(13,000)	46,000	3,500	11,500	-	-	-	105,000	-	184,500	(79,500)	8
9	Boutique sales	-	2,000	-	500	4,500	1,000	55,000	15,500	7,500	4,000	-	-	-	90,000	-	108,000	(18,000)	9
10	Contributions & Grants	-	19,500	41,500	62,000	295,500	428,000	504,000	182,500	576,000	104,500	124,500	521,500	197,000	3,056,500	117,000	3,310,000	(136,500)	10
11	Endowment transfer	-	-	454,000	-	-	-	-	-	-	-	-	-	-	454,000	-	480,000	(26,000)	11
12	Net assets released from restrictions	769,500	-	2,500	60,500	76,000	150,000	25,000	1,000	293,500	-	10,000	-	153,500	1,541,500	-	1,685,000	(143,500)	12
13	Accounts/pledges receivable 2018-19	-	58,500	35,500	61,000	1,000	1,000	45,500	-	-	-	-	-	-	202,500	-	-	202,500	13
14	<b>Total Cash Receipts</b>	<b>2,204,000</b>	<b>231,500</b>	<b>879,500</b>	<b>598,000</b>	<b>700,000</b>	<b>1,220,000</b>	<b>1,347,000</b>	<b>1,128,500</b>	<b>1,118,500</b>	<b>397,000</b>	<b>145,500</b>	<b>608,500</b>	<b>522,000</b>	<b>11,100,000</b>	<b>122,000</b>	<b>11,825,500</b>	<b>(603,500)</b>	14
	<b>CASH DISBURSEMENTS</b>																		
15	Salaries, wages & fringe benefits	23,000	256,000	314,500	316,000	507,500	356,500	369,000	332,000	373,500	374,000	304,500	317,500	310,000	4,154,000	-	4,381,000	227,000	15
16	Direct production expense	11,000	19,000	5,000	15,500	128,000	248,000	90,500	677,500	91,000	281,000	15,000	2,000	2,500	1,586,000	-	2,571,500	985,500	16
17	School	179,500	165,000	120,000	254,500	177,500	123,500	127,500	127,500	148,000	135,500	145,500	139,000	139,500	1,982,500	45,000	1,998,500	(29,000)	17
18	Marketing	48,500	19,500	28,000	23,000	70,000	82,000	91,000	141,000	16,000	96,500	12,000	3,000	24,500	655,000	6,000	691,000	30,000	18
19	General & administrative	5,000	11,500	50,500	36,000	42,000	35,000	34,500	41,000	29,500	31,000	24,500	43,500	42,000	426,000	3,000	305,500	(123,500)	19
20	General production	(10,000)	16,000	37,500	18,000	33,000	40,000	29,500	42,000	9,500	27,500	24,000	19,000	45,500	331,500	6,000	337,500	-	20
21	Occupancy	500	14,000	17,500	13,500	18,000	18,000	1,000	17,500	33,500	14,500	21,000	16,000	23,000	208,000	2,000	207,500	(2,500)	21
22	Fund-raising	4,000	3,000	9,500	7,000	18,500	13,500	17,000	7,000	14,500	6,000	12,000	12,000	26,000	150,000	18,000	155,000	(13,000)	22
23	Ball/Special fundraising activities	33,000	9,500	12,500	6,000	16,500	44,500	128,000	16,000	7,000	6,000	1,500	-	-	280,500	-	209,000	(71,500)	23
24	Arts education	-	27,500	21,500	14,500	38,000	28,500	29,000	32,000	35,500	35,500	41,000	28,000	48,500	379,500	5,000	373,000	(11,500)	24
25	Tour	8,000	35,500	16,500	21,000	61,500	29,000	3,000	4,000	39,000	(22,500)	23,500	-	-	218,500	-	359,000	140,500	25
26	Debt service	-	-	2,500	3,500	3,000	6,000	1,000	8,000	-	3,000	2,000	1,000	1,000	31,000	-	20,000	(11,000)	26
27	Boutique	5,500	1,000	1,000	3,500	4,000	8,500	11,500	34,000	5,500	6,500	500	-	-	81,500	-	68,000	(13,500)	27
28	Contingency/Bad debts	-	-	-	-	-	-	-	-	-	-	-	41,000	41,000	82,000	-	43,000	(39,000)	28
29	Accounts payable 2018-19	-	153,000	19,000	2,000	-	-	-	20,000	-	-	-	-	-	194,000	-	-	(194,000)	29
30	<b>Total Cash Disbursements</b>	<b>308,000</b>	<b>730,500</b>	<b>655,500</b>	<b>734,000</b>	<b>1,117,500</b>	<b>1,033,000</b>	<b>932,500</b>	<b>1,499,500</b>	<b>802,500</b>	<b>994,500</b>	<b>627,000</b>	<b>622,000</b>	<b>703,500</b>	<b>10,760,000</b>	<b>85,000</b>	<b>11,719,500</b>	<b>874,500</b>	30
31	Deferred Income 2020-21	42,500	2,000	1,000	7,500	165,000	64,000	(500)	43,000	421,000	402,000	710,500	532,000	314,500	2,704,500	-	-	-	31
32	Prepaid expense 2020-21	-	15,000	1,000	500	5,500	9,000	19,000	33,500	12,500	128,000	43,000	38,500	109,500	415,000	-	-	-	32
	<b>Capital Projects:</b>																		
33	Receipts	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	33
34	Disbursements	-	73,500	77,000	37,500	4,500	6,500	58,500	2,500	1,500	-	156,500	-	123,000	541,000	-	-	-	34
	<b>Net Cash (Used In) Provided By</b>																		
35	<b>Operating Activities</b>	<b>1,938,500</b>	<b>(585,500)</b>	<b>147,000</b>	<b>(166,500)</b>	<b>(262,500)</b>	<b>235,500</b>	<b>336,500</b>	<b>(364,000)</b>	<b>723,000</b>	<b>(323,500)</b>	<b>29,500</b>	<b>480,000</b>	<b>(99,500)</b>					35
	<b>Cash Flows From Financing:</b>																		
36	Proceeds (Payments) line of credit	200,000	500,000	-	-	273,000	-	-	-	(500,000)	(100,000)	-	(373,000)	-	-	-	-	-	36
37	Proceeds (Payments) short term loan/Maint R	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	37
38	Proceeds from long-term debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	38
39	Payments on long-term debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	39
40	<b>ENDING CASH</b>		<b>68,500</b>	<b>215,500</b>	<b>49,000</b>	<b>59,500</b>	<b>295,000</b>	<b>631,500</b>	<b>267,500</b>	<b>490,500</b>	<b>67,000</b>	<b>96,500</b>	<b>203,500</b>	<b>104,000</b>					40

