

# PITTSBURGH BALLET THEATRE

Board of Directors Meeting

Tuesday, February 16, 2021

4:00-5:00 p.m.

Via Zoom

Meeting Materials

# PITTSBURGH BALLET THEATRE

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# PITTSBURGH BALLET THEATRE

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Tuesday, February 16, 2021  
4:00 - 5:00 p.m.  
Via Zoom

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

## A G E N D A

- I. Call to Order, Welcome, Approval of December 15, 2020 Minutes (4:00 - 4:05 p.m.).....Mary McKinney Flaherty
- II. January 31, 2021 Financials and Cashflow Report (4:05 - 4:15 p.m.).....Rich Beaty, Jay Romano
- III. 2021-22 Season (4:15 - 4:25 p.m.)
  - A. Programming.....Susan Jaffe
  - B. Approval of Financials and Show P&L.....Harris Ferris, Jay Romano
- IV. PBT School Report (4:25 - 4:30 p.m.).....Ayana Teter, Margie Grundvig, Aaron Rinsema
- V. Education and Equity Project Transformation Team Report (4:30 - 4:35 p.m.).....Kati Gigler
- VI. Introduction to Theresa Ruth Howard (4:35 - 4:40 p.m.).....Harris Ferris, Susan Jaffe, Theresa Ruth Howard
- VII. Executive Director Report (4:40 - 4:50 p.m.).....Harris Ferris
- VIII. Artistic Director Report (4:50 - 5:00 p.m.).....Susan Jaffe
- IX. Adjournment (5:00 p.m.)

Next Board of Directors Meeting: Tuesday, April 20, 2021 at 12:00 p.m. via Zoom

# PITTSBURGH BALLET THEATRE

Meeting of the Board of Directors

Tuesday, December 15, 2020

12:00 - 1:30 p.m.

Via Zoom

## Meeting Minutes

Board of Directors in Attendance: Phil Barr, Camera Bartolotta, Rich Beaty, Geoffrey Bond, Steffie Bozic, Beth Brown, Kara Brown Davis, Barbara Cottrell, Jim Crockard, Susan Cruz, Dawn Fleischner, Celia Gerard, Dona Hotopp, Doug Kreps, Dena LaMar, Michael LaRocco, Mary McKinney Flaherty, LeRoy Metz, Kathleen Miclot, Melonie Nance, Sandra Nicholas, Sarah Pietragallo, Shelley Taylor, Ayana Teter, Becky Torbin, David Tuthill, Winthrop Watson

Board of Directors Not in Attendance: Edwin Beachler, Carolyn Byham, Connie Cesario, Jay Costa, Debra Dermody, Mary Finger, Freddie Fu, David Hall, Peggy McKnight, Natalie Mihalek, Richard Rauh, Guy Reschenthaler, Lisa Saperstein, Stephanie Sciallo, Vincent Silvaggio, Betsy Teti, Hilary Tyson, Joseph Vincent, Vonda Wright

PBT Leadership in Attendance: Janet Campbell, Kelly Englert, Aziza El Feil, Harris Ferris, Kati Gigler, Margie Grundvig, Susan Jaffe, Elizabeth Mick, Katie Potts, Aaron Rinsema, Jay Romano, Christy Rowing, Erin Starzynski, Tanaz Walendziewicz

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Call to Order, Welcome, Approval of October 20, 2020 Minutes -  
Mary McKinney Flaherty called the meeting to order at 12:04 p.m.

Approval of October 20, 2020 Board of Directors Meeting Minutes

# PITTSBURGH BALLET THEATRE

Dona Hotopp made the motion, second by David Tuthill to approve the October 20, 2020 Board of Directors meeting minutes. Passed.

## Governance Report -

Kathleen Miclot and Melonie Nance provided a Governance Committee report.

Kathleen Miclot and Melonie Nance introduced Sarah Pietragallo, whose bio was distributed to the Board. Ms. Pietragallo met with Mary McKinney Flaherty and Melonie Nance in October and met with the full Governance Committee in December. The Governance Committee approved her nomination for full Board approval today.

Sarah Pietragallo is a dedicated PBT School parent, PBT advocate and former dancer. She is excited to become more involved with PBT, and PBT is thrilled to have her join the Board.

## Approval of Sarah Pietragallo to Pittsburgh Ballet Theatre's Board of Directors

Kathleen Miclot made the motion, second by Dawn Fleischner to approve Sarah Pietragallo to Pittsburgh Ballet Theatre's Board of Directors. Passed.

## PBT School Report -

Ayana Teter, Aaron Rinsema and Margie Grundvig provided an update on PBT School.

Due to the rapidly changing COVID-19 climate right before Thanksgiving, PBT School made the decision to transition back to fully virtual following the School's Thanksgiving break through December. Margie Grundvig discussed current and upcoming School programming. This past week and this upcoming weekend the School held a virtual *Nutcracker* workshop for the Children's Division. In addition to video auditions for ISP (intensive summer program) 2021, PBTS will conduct live virtual auditions via Zoom in January and February. PBTS has increased virtual seminar opportunities for the students, including seminars on nutrition, health, wellness and thriving as a whole dancer. The School breaks for two weeks on December 18. The School will remain virtual the first week of January and begin to transition back to the studio on January 11 unless COVID-19 restrictions change. Beginning in January, the School will implement music courses in Level 4 through the Graduate Program.

The Children's Division gained a few new student enrollments but there has been a few withdraws from PBT's Pro-professional Division, causing a net negative variance reflected on the finance report. The School continues to seek ways to increase programming and workshops in the New Year.

## November 30, 2020 Financials and Cashflow Report -

Rich Beaty and Jay Romano provided a report on the November 30, 2020 financials and cashflow.

# PITTSBURGH BALLET THEATRE

As a reminder, PBT's Board passed the 20-21 annual budget back in June with a \$795K deficit, due to COVID-19 reflected in the budget. PBT and the Board are now working on "Scenario G", which is reflected in the finance report distributed for today. Scenario G reflects canceling scheduled productions at the Benedum and August Wilson African American Cultural Center through 2020-21. Rich Beaty provided a quick update on PBT's PPP loan, which PNC has put into their portal for forgiveness. Regarding PBT's increase to the line of credit, Mr. Beaty and Mr. Romano had a meeting with PNC a few weeks ago. PBT's current line of credit is \$1 million and initially discussed increasing it to \$2 million. PNC asked PBT to get an appraisal on Byham House, which came in around \$800K. PNC decided to increase PBT's line of credit to \$1.5 million without taking on the mortgage of Byham House, so that asset is still unencumbered.

Jay Romano walked through the November 30 Finance and Cash flow report that was distributed to the Board prior to the meeting. The report includes the statement of activities, statement of financial position, statement of cash flow and the budget tracker report. Mr. Romano announced PBT recently received \$40K of a large \$200K pledge from Giant Eagle for a new *Nutcracker* that PBT hopes to build in the future. PBT's Endowment now stands at \$9.4 million and has increased \$700K since November. As of this morning, the \$600 reflected on the line of credit from operations has been paid down. PBT received \$500K vs. budgeted \$350K from RK Mellon Foundation for COVID-19. PBT also received \$100K from Benedum Foundation. These funds were used to pay down PBT's line of credit.

