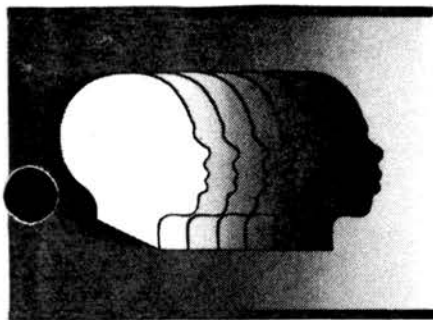




[Theater Records](#)

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PENUMBRA THEATRE COMPANY

270 North Kent Street • Saint Paul, Minnesota 55102 • (612) 224-4601

Lou Bellamy Artistic Director

BOARD OF DIRECTORS

Dr. Cassius Ellis, President
James Bransford
Jeffery Cook
Ezell Jones
Kathleen Kingman
Judge LaJune Lange
Reuben Larson
Bill McKinney
Rev. Earl Miller
Dr. Jerry Owens
Dr. Mary T. Phillips
Janice Plimpton
Dr. David Taylor
Wilbur Thomas

BOARD OF ADVISORS

Ervin Dixon
Ed Duren
Clarence Jackson
Se Johnson
Reatha Clark King
Archibald Leyasmeyer
Mayor James Scheibel
David Spears
John Warder
August Wilson
Dr. John Wright

THE COMPANY

Lou Bellamy
Terry Bellamy
Horace Bond
Joe Carter
Dara Ceaser
James Craven
Edna Duncan
Hassan Al-Amin
Abdul El-Rassac
Denise Ellis
Kathryn Gagnon
W.J.E. Hammer
Beverly Mahto
Tia Mann-Evans
Marion McClinton
Otis Montgomery
Faye Price
Claude Purdy
Rebecca Rice
e Thompson
Thompson
Lewis Whitlock III
James A. Williams
August Wilson

DATE: June 3, 1991
TO: Board of Directors
FROM: Cassius Ellis *C. Ellis*
SUBJ: Board Planning Retreat for '91-'92

There will be a Board of Director's Planning Retreat on Saturday, June 15, 1991 from 9:00 a.m. to 4:00 p.m. for the Penumbra Board of Directors. Jan Plimpton will be our host, and she has reserved her party room. The address is 1235 Yale Place, Loring Green West, Minneapolis, MN. Telephone: 339-8436.

I apologize for the short notice, but at the last Board Meeting during our brief discussion, it seemed that if we moved beyond this date very few Board Members could participate due to summer schedules.

The Management Assistance Program's (MAP) Board of Director's planning and training unit will be working with us to insure a productive retreat.

The agenda and outline will be mailed to you on Wednesday, June 12, 1991.

Please call Claudia at your earliest convenience @224-4601 x282, if you can attend the planning retreat. I look forward to a very productive session.

*Can't attend
RSVP'd
6/6 left
message on
Claudia's
voice mail*

FAX COVER SHEET

From FAX # 612

To Dr David Taylor Date July 22, 1991
109 Appleby Hall To FAX # 626-7848
Mpls. MN. 55455

From Claudia W. Gardner Telephone # 324-4601
Dept. Peruana Meats Co.

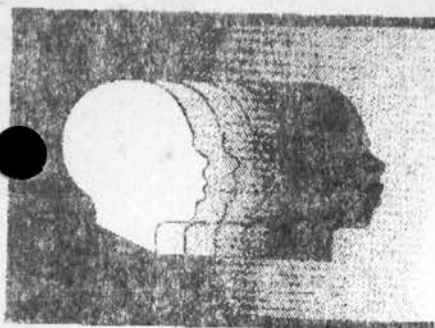
Number of Pages (Including cover sheet) 2

Please Reply ☒ No Reply Necessary ☐

Special Instructions _____



If there is any problem with this transmission,
please contact Jefferson Wallace
612-324-4601
immediately.



PENUMBRA

THEATRE COMPANY

270 North Kent Street • Saint Paul, Minnesota 55102 • (612) 224-4601

Lou Bellamy Artistic Director

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B. McKinney
Rev. Earl Miller
Dr. Jerry Owens
Dr. Mary T. Phillips
Janice Plimpton
Dr. David Taylor
Wilbur Thomas

July 19, 1991

TO: Board of Directors
FROM: Dr. Cassius Ellis, President
RE: REMINDER NOTICE FULL BOARD MEETING
Wednesday, July 24, at 11:45 - 1:00 p.m.