PITTSBURGH BALLET THEATRE, INC.	Collected &																		PAGE 4
2019-20 CASH FLOW - OPERATING	Spent as of	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Forecast	Forecast	Forecast	TOTAL					
March 31, 2020	Jun-19	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					
<b>Deferred Revenue:</b>																			
Season subscriptions19-20 brought fwd	-	-	-	-	-	-	-	-	-	207,000	-	-	-	207,000					
Season subscriptions 2020-21	-	-	-	-	-	-	-	-	179,500	86,500	5,000	69,000	67,500	407,500					
<b>Single tickets:</b>																			
I	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
II	-	-	-	-	-	-	-	-	-	500	1,500	2,500	11,500	16,000					
III	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
IV	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
V	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
	-	-	-	-	-	-	-	-	-	500	1,500	2,500	11,500	16,000					
<b>School:</b>																			
General tuition	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Summer tuition	-	-	-	-	-	-	-	23,500	95,500	25,369	-	200,000	85,131	429,500					
Pre-professional	-	-	-	-	-	-	-	-	8,000	2,104	-	31,000	17,896	59,000					
Byham House	-	-	-	-	-	-	-	-	-	850	-	39,000	23,650	63,500					
Summer housing	-	-	-	-	-	-	-	-	36,000	7,725	-	130,500	64,275	238,500					
Auditions	-	-	-	-	500	2,000	19,500	6,000	275	-	-	(275)	28,000						
Miscellaneous	-	-	-	-	-	-	-	-	-	-	-	24,500	20,500	45,000					
<i>Rounding</i>	-	-	-	-	-	-	-	-	-	177	-	-	(177)	-					
	-	-	-	-	500	2,000	43,000	145,500	36,500	-	-	425,000	211,000	863,500					
<b>Net Assets Released:</b>																			
<b>Board</b>																			
D. Tuthill	-	-	-	-	-	-	-	-	-	-	-	-	10,000	10,000					
D. Fleischner	-	-	-	-	-	-	-	-	-	10,000	-	-	-	10,000					
D. Hotopp	-	-	-	-	-	-	-	-	-	10,000	-	-	-	10,000					
<b>Special projects</b>																			
Anonymous/Pilates	-	-	-	-	-	-	-	-	-	-	-	-	10,000	10,000					
Anonymous	-	-	-	-	-	-	-	-	-	-	600,000	-	-	600,000					
Highmark	-	-	-	-	-	-	-	-	45,000	-	-	-	-	45,000					
Special Scholarship Appeal/Ball	-	2,000	-	-	5,000	63,350	(70,350)	-	-	-	-	-	-	-					
CYS-Staff	-	-	1,010	-	50	-	-	-	-	-	-	-	-	1,060					
Clearview/Nut 20-21	-	-	-	7,500	-	-	-	-	-	-	-	-	-	7,500					
Fleischner Family Charitable Fdn/Scholarship	-	-	-	-	20,000	-	(6,960)	-	-	-	-	-	-	13,040					
C. Stephenson/Rite of Spring	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
M. Flaherty&M. McKinney/RiteofSpring	-	-	-	-	-	-	-	-	20,000	-	-	-	-	20,000					
Various board/Reinoso scholarship	-	-	-	-	-	-	-	-	6,000	-	-	-	-	6,000					
Jack Buncher/Here+Now	-	-	-	-	-	25,000	-	-	-	-	-	-	-	25,000					
Anonymous/Balanchine	-	-	-	-	140,000	-	-	-	-	-	-	-	-	140,000					
AE&E Fund/S. Pearl	42,250	-	-	-	-	50,000	-	-	-	-	-	-	-	92,250					
BNY Mellon/Here+Now	-	-	-	-	-	-	-	-	50,000	-	-	-	-	50,000					
<i>Rounding</i>	250	-	(10)	-	(50)	150	(190)	-	-	-	-	-	-	150					
<b>Total Public &amp; Private Support</b>	<b>42,500</b>	<b>2,000</b>	<b>1,000</b>	<b>7,500</b>	<b>165,000</b>	<b>63,500</b>	<b>(2,500)</b>	<b>-</b>	<b>71,000</b>	<b>70,000</b>	<b>600,000</b>	<b>-</b>	<b>20,000</b>	<b>1,040,000</b>					
<b>Other:</b>																			
Processing charge	-	-	-	-	-	-	-	-	7,500	1,500	(8,500)	1,500	500	2,500					
Parking	-	-	-	-	-	-	-	-	-	-	1,000	9,000	4,000	14,000					
<b>Pointe In Time Ball:</b>																			
Highmark	-	-	-	-	-	-	-	-	5,000	-	-	-	-	5,000					
PNC	-	-	-	-	-	-	-	-	-	-	-	25,000	-	25,000					
Transfer from April 4th event	-	-	-	-	-	-	-	-	-	-	111,500	-	-	111,500					
	-	-	-	-	-	-	-	-	5,000	-	111,500	25,000	-	141,500					
<b>Rentals/Other:</b>																			
Deferred rental income	-	-	-	-	-	-	-	-	12,500	-	-	-	-	12,500					
<b>Total Deferred Revenue</b>	<b>42,500</b>	<b>2,000</b>	<b>1,000</b>	<b>7,500</b>	<b>165,000</b>	<b>64,000</b>	<b>(500)</b>	<b>43,000</b>	<b>421,000</b>	<b>402,000</b>	<b>710,500</b>	<b>532,000</b>	<b>314,500</b>	<b>2,704,500</b>					