Under the statement of activities, an incurred direct production cost of \$121,500 even though the 20-21 season has been canceled but these are costs that were pushed forward from last fiscal year. As opposed to continuing to push those expenses forward, PBT will recognize those costs this year. All other production costs for this year (*Midsummer Night's Dream*, *Dracula's Kiss*, *Open Air*) are all listed under touring to keep them separate. Moving forward, cash remains something PBT will continue to monitor, as it is critical in a normal year and even more crucial this year. The last page of the report is the budget tracker, which reflects changes that occurred within the last 30 days. When the financial report was presented to the Board in October, PBT projected an end of year shortfall around \$52K, which has now come down to \$15,500. PBT is confident that the organization will see substantial savings from overhead costs between now and the end of the fiscal year.

Harris Ferris pointed out that the \$700K reflected under contingency/bad debt is actually the purchase of the mobile stage. It is to offset the \$700K that was raised this fiscal year for the mobile stage to keep things in line so PBT does not have to show a \$700K surplus. It is a purchase that will be capitalized over the next 25 years.

## Equity Project Transformation Team Report -

Kati Gigler gave a report on the Equity Project Transformation Team.

As reported at the last Board meeting, the Equity Project Transformation Team established five subcommittees. These subcommittees have all met and prioritized action items for the coming year. Regarding the School subcommittee, two Pre-professional students have joined the subcommittee, making it the first time any student(s) have had a role on an administrative committee. The team thought this was an important step in conducting IDEA work with the School.

Kati Gigler discussed ongoing community learning, which is detailed in the written report distribution prior to today's meeting. Kati Gigler announced with funding from the Arts Equity and Education fund, PBT will work with Theresa Ruth Howard across all facets of the organization to continue IDEA training. Theresa Ruth Howard created MoBBallet, is a former dancer, served as a consultant for The Equity Project and is overall a leader in this field. Kati Gigler thanked AE&E for funding this important opportunity to further continue IDEA training.

## Artistic Director Report -

Susan Jaffe gave the artistic director report.

Susan Jaffe discussed PBT's mission, to be Pittsburgh's source and ambassador for extraordinary ballet experiences that give life to the classical tradition, nurture new ideas and, above all, inspire, and how it is the driving force behind PBT.

Susan Jaffe created and shared with the Board a video highlighting the Company's successful performances over the last 9 months. The video is to thank you to the entire PBT team and Board for continuing to make PBT's mission possible.

The Company will come back for a few weeks in January for performance evaluations and to film the pieces from September's inaugural Open Air performance. Simultaneously Ms. Jaffe will choreograph *Bolero* for the Company to hopefully perform at the Carnegie Museum of Art in February. The Company will then return again in March to begin preparing for May's Open Air Series. Ms. Jaffe provided some insight into PBT's 21-22 season, which will celebrate female choreographers. Susan Jaffe encouraged everyone to watch the premier of *Fireside Nutcracker* this Thursday, Dec. 17 at 7 p.m.

## Executive Director Report -

Harris Ferris gave the executive director report.

Harris Ferris stated PBT's principal focus has been how to capitalize projects in ways that PBT can meet our high artistic standards, while offering opportunities that generate new revenue. Mr. Ferris stated PBT has learned a lot and continues to brainstorm inspiring programming but also fundraising strategies around programming. PBT is very thankful to have stable fundraising sources that PBT has received year after year, as well as great corporate relationships to maintain and strong annual fund and Board support. However, there are also some significant

gaps, as PBT has lost a good portion of earned revenue and revenue from PBT's annual fundraising event, Pointe in Time, which was canceled but would have been held in November 2020. PBT has been successful with the Keep Us Dancing appeal, which is a \$685K goal with budget lines related to programming and Pointe in Time gala net. The net revenue for the gala is approximately \$310K with another \$25K generated for scholarships. With approximately 70 gifts thus far from donors and corporations, PBT is at 41% of the goal. One major success of the Keep Us Dancing appeal is *Fireside Nutcracker*. PBT right now has 18,000 unique registrations and 58,000 people total registered to view Fireside Nutcracker. In addition to the \$87K in sponsorships, PBT received 246 online donations totaling \$13,000. PBT has raised a total of \$100K for *Fireside Nutcracker* against an original goal of \$75K. Moving forward, PBT continues to plan for the Open Air Series in May at Flagstaff Hill with a possible event at Phipps Conservatory. PBT will collaborate with other organizations for performance slots on the mobile stage, and of course PBT School will perform during that time as well. There are approximately 120 slots that will be offered to other groups during the month of May. Other members of the Cultural Trust, including the PSO and Opera will be performing as well.

## Breakout Groups -

The Board dispersed into five groups led by Christy Rowing and the development team to discuss and brainstorm ideas to fill the \$350K Pointe in Time net revenue gap. PBT would like to use this time to draw on the experience and expertise of the Board to think of creative and innovative ways to fundraise while continuing to fulfill PBT's mission.

After twenty minutes in breakout rooms, Board and team members gathered again. Brief summaries were provided by development team members.

## Other Business -

The Board briefly discussed sharing Executive Committee minutes with the full Board of Directors. This is something that will be done moving forward with logistics addressed following this meeting. The full Board of Directors will also be invited to the Executive Committee meeting on Tuesday, January 19 at 12:00 p.m., as the 21-22 season will be approved during this meeting.

## Adjournment -

There being no further business, Dawn Fleischner made a motion to adjourn the meeting. The meeting adjourned at 1:45 p.m.

*Submitted by, Harris Ferris*

*Approved by, Mary McKinney Flaherty and Rich Beaty on behalf of Betsy Teti*



<b>PITTSBURGH BALLET THEATRE, INC</b>		<b>PAGE 1</b>
<b>STATEMENT OF FINANCIAL POSITION</b>		
<b>January 31, 2021</b>		
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	610,500	
Cash and cash equivalents - Other	2,403,500	
Investments	1,500	
Accounts receivable	119,500	
Pledges receivable	419,500	
Inventory	23,000	
Prepaid expense	48,000	
<b>Total Current Assets</b>		<b>3,625,500</b>
<b>ENDOWMENT ASSETS</b>		
Cash and cash equivalents	273,000	
Investments	9,416,000	
		<b>9,689,000</b>
<b>INVESTMENTS HELD BY TRUST</b>		
		<b>354,000</b>
<b>PLEDGES RECEIVABLE</b>		
		<b>181,000</b>
<b>PROPERTY, EQUIPMENT &amp; LEASEHOLD IMPROVEMENTS - NET</b>		
	10,467,000	
<b>PRODUCTION ASSETS - NET</b>		
	191,500	
		<b>10,658,500</b>
<b>TOTAL ASSETS</b>		<b>24,508,000</b>
<b>LIABILITIES &amp; NET ASSETS</b>		
<b>CURRENT LIABILITIES</b>		
Accounts payable and accrued expenses	100,500	
Construction costs payable	-	
Line of credit - construction	756,500	
Paycheck Protection Program	-	
Line of credit - operations	-	
Payments due within one year on long-term debt	1,500	
Deferred revenue	455,500	
<b>TOTAL CURRENT LIABILITIES</b>		<b>1,314,000</b>
<b>LONG-TERM DEBT</b>		
		<b>148,500</b>
<b>NET ASSETS</b>		
Unrestricted	3,000,500	
Temporarily	9,936,000	
Permanently	10,109,000	
		<b>23,045,500</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>		<b>24,508,000</b>