PITTSBURGH BALLET THEATRE, INC.	Collected &																		PAGE 5
2019-20 CASH FLOW - OPERATING	Spent as of	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Forecast	Forecast	Forecast						
March 31, 2020	Jun-19	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					
<b>Prepaid Expenses:</b>																			
Prepaid administration	-	-	-	-	-	-	-	-	-	-	-	-	-	3,500	3,500				
Prepaid fund raising	-	-	-	-	-	-	-	-	-	-	-	-	1,000	2,000	3,000				
Prepaid group sales	-	-	-	-	-	-	-	-	-	-	-	-	-	2,000	2,000				
Prepaid telemarketing	-	-	-	-	-	-	-	-	-	1,886	-	-	-	114	2,000				
Prepaid arts education	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
Prepaid subscriptions	-	-	-	-	-	-	1,405	7,924	5,397	12,644	7,500	10,000	130	45,000					
Prepaid general marketing	-	-	-	-	-	-	-	-	-	-	-	2,500	2,000	4,500					
Prepaid direct advertising	-	-	-	-	-	-	-	-	-	-	-	5,000	6,500	11,500					
Prepaid general production	-	-	-	-	-	-	-	-	-	2,521	-	-	6,479	9,000					
Prepaid direct production:																			
Cinderella	-	-	-	-	-	-	-	-	-	1,500	-	-	-	1,500					
Diamonds	-	-	-	-	-	-	-	-	-	12,309	-	-	-	12,309					
Theme & Variations	-	-	-	-	-	-	-	-	-	8,533	1,255	-	-	9,788					
Maelstrom	-	15,000	-	-	-	6,785	-	3,881	519	1,891	2,941	-	-	31,017					
Duende	-	-	-	-	-	-	-	-	-	12,218	988	-	-	13,206					
Simon Said	-	-	-	-	-	-	-	-	-	18,855	356	-	-	19,211					
The Quiet Dance	-	-	-	-	-	-	-	-	-	16,982	1,112	-	-	18,094					
S. Pearl	-	-	-	-	-	-	-	-	-	12,586	-	-	-	12,586					
Prepaid tour - Rite of Spring	-	-	-	-	-	17	274	-	-	-	-	-	-	291					
Prepaid school	-	-	1,201	460	5,731	1,956	17,383	18,458	6,684	19,821	17,850	20,000	64,456	174,000					
Prepaid ball	-	-	-	-	-	-	-	-	-	9,715	10,981	-	-	20,696					
Prepaid insurance	-	-	-	-	-	-	-	3,250	75	(3,325)	-	-	22,000	22,000					
Special Events:																			
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Refund 2019/20 subscribers	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Adjustment to balance	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Rounding	-	-	(201)	40	(231)	259	195	(287)	(175)	(136)	17	-	321	(198)					
	-	15,000	1,000	500	5,500	9,000	19,000	33,500	12,500	128,000	43,000	38,500	109,500	415,000					