<b>PITTSBURGH BALLET THEATRE, INC</b>	<b>Scenario G</b>				<b>PAGE 2</b>
<b>STATEMENT OF ACTIVITIES</b>	<b>Actual</b>	<b>Forecast</b>	<b>Total</b>	<b>Annual</b>	
<b>January 31, 2021</b>	<b>Jan-21</b>	<b>Feb-June</b>	<b>Jun-21</b>	<b>Budget</b>	<b>Variance</b>
<b>OPERATING REVENUE</b>					
Season subscriptions	-	-	-	343,000	(343,000)
Single tickets	-	-	-	632,000	(632,000)
School	792,500	416,500	1,209,000	1,541,500	(332,500)
Ball/Special fundraising activities	-	503,000	503,000	503,000	-
Boutique sales	5,000	-	5,000	21,000	(16,000)
Tour	29,000	-	29,000	40,000	(11,000)
Investment income	10,000	12,000	22,000	22,000	-
Rentals, sales and other income	16,000	6,500	22,500	71,500	(49,000)
<b>Total Operating Revenue</b>	<b>852,500</b>	<b>938,000</b>	<b>1,790,500</b>	<b>3,174,000</b>	<b>(1,383,500)</b>
<b>OPERATING EXPENSE</b>					
Salaries, wages & fringe benefits	1,902,000	1,856,500	3,758,500	3,942,500	184,000
Direct production expense	121,500	-	121,500	1,870,000	1,748,500
School	731,500	649,000	1,380,500	1,585,000	204,500
Marketing	50,000	53,000	103,000	356,000	253,000
General & administrative	254,000	152,000	406,000	368,000	(38,000)
In-kind	239,500	10,000	249,500	320,000	70,500
General production	177,500	152,500	330,000	331,500	1,500
Occupancy	124,500	197,000	321,500	296,000	(25,500)
Fund-raising	33,500	92,500	126,000	126,000	-
Ball/Special fundraising activities	2,000	196,000	198,000	194,000	(4,000)
Arts education	175,500	160,500	336,000	336,000	-
Tour	469,500	482,500	952,000	210,500	(741,500)
Debt service	3,000	2,500	5,500	25,000	19,500
Depreciation & amortization	-	35,000	35,000	86,500	51,500
Boutique	1,000	500	1,500	21,000	19,500
Contingency/Bad debt	-	700,000	700,000	700,000	-
<b>Total Operating Expense</b>	<b>4,285,000</b>	<b>4,739,500</b>	<b>9,024,500</b>	<b>10,768,000</b>	<b>1,743,500</b>
<b>Change in Net Assets Before Public &amp; Private Support</b>	<b>(3,432,500)</b>	<b>(3,801,500)</b>	<b>(7,234,000)</b>	<b>(7,594,000)</b>	<b>360,000</b>
<b>PUBLIC &amp; PRIVATE SUPPORT</b>					
Individuals	340,000	93,000	433,000	433,000	-
Board	105,500	81,500	187,000	176,000	11,000
Corporations	67,000	73,000	140,000	188,000	(48,000)
Foundations	862,500	158,000	1,020,500	878,500	142,000
Government	1,650,000	195,500	1,845,500	1,908,500	(63,000)
Special projects	1,686,500	548,000	2,234,500	1,774,500	460,000
In-kind	239,500	10,000	249,500	320,000	(70,500)
<b>Total Public &amp; Private Support</b>	<b>4,951,000</b>	<b>1,159,000</b>	<b>6,110,000</b>	<b>5,678,500</b>	<b>431,500</b>
<b>Change In Net Assets Before Releases From Restrictions</b>	<b>1,518,500</b>	<b>(2,642,500)</b>	<b>(1,124,000)</b>	<b>(1,915,500)</b>	<b>791,500</b>
<b>NET ASSETS RELEASED FROM RESTRICTIONS</b>					
Investment income spending	425,000	-	425,000	425,000	-
Other	525,000	47,000	572,000	1,236,500	(664,500)
Other	-	256,000	256,000	256,000	-
	950,000	303,000	1,253,000	1,917,500	(664,500)
<b>Changes In Net Assets From Operations</b>	<b>2,468,500</b>	<b>(2,339,500)</b>	<b>129,000</b>	<b>2,000</b>	<b>127,000</b>
Net assets released from capital restrictions	15,500	-	15,500	-	15,500
Depreciation on leaseholds, land , machinery	-	565,000	565,000	565,000	-
<b>CHANGES IN NET ASSETS</b>	<b>2,484,000</b>	<b>(2,904,500)</b>	<b>(420,500)</b>	<b>(563,000)</b>	<b>142,500</b>