**PITTSBURGH BALLET THEATRE, INC.**

**Single Ticket Sales Report**

As of March 31, 2020

	2019-2020			
	<u># of tickets</u>	<u>Amount</u>	<u>Avg.</u>	
Giselle (4)	2,185	\$ 114,813.96	\$ 52.55	
<i>Oct. 25-27, 2019</i>	2,130	\$ 106,070.00	\$ 49.80	
The Nutcracker (24+1)	28,819	\$ 1,528,406.61	\$ 53.03	
<i>Dec. 6-29, 2019</i>	29,590	\$ 1,543,798.00	\$ 52.17	
Beauty and The Beast (9+1+1)	10,524	\$ 490,984.25	\$ 46.65	
<i>Feb. 14-23, 2020</i>	8,500	\$ 472,900.00	\$ 55.64	
Here and Now (7) - AWC	276	\$ 15,973.00	\$ 57.87	
<i>Mar. 20-29, 2020</i>	950	\$ 39,000.00	\$ 41.05	
Balanchine & Tchaikovsky (3)	372	\$ 25,953.00	\$ 69.77	
<i>May 10-12, 2019</i>	1,894	\$ 102,002.00	\$ 53.86	
<b>Total to date</b>	<b>42,176</b>	<b>\$ 2,176,130.82</b>	<b>\$ 51.60</b>	
<i>Annual Budget</i>	43,064	\$ 2,263,770.00	\$ 52.57	
<i>Increase/(Decrease) to date</i>	(3,155)	\$ (167,844.37)	\$ (0.11)	

	2018-2019			
	<u># of tickets</u>	<u>Amount</u>	<u>Avg.</u>	
Mozart in Motion (3)	1,429	\$ 71,858.25	\$ 50.29	
<i>Oct. 26-28, 2018</i>	1,429	\$ 71,858.25	\$ 50.29	
The Nutcracker (24+1+1)	33,597	\$ 1,747,435.69	\$ 52.01	
<i>Nov. 30 - Dec. 27, 2018</i>	33,597	\$ 1,747,435.69	\$ 52.01	
The Great Gatsby	6,778	\$ 357,544.00	\$ 52.75	
<i>Feb. 8-17, 2019</i>	6,778	\$ 357,396.50	\$ 52.73	
PBT & DTH (7+2+1) - AWC	2,193	\$ 89,857.25	\$ 40.97	
<i>Mar. 14-24, 2019</i>	2,193	\$ 102,113.45	\$ 46.56	
The Sleeping Beauty (4)	1,334	\$ 77,280.00	\$ 57.93	
<i>May 10-12, 2019</i>	3,691	\$ 196,343.50	\$ 53.20	
<b>Total to date</b>	<b>45,331</b>	<b>\$ 2,343,975.19</b>	<b>\$ 51.71</b>	
<i>Year end total</i>	47,688	2,475,147.39	\$ 51.90	