PITTSBURGH BALLET THEATRE, INC.		Collected &				Actual through Jan. 31, 2021, Reforecast Feb. 1, 2021 - June 30, 2021												2020-21	PAGE 3
2020-21 CASH FLOW - OPERATING		Spent as of	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Forecast	Forecast	Forecast	Forecast	Forecast		Annual			
January 31, 2021		Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	TOTAL	Jul-21	Budget	Variance	
1	BEGINNING CASH		206,000	256,500	632,500	190,000	22,000	473,500	964,000	610,500	121,000	382,500	119,000	26,500					1
<b>CASH RECEIPTS</b>																			
2	Season subscriptions	531,000	7,000	(2,000)	(65,500)	(3,000)	(10,000)	(110,500)	(17,000)	-	-	-	-	-	330,000	-	343,000	(13,000)	2
3	Single tickets	500	16,500	-	-	(500)	(1,000)	-	-	(15,500)	-	-	-	-	-	-	632,000	(632,000)	3
4	School	243,000	32,000	105,500	147,500	25,000	82,500	115,000	42,000	64,500	147,500	38,500	53,000	113,000	1,209,000	-	1,541,500	(332,500)	4
5	Ball/Special fundraising activities	-	-	-	-	-	-	-	-	-	67,500	150,000	235,500	50,000	503,000	-	503,000	-	5
6	Tour	-	-	-	29,000	-	-	-	-	-	-	-	-	-	29,000	-	40,000	(11,000)	6
7	Investment income	-	-	-	-	5,000	-	-	5,000	500	500	5,000	500	500	17,000	5,000	22,000	-	7
8	Rentals, sales and other income	-	-	2,000	5,000	-	3,000	3,000	3,000	1,500	-	500	-	4,500	22,500	-	71,500	(49,000)	8
9	Boutique sales	-	-	-	-	-	-	4,500	500	-	-	-	-	-	5,000	-	21,000	(16,000)	9
10	Contributions & Grants	15,000	38,500	205,000	360,500	451,000	471,500	1,096,500	1,193,000	167,500	163,000	172,500	262,500	473,500	5,070,000	90,500	5,358,500	(198,000)	10
11	Endowment transfer	-	-	425,000	-	-	-	-	-	-	-	-	-	-	425,000	-	425,000	-	11
12	Net assets released from restrictions	174,500	115,000	-	-	5,000	210,000	20,000	500	-	258,000	-	20,000	25,000	828,000	-	1,492,500	(664,500)	12
13	Accounts/pledges receivable 2019-20	-	36,000	-	35,000	-	-	35,000	-	-	-	-	-	-	106,000	-	-	106,000	13
14	Total Cash Receipts	964,000	245,000	735,500	511,500	482,500	756,000	1,163,500	1,227,000	218,500	636,500	366,500	571,500	666,500	8,544,500	95,500	10,450,000	(1,810,000)	14
<b>CASH DISBURSEMENTS</b>																			
15	Salaries, wages & fringe benefits	101,500	99,500	248,000	398,500	535,500	203,000	197,500	244,500	331,000	212,000	537,500	269,000	381,000	3,758,500	-	3,942,500	184,000	15
16	Direct production expense	107,000	-	-	-	-	-	-	-	14,500	-	-	-	-	121,500	-	1,870,000	1,748,500	16
17	School	91,500	72,500	49,500	76,000	156,000	106,500	89,000	88,000	121,000	116,500	143,000	129,500	141,500	1,380,500	-	1,585,000	204,500	17
18	Marketing	22,000	5,500	500	5,500	1,500	6,000	8,000	1,500	20,500	3,000	7,000	2,000	14,000	97,000	6,000	356,000	253,000	18
19	General & administrative	2,500	30,500	32,000	32,000	58,000	42,500	23,500	31,500	39,500	34,000	16,500	15,500	45,000	403,000	3,000	368,000	(38,000)	19
20	General production	(1,500)	14,500	36,500	19,000	18,500	18,500	46,000	15,500	35,500	22,000	32,000	25,500	33,000	315,000	15,000	331,500	1,500	20
21	Occupancy	-	7,500	12,000	17,000	28,500	19,500	16,500	21,000	28,000	22,000	19,000	17,000	113,500	321,500	-	296,000	(25,500)	21
22	Fund-raising	-	5,500	2,000	1,500	3,500	7,000	7,000	5,000	20,500	15,500	14,000	11,000	27,500	120,000	6,000	126,000	-	22
23	Ball/Special fundraising activities	1,000	-	-	500	-	-	500	-	-	4,500	28,500	137,500	25,500	198,000	-	194,000	(4,000)	23
24	Arts education	-	12,000	20,000	21,500	37,500	27,000	27,000	28,000	36,000	43,500	32,000	26,000	25,500	336,000	-	336,000	-	24
25	Tour	500	8,500	7,500	172,500	127,000	75,500	22,000	26,000	82,500	-	-	300,500	129,500	952,000	-	210,500	(741,500)	25
26	Debt service	-	500	-	1,000	(1,500)	2,500	-	500	500	500	500	500	500	5,500	-	25,000	19,500	26
27	Boutique	-	-	(3,000)	-	-	500	-	3,500	-	-	-	500	-	1,500	-	21,000	19,500	27
28	Contingency/Bad debts	-	-	-	-	-	-	-	-	-	-	-	-	-	-	700,000	700,000	-	28
29	Accounts payable 2019-20	-	51,500	500	5,000	-	-	-	-	-	-	-	-	-	57,000	-	-	(57,000)	29
30	Total Cash Disbursements	324,500	308,000	405,500	750,000	964,500	508,500	437,000	465,000	729,500	473,500	830,000	934,500	936,500	8,067,000	730,000	10,361,500	1,564,500	30
31	Deferred Income 2021-22	1,071,500	-	7,500	-	1,500	-	274,500	27,000	115,000	129,500	277,500	306,500	504,000	2,714,500	-	-	-	31
32	Prepaid expense 2021-22	24,500	-	1,000	-	5,500	500	10,500	5,000	22,000	31,000	77,500	36,000	117,500	331,000	-	-	-	32
<b>Capital Projects:</b>																			
33	Receipts	-	-	250,000	350,000	40,000	(40,000)	100,000	-	-	-	-	-	-	700,000	-	-	-	33
34	Disbursements	25,000	36,500	210,500	554,000	72,000	5,500	-	52,000	71,500	-	-	-	-	1,027,000	-	-	-	34
<b>Net Cash (Used In) Provided By</b>																			
35	Operating Activities	1,661,500	(99,500)	376,000	(442,500)	(518,000)	201,500	1,090,500	732,000	(489,500)	261,500	(263,500)	(92,500)	116,500					35
<b>Cash Flows From Financing:</b>																			
36	Proceeds (Payments) line of credit	-	-	-	-	350,000	250,000	(600,000)	-	-	-	-	-	-	-	-	-	-	36
37	Proceeds (Payments) short term loan	1,085,500	-	-	-	-	-	-	(1,085,500)	-	-	-	-	-	-	-	-	-	37
38	Proceeds from long-term debt	-	150,000	-	-	-	-	-	-	-	-	-	-	-	150,000	-	-	-	38
39	Payments on long-term debt	-	-	-	-	-	-	-	-	-	-	-	-	(500)	(500)	-	-	-	39
40	ENDING CASH		256,500	632,500	190,000	22,000	473,500	964,000	610,500	121,000	382,500	119,000	26,500	142,500					40