Covid 19 Impact - As of March 31, 2020			
	Feb-20	Mar-20	Difference
I <b>Season subscriptions</b>	\$ 521,000	\$ 306,000	\$ (215,000)
II <b>Here &amp; Now:</b>			
Single tickets	39,000	500	(38,500)
Direct Production Exp	329,500	31,000	298,500
Direct Advertising Exp	11,500	11,000	500
Sub total	(302,000)	(41,500)	260,500
Sponsorships:			
BNY Mellon	50,000	-	(50,000)
Jack Buncher Fdn	25,000	-	(25,000)
AE & E Fund	92,250	-	(92,250)
	167,250	-	(167,250)
<b>NET</b>	<b>\$ (134,750)</b>	<b>\$ (41,500)</b>	<b>\$ 93,250</b>
III <b>Balanchine &amp; Tchaikovsky</b>			
Single tickets	102,000	-	(102,000)
Direct Production Exp	477,000	6,500	470,500
Direct Advertising Exp	30,500	17,000	13,500
Sub total	(405,500)	(23,500)	382,000
Sponsorships:			
Anonymous	140,000	-	(140,000)
<b>NET</b>	<b>\$ (265,500)</b>	<b>\$ (23,500)</b>	<b>\$ 242,000</b>
<b>Total Net From Productions</b>	<b>\$ 120,750</b>	<b>\$ 241,000</b>	<b>\$ 120,250</b>
IV <b>Touring: The Joyce</b>			
Revenue	90,000	-	(90,000)
Expense	225,000	46,500	178,500
Subtotal	(135,000)	(46,500)	88,500
Special Projects Funding	135,000	135,000	-
<b>Total Net From Touring</b>	<b>\$ -</b>	<b>\$ 88,500</b>	<b>\$ 88,500</b>
V <b>PBT School:</b>			
Revenue	2,497,000	2,394,000	(103,000)
Expense	2,056,000	2,027,500	28,500
<b>Net From School</b>	<b>\$ 441,000</b>	<b>\$ 366,500</b>	<b>\$ (74,500)</b>
<b>TOTAL NET IMPACT</b>	<b>\$ 561,750</b>	<b>\$ 696,000</b>	<b>\$ 134,250</b>

**MARKETING BOARD REPORT**

2019-2020 Season Ticket Sales - As of 4/3/20* COVID-19						
Single Tickets	Actual (Paid)	Unpaid	Goal	% of Goal	# of Tickets	Average Ticket Price
Giselle	\$ 114,814	\$ -	\$ 106,070	108.24%	2185	\$ 52.55
Nutcracker	\$ 1,528,407		\$ 1,543,798	99.00%	28819	\$ 53.03
Beauty & the Beast	\$ 490,984		\$ 474,900	103.39%	10524	\$ 46.65
Here & Now*	\$ 15,973	\$ -	\$ 39,000	40.96%	276	\$ 57.87
Balanchine & Tchaikovsky*	\$ 25,953	\$ -	\$ 102,002	25.44%	372	\$ 69.77
<b>Subtotal</b>	<b>\$ 2,176,131</b>	<b>\$ -</b>	<b>\$ 2,265,770</b>	<b>96%</b>	<b>42176</b>	<b>\$ 51.60</b>
Subscriptions	Actual (Paid)	Unpaid	Goal	% of Goal	# of Tickets	Average Ticket Price
Giselle	\$ 116,223		\$ 131,160	89%	1799	\$ 64.60
Nutcracker	\$ 71,286		\$ 76,000	94%	1227	\$ 58.10
Beauty & the Beast	\$ 123,185		\$ 142,463	86%	1930	\$ 63.83
Here & Now*	\$ 80,553		\$ 85,000	95%	1322	\$ 60.93
Balanchine and Tchaikovsky*	\$ 123,185		\$ 137,000	90%	1930	\$ 63.83
<b>Subtotal</b>	<b>\$ 514,431</b>	<b>\$ -</b>	<b>\$ 571,623</b>	<b>90%</b>	<b>8,208</b>	<b>\$ 62.67</b>
<b>TOTAL</b>	<b>\$ 2,690,561</b>	<b>\$ -</b>	<b>\$ 2,837,393</b>	<b>95%</b>	<b>50,384</b>	<b>\$ 53.40</b>