PITTSBURGH BALLET THEATRE, INC.	Collected &																	
2020-21 CASH FLOW - OPERATING	Spent as of	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Forecast	Forecast	Forecast	Forecast	Forecast					
January 31, 2021	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	TOTAL				
Deferred Revenue:																		
Season subscriptions	330,000	-	-	-	-	-	-	-	-	-	-	-	98,500	68,500	497,000			
Single tickets:																		
Nutcracker	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
School:																		
General tuition	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Summer tuition	-	-	-	-	1,375	-	5,825	13,605	25,000	88,000	145,000	127,000	17,395	423,200				
Pre-professional	-	-	-	-	-	-	-	-	8,000	2,500	21,000	20,000	7,500	59,000				
Byham House	-	-	-	-	-	-	-	-	-	20,000	20,000	20,000	3,500	63,500				
Summer housing	-	-	-	-	-	-	1,450	7,450	21,350	25,000	92,500	75,000	10,000	232,750				
Auditions	-	-	-	-	-	-	540	5,895	1,065	-	-	-	-	7,500				
Miscellaneous	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
Rounding	-	-	-	-	125	-	185	50	(415)	-	-	-	105	50				
	-	-	-	-	1,500	-	8,000	27,000	55,000	135,500	278,500	242,000	38,500	786,000				
Net Assets Released:																		
Board																		
D. Tuthill	-	-	-	-	-	-	-	-	-	-	-	-	10,000	10,000				
D. LaMar	-	-	-	-	-	-	5,000	-	-	-	-	-	-	5,000				
Special projects																		
Anonymous/Season	600,000	-	-	-	-	-	-	-	-	-	-	-	312,344	912,344				
Jack Buncher Fdn/Here & Now	25,000	-	-	-	-	-	-	-	-	-	-	-	-	25,000				
BNY Mellon/Here & Now	50,000	-	-	-	-	-	-	-	-	-	-	-	-	50,000				
NEA/Here & Now	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
Anonymous/Pilates	-	-	-	-	-	-	-	-	-	-	-	-	10,000	10,000				
Highmark	-	-	-	-	-	-	-	-	45,000	-	-	-	-	45,000				
Clearview/Nut 20-21	-	-	-	-	-	-	-	-	7,500	-	-	-	-	7,500				
Anonymous/Apprentice Pgm	-	-	-	-	-	-	201,300	-	-	-	-	-	-	201,300				
Chris & Dawn Fleischer/Teacher Training	-	-	-	-	-	-	60,000	-	-	-	-	-	-	60,000				
Laurel Fdn	-	-	-	-	-	-	-	-	-	-	-	-	60,000	60,000				
Rounding	-	-	-	-	-	-	200	-	-	-	-	-	156	356				
Total Public & Private Support	675,000	-	-	-	-	-	266,500	-	52,500	-	-	-	392,500	1,386,500				
Other:																		
Processing charge	-	-	-	-	-	-	-	-	7,500	(6,000)	(1,000)	1,500	500	2,500				
Parking	-	-	-	-	-	-	-	-	-	-	-	1,000	4,000	5,000				
Pointe In Time Ball:																		
Highmark	5,000	-	-	-	-	-	-	-	-	-	-	-	-	5,000				
Advanced Auto/D. LaMar	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
M. Hardy	15,000	-	-	-	-	-	-	-	-	-	-	-	-	15,000				
Reed Smith	5,000	-	-	-	-	-	-	-	-	-	-	-	-	5,000				
CentiMark	2,000	-	-	-	-	-	-	-	-	-	-	-	-	2,000				
C. Barlotta	1,000	-	-	-	-	-	-	-	-	-	-	-	-	1,000				
M. Tomlin	1,000	-	-	-	-	-	-	-	-	-	-	-	-	1,000				
MSA	-	-	7,500	-	-	-	-	-	-	-	-	-	-	7,500				
Other:	-	-	-	-	-	-	-	-	-	-	-	(36,500)	-	(36,500)				
	29,000	-	7,500	-	-	-	-	-	-	-	-	(36,500)	-	-				
Rentals/Other:																		
Deferred rental income	37,500	-	-	-	-	-	-	-	-	-	-	-	-	37,500				
Total Deferred Revenue	1,071,500	-	7,500	-	1,500	-	274,500	27,000	115,000	129,500	277,500	306,500	504,000	2,714,500				

PITTSBURGH BALLET THEATRE, INC.	Collected &																		PAGE 5
2020-21 CASH FLOW - OPERATING	Spent as of	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Forecast	Forecast	Forecast	Forecast	Forecast					
January 31, 2021	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	TOTAL					
<b>Prepaid Expenses:</b>																			
Prepaid administration	-	-	-	-	-	-	-	-	-	-	-	-	-	3,500	3,500				
Prepaid fund raising	-	-	-	-	-	-	-	-	-	-	-	1,000	1,000	2,000	4,000				
Prepaid group sales	-	-	-	-	-	-	-	-	-	-	-	-	-	2,000	2,000				
Prepaid telemarketing	-	-	-	-	-	-	-	-	-	-	2,000	-	-	-	2,000				
Prepaid arts education	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
Prepaid subscriptions	-	-	-	-	-	-	1,500	(1,500)	5,500	12,500	7,500	10,000	9,500	45,000					
Prepaid general marketing	-	-	-	-	-	-	-	-	-	2,500	500	-	1,500	4,500					
Prepaid direct advertising	-	-	-	-	-	-	-	-	-	-	-	5,000	6,500	11,500					
Prepaid general production	-	-	-	-	-	-	-	-	-	-	-	-	9,000	9,000					
Prepaid direct production:	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Depuis de Jour	-	-	-	-	-	-	275	11	-	-	-	-	-	286					
Petal	-	-	-	-	-	-	216	234	-	-	-	-	-	450					
Alice In Wonderland	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Prepaid tour	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Rite of Spring	291	-	-	-	-	-	-	-	-	-	-	-	-	291					
Prepaid school	-	-	-	-	5,213	597	8,699	5,913	16,000	14,000	68,500	20,000	61,078	200,000					
Prepaid ball	24,099	25	917	-	319	99	-	497	556	-	-	-	-	26,512					
Prepaid insurance	-	-	-	-	-	-	-	-	-	-	-	-	22,000	22,000					
Special Events:																			
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Rounding	110	(25)	83	-	(32)	(196)	(190)	(155)	(56)	-	-	-	422	(39)					
	24,500	-	1,000	-	5,500	500	10,500	5,000	22,000	31,000	77,500	36,000	117,500	331,000					

Pittsburgh Ballet Theatre, Inc.					PAGE 6
2020-21 Budget Tracker					
January 31, 2021					
	<u>From</u>	<u>To</u>	<u>+ or (-)</u>	<u>Balance</u>	
Surplus/(Deficit) - December 31, 2020				\$ 71,000	
1	School:				
	Income	1,270,000	1,209,000	(61,000)	10,000
	Expense	1,452,500	1,380,500	72,000	82,000
	Net	(182,500)	(171,500)	11,000	
2	Boutique				
	Sales	4,500	5,000	500	82,500
	Expense	-	1,500	(1,500)	81,000
				(1,000)	
3	Rentals, sales and other income				
	Miscellaneous income	5,000	2,500	(2,500)	78,500
4	Salaries, wages, & fringe benefits:	3,922,000	3,758,500	163,500	242,000
	<i>Employee retention credit (ERC)</i>	-	(161,000)	161,000	
5	General & administrative	399,500	406,000	(6,500)	235,500
6	Inkind	247,500	249,500	(2,000)	233,500
7	Occupancy	320,000	321,500	(1,500)	232,000
8	Touring:				
	Spring Open Air Series	475,716	478,596	(2,880)	229,120
	Nutcracker	270,558	271,029	(471)	228,649
	CMOA/WQED	-	75,149	(75,149)	153,500
				(78,500)	
9	Debt service	25,000	5,500	19,500	173,000
10	Public & Private Support	6,169,500	6,110,000	(59,500)	113,500
	<i>Government - PCA</i>	56,500	13,000	(43,500)	
	<i>Spec. proj. - BNY Mellon/Arts Ed</i>	20,000	-	(20,000)	
11	Net Assets Released - Other	556,500	572,000	15,500	\$ 129,000