2018-19 Season Ticket Sales - As of 4/3/19						
Single Tickets	Actual	Unpaid	Goal	% of Goal	# of Tickets	Average Ticket Price
Mozart	\$ 71,858		\$ 52,000	138.19%	1429	\$ 50.29
Nutcracker	\$ 1,747,436		\$ 1,455,117	120.09%	33601	\$ 52.01
Gastby	\$ 357,544		\$ 315,000	113.51%	6778	\$ 52.75
PBT&DTH	\$ 89,857		\$ 85,000	105.71%	2193	\$ 40.97
Sleeping Beauty	\$ 78,214	\$ 1,383	\$ 180,000	43.45%	1374	\$ 57.93
<b>Subtotal</b>	<b>\$ 2,344,909</b>	<b>\$ 1,383</b>	<b>\$ 2,087,117</b>	<b>112%</b>	<b>45375</b>	<b>\$ 51.71</b>
Subscriptions	Actual (Paid)	Unpaid	Goal	% of Goal	# of Tickets	Average Ticket Price
Mozart	\$ 124,185		\$ 106,000	117%	1869	\$ 66.44
Nutcracker	\$ 80,278		\$ 72,000	111%	1320	\$ 60.82
Gastby	\$ 139,880		\$ 138,000	101%	2111	\$ 66.26
PBT&DTH	\$ 91,403		\$ 95,000	96%	1474	\$ 62.01
Sleeping Beauty	\$ 141,761		\$ 132,000	107%	2172	\$ 65.27
<b>Subtotal</b>	<b>\$ 577,507</b>	<b>\$ -</b>	<b>\$ 577,507</b>	<b>100%</b>	<b>8,946</b>	<b>\$ 64.55</b>
<b>TOTAL</b>	<b>\$ 2,922,416</b>	<b>\$ 1,383</b>	<b>\$ 2,664,624</b>	<b>110%</b>	<b>54,321</b>	<b>\$ 53.80</b>

Groups			
4/3/20			
<b>2019-2020</b>			
PAID	UNPAID	TOTAL	
\$373,080		\$373,080	
<b>2018-2019 as of 4/3/2019</b>			
PAID	UNPAID	TOTAL	
\$372,275	\$940	\$373,215	

SUBSCRIPTIONS 19/20 as of 4/3/20			
2019/20	Renewing	New	TOTAL
Flex		14	14
3 ballet	559	377	936
4 ballet	466	75	541
5 ballet	567	71	638
<b>TOTAL</b>	<b>1592</b>	<b>537</b>	<b>2129</b>
Renewal Rate		68.27%	
Total Orders		1038	
Average Order Size	\$	500.24	
<b>19/20 Sub Revenue Total</b>	<b>\$</b>	<b>519,251.50</b>	
<b>19/20 Sub Revenue Goal</b>	<b>\$</b>	<b>571,623.00</b>	
<b>% to Goal</b>		<b>90.84%</b>	
Total Tickets		8,208	
Average Ticket Price	\$	63.26	
Increase in Revenue	\$	(59,695.25)	
Increase in Sub households		-203	-9%

4/3/19			
2018/19	Renewing	New	TOTAL
2 Ballet	0	4	4
3 ballet	593	386	979
4 ballet	620	118	738
5 ballet	500	111	611
<b>TOTAL</b>	<b>1713</b>	<b>619</b>	<b>2332</b>
Total Orders		1144	
18/19 Sub Revenue		\$ 578,946.75	
18/19 Sub Revenue Goal		\$ 543,000.00	
% to Final		106.6%	
Average Order Size	\$	506.07	
18/19 Renewal Rate		68.82%	
2018/19 As of 4/3/19			
2018/19 As of 4/3/19	Renewing	New	TOTAL
2 ballet	0	4	4
3 ballet	593	386	979
4 ballet	620	118	738
5 ballet	500	111	611
<b>TOTAL</b>	<b>1713</b>	<b>619</b>	<b>2332</b>