PITTSBURGH BALLET THEATRE, INC								PAGE 1
2021-22 Ticket Sales By Category		Version #3						
January 8, 2021								TOTAL
		GROUP	STUDENT	SINGLE		SEASON		TICKET
		SALES	MATINEE	TICKETS	TOTAL	SUBSCRIPTIONS		SALES
I.	Pickett/Archibald/Balanchine	13,000	-	44,950	57,950	100,000		157,950
II.	The Nutcracker	194,000	15,000	1,139,500	1,348,500	76,000		1,424,500
III.	Alice In Wonderland	35,525	13,200	226,615	275,340	143,880		419,220
IV.	Mixed Rep	6,250	-	35,750	42,000	75,000		117,000
V.	Swan Lake	73,000	-	375,000	448,000	135,000		583,000
<b>TOTAL</b>		<b>\$ 321,775</b>	<b>\$ 28,200</b>	<b>\$ 1,821,815</b>	<b>\$ 2,171,790</b>	<b>\$ 529,880</b>		<b>\$ 2,701,670</b>

PITTSBURGH BALLET THEATRE, INC.						PAGE 2	
Show P&L							
January 8, 2021	Version #3						
Cash Basis	(Benedum)	(Benedum)	(Benedum)	(AWC)	(Benedum)		
	Pickett/Archibald/Balanchine	The Nutcracker	Alice In Wonderland	Mixed Rep	Swan Lake	Total	
	[3]	[19+1+1]	[4+1]	[5]	[8]	[39+2+1=42]	
Ticket Sales:							
Season Subscriptions	100,000	76,000	143,880	75,000	135,000	529,880	
Single Tickets	57,950	1,348,500	275,340	42,000	448,000	2,171,790	
<b>TOTAL</b>	<b>157,950</b>	<b>1,424,500</b>	<b>419,220</b>	<b>117,000</b>	<b>583,000</b>	<b>2,701,670</b>	
Direct Production:							
Orchestra & Music Director	86,766	-	-	-	161,578	248,344	
Hall Rental	56,473	319,057	92,105	53,150	136,327	657,112	
Stagehands	133,926	270,400	164,500	56,420	152,500	777,746	
All other cash production costs	177,835	174,043	183,395	186,930	98,095	820,298	
<b>Total</b>	<b>455,000</b>	<b>763,500</b>	<b>440,000</b>	<b>296,500</b>	<b>548,500</b>	<b>2,503,500</b>	<b>92.7%</b>
Direct Advertising	17,450	242,500	82,720	12,500	134,500	489,670	
<b>Ticket Revenue less Expense</b>	<b>(314,500)</b>	<b>418,500</b>	<b>(103,500)</b>	<b>(192,000)</b>	<b>(100,000)</b>	<b>(291,500)</b>	
Sponsorship	-	-	-	-	-	592,500	<b>76.0%</b>
<b>NET</b>	<b>(314,500)</b>	<b>418,500</b>	<b>(103,500)</b>	<b>(192,000)</b>	<b>(100,000)</b>	<b>301,000</b>	



PITTSBURGH BALLET THEATRE, INC.														PAGE 3	
2020-2021 DIRECT PRODUCTION BUDGET															
Version #3															
January 8, 2021		(Benedum)			(Benedum)			(AWC)					(Benedum)		
Cash Basis	Common	Pickett	Archibald	Balanchine	The Nutcracker	Alice In Wonderland	Common	Pas #1	Pas #2	G. Bond	Skin+Salt	A. Barton	Swan Lake	TOTAL	
	[3]				[19+1+1]	[4+1]							[8]	[39+2+1=42]	
1	Orchestra	68,122	-	-	-	-	-	-	-	-	-	-	140,634	208,756	1
2	Hall rental	56,473	-	-	-	319,057	92,105	53,150	-	-	-	-	136,327	657,112	2
3	Union stagehands	133,926	-	-	-	270,400	164,500	56,420	-	-	-	-	152,500	777,746	3
4	Performance fees	-	-	-	-	-	-	-	-	-	-	-	-	-	4
5	Set designer	-	-	-	-	4,800	3,600	-	-	-	-	-	-	8,400	5
6	Sets	1,000	-	-	-	5,000	15,000	-	-	-	-	-	4,000	25,000	6
7	Props	1,000	-	-	-	3,000	6,000	-	-	500	500	500	5,000	20,500	7
8	Costume designer	-	500	500	-	-	3,000	-	2,000	2,000	2,000	500	2,000	1,600	8
9	Costumes	-	3,500	4,000	1,000	10,000	3,000	-	7,500	4,000	4,000	500	8,000	4,000	9
10	Shoes	3,000	500	500	2,000	3,000	3,000	-	-	-	250	500	500	2,500	10
11	Lighting designer	12,500	-	-	-	12,500	13,000	13,000	-	-	-	-	-	13,000	11
12	Lighting rental & supplies	15,000	-	-	-	3,500	16,000	16,000	-	-	-	-	-	-	12
13	Music rights/rental/royalties	-	-	-	-	-	2,500	-	-	4,200	1,000	1,000	-	-	13
14	Composer & arranger	-	-	-	-	-	-	-	-	-	2,500	2,500	-	-	14
15	Choir/musicians/actors	5,000	-	-	-	-	-	-	-	-	-	-	-	-	15
16	Ballet license/royalties	-	23,750	15,750	8,050	15,750	3,500	-	-	6,250	6,250	2,400	31,250	-	16
17	Guest choreographer/repetiteur	2,400	14,320	6,512	8,452	-	37,571	-	-	6,514	6,514	-	11,531	-	17
18	Guest dancers/apprentices	-	-	-	-	1,200	3,000	-	-	-	-	-	-	-	18
19	Sound recording/video	2,200	-	-	-	2,200	2,200	2,200	-	-	-	-	-	2,000	19
20	Trucking & shipping	10,000	-	-	-	18,000	18,000	6,000	-	-	-	-	-	18,000	20
21	Rental-Costumes & sets	-	5,500	-	-	-	-	-	-	-	-	-	-	-	21
22	Loaders	6,500	-	-	-	8,500	8,500	6,000	-	-	-	-	-	8,000	22
23	Dressers	12,000	-	-	-	37,000	15,000	8,000	-	-	-	-	-	15,000	23
24	Hairdressers	-	-	-	-	1,000	12,000	-	-	-	-	-	-	5,000	24
25	Program printing	5,500	-	-	-	15,000	7,500	6,000	-	-	-	-	-	6,800	25
26	Overtime/Penalty/E.R.	1,550	-	-	-	2,700	1,850	1,426	-	-	-	1,500	-	2,000	26
27	Misc production expense	750	-	-	-	2,000	2,500	1,500	-	-	-	-	-	1,000	27
28	Guest conductor	18,644	-	-	-	-	-	-	-	-	-	-	-	20,944	28
29	Music librarian	1,500	-	-	-	-	-	-	-	-	-	-	-	-	29
30	Misc company expense	950	-	-	-	1,633	1,057	1,020	-	-	-	-	-	786	30
31	Depreciation expense	-	-	-	-	-	-	-	-	-	-	-	-	-	31
32	Amortization expense	-	-	-	-	-	-	-	-	-	-	-	-	-	32
33	Processing charge	2,151	-	-	-	27,260	5,617	2,125	-	-	-	-	-	10,409	33
		360,166	48,070	27,262	19,502	763,500	440,000	172,841	9,500	23,464	23,014	9,400	58,281	548,500	\$ 2,503,500
			Total	455,000						Total	296,500				
NOTE: These schedules do not include the cost for capital improvements															

Pittsburgh Ballet Theatre, Inc.

2020-21 Contributions & Grants	2018-19	2018-19	2019-20	2019-20	2020-21	2020-21	2020-21	2020-21	2020-21	
January 31, 2021	Actual	Pledged & Received as of 1/31/19	Actual	Pledged & Received as of 1/31/20	Pledged & Received as of 1/31/21	Anticipated	Total	Annual Budget	Variance	
Individual	\$ 400,118	\$ 185,500	\$ 394,258	\$ 171,000	\$ 340,000	\$ 93,000	\$ 433,000	\$ 433,000	\$ -	
Corporate	\$ 198,094	\$ 135,500	\$ 142,757	\$ 82,000	\$ 67,000	\$ 73,000	\$ 140,000	\$ 188,000	\$ (48,000)	
Foundation	\$ 746,500	\$ 651,500	\$ 716,500	\$ 621,500	\$ 862,500	\$ 158,000	\$ 1,020,500	\$ 878,500	\$ 142,000	
Board	\$ 174,881	\$ 65,000	\$ 210,878	\$ 92,000	\$ 105,500	\$ 81,500	\$ 187,000	\$ 176,000	\$ 11,000	
Special projects	\$ 1,323,650	\$ 1,227,500	\$ 713,926	\$ 558,500	\$ 1,686,500	\$ 548,000	\$ 2,234,500	\$ 1,774,500	\$ 460,000	
Government	\$ 482,537	\$ 233,000	\$ 374,537	\$ 8,000	\$ 1,650,000	\$ 195,500	\$ 1,845,500	\$ 1,908,500	\$ (63,000)	
Inkind	\$ 278,347	\$ 256,347	\$ 274,563	\$ 261,063	\$ 239,500	\$ 10,000	\$ 249,500	\$ 320,000	\$ (70,500)	
Sub total	\$ 3,604,127	\$ 2,754,347	\$ 2,827,419	\$ 1,794,063	\$ 4,951,000	\$ 1,159,000	\$ 6,110,000	\$ 5,678,500	\$ 431,500	
Net assets released from restrictions										
Endowment Transfer	\$ 462,300	\$ 462,000	\$ 454,000	\$ 454,000	\$ 425,000	\$ -	\$ 425,000	\$ 425,000	\$ -	
Other	\$ 1,273,525	\$ 1,101,500	\$ 1,442,715	\$ 833,000	\$ 525,000	\$ 47,000	\$ 572,000	\$ 1,236,500	\$ (664,500)	
Other	\$ 617,270	\$ 500,000	\$ 138,186	\$ 251,500		\$ 256,000	\$ 256,000	\$ 256,000	\$ -	
	\$ 2,353,095	\$ 2,063,500	\$ 2,034,901	\$ 1,538,500	\$ 950,000	\$ 303,000	\$ 1,253,000	\$ 1,917,500	\$ (664,500)	
<b>TOTAL</b>	<b>\$ 5,957,222</b>	<b>\$ 4,817,847</b>	<b>\$ 4,862,320</b>	<b>\$ 3,332,563</b>	<b>\$ 5,901,000</b>	<b>\$ 1,462,000</b>	<b>\$ 7,363,000</b>	<b>\$ 7,596,000</b>	<b>\$ (233,000)</b>	
		81%		69%		80%				

**PBT SCHOOL REPORT**

as of: 12/02/20

**2020-21 School-Year Enrollment Dashboard:**

Level	Actual Jul-Jan	Forecast Feb-June	June Total	Budgeted Enrollment	Var.
Grown-Up & Me / Pre 2 (x1)	5	1	6	12	-6
Pre Ballet 3 (x2)	4	0	4	34	-30
Pre Ballet 4 (x3)	13	1	14	34	-20
Pre Ballet 5 (x3)	25	0	25	34	-9
Pre Ballet 6 (x3)	17	1	18	36	-18
Pre Ballet Boys (x2)	6	0	6	14	-8
Ballet Foundations (x2)	9	1	10	15	-5
<b>Children's Subtotal</b>	<b>79</b>	<b>4</b>	<b>83</b>	<b>179</b>	<b>-96</b>
<b>Children's Subtotal</b>	<b>\$48,023</b>	<b>\$2,700</b>	<b>\$50,723</b>	<b>\$127,533</b>	<b>(\$76,810)</b>
Preparatory Ballet (x2)	14	0	14	24	-10
Level 1 (x2)	19	0	19	22	-3
Level 2 (x2)	21	0	21	22	-1
Level 3 (x2)	26	0	26	25	1
Level 4	19	0	19	18	1
Level 5	10	0	10	12	-2
Levels 2-5 Jazz	0	0	0	53	-53
<b>Student Subtotal</b>	<b>109</b>	<b>0</b>	<b>109</b>	<b>123</b>	<b>-14</b>
<b>Student Subtotal</b>	<b>\$184,493</b>	<b>\$0</b>	<b>\$184,493</b>	<b>\$233,405</b>	<b>(\$48,912)</b>
Level 6					
Males	1	0	1	1	0
Females	8	0	8	8	0
Level 7 (form. HSPT)					
Males	0	0	0	0	0
Females	11	0	11	9	2
Level 8 (form. HSFT)					
Males	0	0	0	6	-6
Females	17	0	17	28	-11
<b>Subtotal</b>	<b>37</b>	<b>0</b>	<b>37</b>	<b>52</b>	<b>-15</b>
Graduate					
Males	12	0	12	10	2
Females	59	-1	58	40	18
<b>Subtotal</b>	<b>71</b>	<b>-1</b>	<b>70</b>	<b>50</b>	<b>20</b>
<b>Pre-pro Subtotal</b>	<b>108</b>	<b>-1</b>	<b>107</b>	<b>102</b>	<b>5</b>
<b>Pre-pro Subtotal</b>	<b>\$ 491,791</b>	<b>\$ (1,550)</b>	<b>\$ 490,241</b>	<b>\$ 487,963</b>	<b>\$ 2,278</b>
<b>TOTAL</b>	<b>296</b>	<b>3</b>	<b>299</b>	<b>404</b>	<b>-105</b>
<b>TOTAL</b>	<b>\$ 724,307</b>	<b>\$ 1,150</b>	<b>\$ 725,457</b>	<b>\$ 848,901</b>	<b>\$(123,444)</b>

Community Division	Actual Jul-Jan	Forecast Feb-June	June Total	Budgeted	Var.
Open Class Rev	\$ 12,701	\$ 27,500	\$ 40,201	\$ 103,638	(\$63,437)
Pilates/Conditioning	\$ 5,015	\$ 12,427	\$ 17,442	\$ 37,407	(\$19,965)

Byham House	Actual Jul-Jan	Forecast Feb-June	June Total	Budgeted	Var.
2020-21	0	0	0	20	-20
	\$ 250	\$ -	\$ 250	\$ 197,313	\$(197,063)