**Pittsburgh Ballet Theatre, Inc.**

<b>2019-20 Contributions &amp; Grants</b>	<b>2017-18</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2019-20</b>			
March 31, 2020	<b>Actual</b>	<b>Pledged &amp; Received as of 3/31/18</b>	<b>Actual</b>	<b>Pledged &amp; Received as of 3/31/19</b>	<b>Pledged &amp; Received as of 3/31/20</b>	<b>Anticipated</b>	<b>Total</b>	<b>Annual Budget</b>	<b>Variance</b>
Individual	\$ 393,762	\$ 271,000	\$ 400,118	\$ 292,500	\$ 261,500	\$ 107,500	\$ 369,000	\$ 400,000	\$ (31,000)
Corporate	\$ 201,468	\$ 148,500	\$ 198,094	\$ 149,000	\$ 83,000	\$ 64,500	\$ 147,500	\$ 184,000	\$ (36,500)
Foundation	\$ 403,600	\$ 305,500	\$ 746,500	\$ 651,500	\$ 621,500	\$ 113,000	\$ 734,500	\$ 754,000	\$ (19,500)
Board	\$ 188,160	\$ 77,000	\$ 174,881	\$ 90,000	\$ 153,000	\$ 68,000	\$ 221,000	\$ 216,000	\$ 5,000
Special projects	\$ 1,269,401	\$ 1,194,500	\$ 1,323,650	\$ 1,303,500	\$ 664,000	\$ 345,000	\$ 1,009,000	\$ 1,006,000	\$ 3,000
Government	\$ 328,037	\$ 181,000	\$ 482,537	\$ 278,000	\$ 588,000	\$ 104,500	\$ 692,500	\$ 750,000	\$ (57,500)
Inkind	\$ 359,209	\$ 330,000	\$ 278,347	\$ 248,000	\$ 261,000	\$ 35,000	\$ 296,000	\$ 320,000	\$ (24,000)
Sub total	\$ 3,143,637	\$ 2,507,500	\$ 3,604,127	\$ 3,012,500	\$ 2,632,000	\$ 837,500	\$ 3,469,500	\$ 3,630,000	\$ (160,500)
Net assets released from restrictions									
Endowment Transfer	\$ 493,500	\$ 493,500	\$ 462,300	\$ 462,000	\$ 454,000	\$ -	\$ 454,000	\$ 480,000	\$ (26,000)
Other	\$ 1,759,621	\$ 1,685,607	\$ 1,272,525	\$ 1,111,500	\$ 1,126,500	\$ 13,500	\$ 1,140,000	\$ 1,285,000	\$ (145,000)
Other	\$ 33,393	\$ 29,893	\$ 617,770	\$ 500,000	\$ 251,500	\$ 150,000	\$ 401,500	\$ 400,000	\$ 1,500
	\$ 2,286,514	\$ 2,209,000	\$ 2,352,595	\$ 2,073,500	\$ 1,832,000	\$ 163,500	\$ 1,995,500	\$ 2,165,000	\$ (169,500)
<b>TOTAL</b>	<b>\$ 5,430,151</b>	<b>\$ 4,716,500</b>	<b>\$ 5,956,722</b>	<b>\$ 5,086,000</b>	<b>\$ 4,464,000</b>	<b>\$ 1,001,000</b>	<b>\$ 5,465,000</b>	<b>\$ 5,795,000</b>	<b>\$ (330,000)</b>
		<b>87%</b>		<b>85%</b>		<b>77%</b>			

PBT SCHOOL REPORT

as of: 04/03/20

2019-20 School-Year Enrollment Dashboard:

Level	Current Enrollment	Forecast Apr-	June Total	Budgeted Enrollment	Var.
Grown-Up & Me (x1)	11	0	11	12	-1
Pre Ballet 2 (x3)	17	0	17	35	-18
Pre Ballet 3 (x3)	37	0	37	51	-14
Pre Ballet 4 (x3)	41	0	41	42	-1
Pre Ballet 5 (x3)	36	0	36	36	0
Pre Ballet 6 (x2)	26	0	26	42	-16
Pre Ballet Boys (x2)	14	0	14	14	0
Ballet Foundations (x2)	16	0	16	15	1
<b>Children's Subtotal</b>	<b>198</b>	<b>0</b>	<b>198</b>	<b>247</b>	<b>-49</b>
<b>Children's Subtotal</b>	<b>\$144,180</b>	<b>\$160</b>	<b>\$144,340</b>	<b>\$164,187</b>	<b>(\$19,847)</b>
Preparatory Ballet (x2)	27	0	27	30	-3
Level 1 (x2)	26	0	26	27	-1
Level 2 (x2)	33	0	33	34	-1
Level 3	23	0	23	24	-1
Level 4	15	0	15	22	-7
Level 5	13	0	13	15	-2
Levels 2-5 Jazz	72	0	72	66	6
<b>Student Subtotal</b>	<b>137</b>	<b>0</b>	<b>137</b>	<b>152</b>	<b>-15</b>
<b>Student Subtotal</b>	<b>\$262,460</b>	<b>(\$1,689)</b>	<b>\$260,771</b>	<b>\$303,033</b>	<b>(\$42,262)</b>
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)					
Males	6	0	6	8	-2
Females	35	0	35	34	1
<b>Subtotal</b>	<b>62</b>	<b>0</b>	<b>62</b>	<b>63</b>	<b>-1</b>
Graduate					
Males	10	0	10	18	-8
Females	21	0	21	50	-29
<b>Subtotal</b>	<b>31</b>	<b>0</b>	<b>31</b>	<b>68</b>	<b>-37</b>
<b>Pre-pro Subtotal</b>	<b>93</b>	<b>0</b>	<b>93</b>	<b>131</b>	<b>-38</b>
<b>Pre-pro Subtotal</b>	<b>\$ 570,019</b>	<b>\$ (1,149)</b>	<b>\$ 568,870</b>	<b>\$ 589,093</b>	<b>\$ (20,223)</b>
<b>TOTAL</b>	<b>428</b>	<b>0</b>	<b>428</b>	<b>530</b>	<b>-102</b>
<b>TOTAL</b>	<b>\$ 976,659</b>	<b>\$ (2,678)</b>	<b>\$ 973,981</b>	<b>\$ 1,056,313</b>	<b>\$ (82,332)</b>