Company Experience Workshop 2021	Current Enrollment	Forecast Feb-June	June Total	Budgeted Enrollment	Var.
Males-tuition	4	11	15	15	0
Females-tuition	28	44	72	72	0
<b>Enroll. Total</b>	<b>32</b>	<b>55</b>	<b>87</b>	<b>87</b>	<b>0</b>
<b>Tuition Total</b>	<b>\$ 28,560</b>	<b>\$ 41,440</b>	<b>\$ 70,000</b>	<b>\$ 70,000</b>	<b>\$ -</b>
Males-housing Chatham	2	10	12	12	0
Females-housing Chatham	14	21	35	35	0
<b>Housing Total</b>	<b>16</b>	<b>31</b>	<b>47</b>	<b>47</b>	<b>0</b>
<b>Housing Total</b>	<b>\$ 16,036</b>	<b>\$ 32,464</b>	<b>\$ 48,500</b>	<b>\$ 48,500</b>	<b>\$ -</b>

**Summer 2020 Enrollment Dashboard, 2020/21 Budget:**

Level	Final Enrollment	Forecast	June Total	Budg. Enrollment	Var.
Children's Division	50	0	50	95	-45
Subtotal revenue	\$ 6,022	\$ -	\$ 6,022	\$ 13,836	\$ (7,814)
Student Division	47	0	47	75	-28
Subtotal revenue	\$ 3,357	\$ -	\$ 3,357	\$ 14,533	\$ (11,176)
Jr. Intensive	12	0	12	18	-6
Subtotal revenue	\$ 4,463	\$ -	\$ 4,463	\$ 11,333	\$ (6,870)
ISP					
Males-tuition	23	0	23	20	3
Subtotal revenue	\$ 4,600	\$ -	\$ 4,600	\$ 5,500	\$ (900)
Females-tuition	96	0	96	125	-29
Subtotal revenue	\$ 159,969	\$ -	\$ 159,969	\$ 174,500	\$ (14,531)
Males-housing Chatham	0	0	0	0	0
Subtotal revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Females-housing Byham	0	0	0	0	0
Subtotal revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Females-housing Chatham	0	0	0	0	0
Subtotal revenue	\$ -	\$ -	\$ -	\$ -	\$ -

**2020-21 Past and Upcoming Programs & Activities**

- Jan-Feb National Audition Campaign (virtual)
- 15-Feb President's Day - no classes
- Mar var. Family Observation (virtual)
- Mar 29-Apr 4 Spring Break Week
- 10-May Last Week of Children's Division Classes
- 24-May Last week of 2020/21 School Year
- May 25-27 Pre-Professional Showcases & Spring Performance  
Flagstaff Hill

**Summer 2021**

- 14-25 June Company Experience Workshop (ages 16+); Mon-Fri
- Jun 28-Jul 31 Intensive Summer Program (ages 12+); Mon-Sat
- Jul 5-23 Junior Intensive Program (ages 10-13); Mon-Fri
- June -Aug Children's and Student Division programs TBD

Education and Community Engagement  
Report to the Board of Directors  
Tuesday, February 16, 2021  
Submitted by the Director of Education and Community Engagement, Kati Gigler

Summary

Over 800 audience members participated in expanded educational programming around *Fireside Nutcracker*, and 8,200 students and teachers attended PBT's first-ever virtual student matinee experience. Over 1,500 additional households viewed programs on YouTube, which included recordings of this season's new programs and additional behind the scenes content. The team is pleased to announce that the spring semester of Adaptive Dance will include ASL interpretation, a regional first.

Programming Highlights

Priority area: community engagement

- ❖ Post survey results\* indicated the success of the team's *Fireside Nutcracker* programming, with programs receiving a mean rating of 9.2 (out of 10)
  - 98% of participants learned something new from programming
  - Nearly 60% of participants felt more connected to others during programs
  - The mean rating of program inclusivity was 4.3 (out of 5)
- ❖ PBT's virtual student matinee experience reached 133 school groups
  - Expanded classroom resources included five recorded interviews with dancers
  - Over 40 educators attended a professional development workshop
  - Nearly 800 students participated in "Dance the Story" and "InStep" programs

Priority area: early childhood

- ❖ Over 20 Pittsburgh Public School classrooms have participated in Creative Movement programming, including five virtual family engagement events for pre-k classrooms

Priority area: inclusion, diversity, equity and accessibility

- ❖ Audio-description of *Fireside Nutcracker* reached 150 audience members (offered live and recorded)
- ❖ Sensory-friendly "Afternoon of Enchantment" included guests from the Children's Museum of Pittsburgh and the Pittsburgh Symphony Orchestra and was one of three programs offered specifically for neurodiverse audiences, along with closed captioning for several programs and PBT's first-ever ASL-interpreted Adaptive Dance workshop

\*N=56; additional details available upon request

Equity Project Transformation Team  
Report to the Board of Directors  
Tuesday, February 16, 2021

Submitted by the Director of Education and Community Engagement, Kati Gigler

## Summary

Sub-committees presented goals for the second half of FY21 at the team's Feb. 2 meeting. These include updating the PBT employee resource manual and School policies to reflect Pittsburgh's CROWN Act and a roll-out of text descriptions of images in PBT's emails and on the website. The team launched a "Heroes Through History" series to educate PBT on the history of Black excellence in ballet. Materials from this project will also be posted at PBT Studios for PBT School students. Additional recent community learning initiatives included a lunch & learn with Naina Green, Founding Director of Courtyard Dancers of Pittsburgh, and an allyship training hosted by Vibrant Pittsburgh.

## Programming Highlights

### ❖ PBT community learning initiatives

- PBT's 12-month partnership with Theresa Ruth Howard kicks off Feb. 19, beginning with the first in a series of workshops with artistic and school faculty
  - Comprehensive and ballet-specific training will include monthly workshops for all branches of the organization and 1:1 opportunities for team members
- 11 team members attended January's steam coffee chat (discussion of Chloé Lopes Gomes's experiences with racism at Staatsballett Berlin)

### ❖ New and upcoming initiatives

- Join the team for February's book club meeting (*The Warmth of Other Suns* by Isabel Wilkerson) on Feb. 19 at 2 p.m.
- Join the team for a coffee chat in honor of Black History Month on Feb. 24 at 2 p.m.
- Join the team for a viewing of Dance Theatre of Harlem's 1987 production of *Giselle* Feb. 26 at 3 p.m.

## Budget Tracking

YEAR	FY20	FY21
Memberships	\$2,710	\$2,500
Trainings	\$2,109	\$2,336
Learning resources	\$3,670.41	\$214.61
Entertainment	\$593	\$19.25
Catering	\$933.39	--
Travel expenses	\$458.65	--
TOTAL	\$10,475	\$5,069.86

Organizational expenditures related to IDEA initiatives for FY20 and FY21, broken down by category.

Note: This chart does not account for many annual education department expenditures, including (but not limited to) paid audio description, Braille program translation, mainstage performance tickets for community groups and CYS program expenses.

**Amount Totals    Counts**

<b>Ticket Donation</b>	\$109,130.90	258
<b>Transferred Tickets</b>	\$29,347.25	137
<b>Total Remaining on Account</b>	\$310,348.55	719
<i>On Account, No Response</i>	\$128,779.65	350
<i>On Account, Continue Holding</i>	\$181,568.90	369