Community Division	Actual Jul-Mar	Forecast Apr-	June Total	Budgeted	Var.
Open Class Rev	\$ 83,761	\$ 20,000	\$ 103,761	\$ 124,200	(\$20,439)
Pilates/Conditioning	\$ 29,450	\$ 8,832	\$ 38,282	\$ 49,996	(\$11,714)

Byham House	Actual Jul-Mar	Forecast Apr-	June Total	Budgeted	Var.
2019-20	20	0	20	20	0
	\$ 201,599	\$ (3,200)	\$ 198,399	\$ 197,313	\$ 1,086

Company Experience Workshop 2020	Current Enrollment	Forecast Apr-	June Total	Budgeted Enrollment	Var.
Males-tuition	15	2	17	15	2
Females-tuition	60	0	60	72	-12
<b>Enroll. Total</b>	<b>75</b>	<b>2</b>	<b>77</b>	<b>87</b>	<b>-10</b>
<b>Tuition Total</b>	<b>\$ 77,000</b>	<b>\$ -</b>	<b>\$ 77,000</b>	<b>\$ 70,000</b>	<b>\$ 7,000</b>
Males-housing Chatham	9	2	11	12	-1
Females-housing Chatham	48	0	48	35	13
<b>Housing Total</b>	<b>57</b>	<b>2</b>	<b>59</b>	<b>47</b>	<b>12</b>
<b>Housing Total</b>	<b>\$ 65,100</b>	<b>\$ -</b>	<b>\$ 65,100</b>	<b>\$ 48,500</b>	<b>\$ 16,600</b>

Summer 2019 Enrollment Dashboard, 2019/20 Budget:

Level	Final Enrollment	Forecast Apr-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

2019-20 Past and Upcoming Programs & Activities

- 14-Mar In-person classes suspended due to COVID-19
- 23-Mar Online content and live-stream classes available
- 6-Apr Spring Break Week
- 4-May In-person classes expected to resume
- 21-24 May Pre-Professional Showcases & Spring Performance @ PPU
- 5-Jun Revised Last week of 2019/20 School Year for all divisions

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



Education and Community Engagement  
Report to the Board of Trustees  
Tuesday, April 14, 2020  
Submitted by the Director of Education and Community Engagement, Kati Gigler

Summary

The education team reached nearly 2,200 individuals through programming around *Beauty and the Beast*, including a student matinee performance, family engagement programs at the theater, and a sensory-friendly performance. Since the onset of the COVID-19 pandemic, the department has translated many of its programs to online platforms, including early childhood and accessibility-related programs, such as Adaptive Dance and Dance the Story. The team is continuing to think creatively about ways to engage the community, including programs with The Frick Pittsburgh and Buzzword partners set to launch in the month of April.

Highlights

Priority area: community engagement

- ❖ Hope Academy classes resumed Sat. 4/4 using the Zoom, including Creative Movement, Pre-Ballet, and Ballet, with attendance at over 90%
- ❖ A “Talks with Terry” special focused on Giselle is in the works, and will feature company dancers as well as Terry himself

Priority area: early childhood

- ❖ Dance the Story on Facebook Live is now offered every Tues. and Thurs. at 10 a.m., and over 700 individuals have participated in the first three programs
- ❖ PBT will lead April’s Buzzword programming due to the team’s quick pivot to digital, and will produce content around *Barnyard Dance Party* for an estimated 60 Homewood families

Inclusion, diversity, equity and accessibility

- ❖ The team is working with students and families to ensure equitable access to online education through the recording of programs and discussion of device and wifi accessibility with families
- ❖ Adaptive Dance on Zoom has been offered to current students, with five households attending the first two programs, and the first class open to the general public will be streamed on Facebook Live Sat. 4/11

- ❖ Dance for Parkinson's on Zoom is offered weekly to current students, with five households attending the first two programs
  - The online platform offers a chance for community building between sites, and for individuals otherwise isolated at this time
  
- ❖ The Equity Project Transformation Team will meet via Zoom Tues. 4/7 in order to work on PBT's organizational plan around IDEA, and plans to hold a Coffee Chat in order to encourage community connections and maintained focus on this work
  - 12 PBT community members participated in an Equity Team offered Thurs. 3/12, which focused on a series of articles selected by the steering committee