AGENDA

- I. 12:00 noon - Call to order - Dr. Ellis
- II. Minutes of April 24, Board Meeting
- III. Business/Finance Committee Report
- IV. Resources/Long Range Planning
Committee-Update-Dr. Ellis, Ezell Jones
- V. Board Retreat Summary-June 15, 1991
Schedule August or September follow-up session
- VI. Other Business
- VII. Adjournment

NOTICE: Please call Tiffanee Wallace at 224-4601, ext. 283, by 10:00 a.m. on Tues. July 23 to order lunch.

BOARD OF ADVISORS

Dixon
Iran
Dr. Clarence Jackson
Denise Johnson
Reatha Clark King
Archibald Leyaemeyer
Mayor James Scheibel
David Spears
John Warder
August Wilson
Dr. John Wright

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W.J.E. Hamner
Beverly Manto
Tia Mann-Evans
Marlon McClinton
Otis Montgomery
Faye Price
C. Purdy
A. Rice
B. Thompson
Rick Thompson
Lewis Whitlock III
James A. Williams
August Wilson

Penumbra Theatre Company
July 24, 1991 Board of Directors
Full Board Meeting

MEMBERS PRESENT: Bill McKinney, Ezell Jones, Kathy Kingman, Jan Plimpton, Rueben Larson, Jerry Owens, Jeff Cook, LaJune Lange, Cassius Ellis. Staff present: Lou Bellamy, Claudia Wallace-Gardner.

Ellis called the meeting to order at 12:05 p.m. Minutes of April Board meeting were distributed & approved.

Jan Plimpton reported on the May, 1991 financial reports as distributed to the board. There was some discussion regarding Joe Turner ticket sales from E. Jones. Jones inquired whether or not we had a policy regarding "opening night" benefit performances, and a plan for slow ticket sales. Lou indicated that in the past there had been an informal policy, and that we should develop one for benefit performances. There was mutual agreement that a policy regarding benefit performances in general be developed. C. Ellis asked the Business and Finance Committee to look into a policy with Claudia and Lou, and to make a recommendation to the Executive Committee meeting and the full Board.

Resources/Long Range Planning Committee update was presented by E. Jones to the board. Jones reported that PTC has a proposal pending with St. Paul Companies to fund two positions, a full-time consultant and a part-time clerical support staff member. The Board approved the submission of the proposal. This individual will assess and coordinate a study regarding our long range facility and programming needs. The consultant will serve as a project coordinator, and will coordinate with staff, board, community members, hire other consultants as necessary, and present a final report to the board with three different site options. There was discussion regarding building in staff time from Penumbra with the proposal, and that it should always be included in our proposals. (See attached proposal and report from Resources/Long Range Planning report.)

C. Ellis requested that E. Jones attend the scheduled meeting with Mayor Schiebel, Ervin Dixon, Lou and Claudia. The meeting will include the following issues: a Planning and Economic Development staff person assigned to work with Penumbra for research and demographic information, data collection, human resources and financial resources that PTC would be able to utilize, and other areas that develop during the long-range study.

Wallace-Gardner reported that \$15,000 was forth coming from General Mills to support the National Black Theatre Festival trip. She said that she was still waiting for a response from Target, Godfather's Pizza, and U. S. West regarding sponsorship.

The Board retreat summary was distributed and discussed. The board

page 2
Board Meeting July 24, 1991
Full Board Meeting

requested that Claudia and C. Ellis review all of the various areas and assign designated issues to the proper committees. The board also discussed holding the second session on September 14 or 21, 1991. Jan Plimpton will investigate the possibilities of having the retreat in her complex. Claudia will coordinate with the Management Assistance Program (MAP) for a facilitator. She will also extend an invitation to staff and Mr. Ervin Dixon, the consultant, to attend once the date is scheduled. Wallace-Gardner will mail information and agenda to all board members for the retreat. The board requested that Wallace-Gardner poll all board members regarding the scheduling of board meetings. Jan Plimpton felt that this issue should be revisited in order to maximize participation for board members and their individual schedules. Wallace-Gardner will include the poll with the retreat materials.

Jones inquired about the issue regarding the addition of new board members, since our annual meeting is scheduled for October, 1991. Ellis indicated that this item would be discussed at the retreat and a recommendation would be made to the full board. There was some discussion about adding individuals to committees first, and assessing their contribution to the organization before inviting them to join the board.

Wallace-Gardner reported that she met with Don Carpenter, Senior Partner, from Fraser and Carpenter, and our accountant Darren, regarding our upcoming audit. Carpenter estimated that the audit would begin in late August, or mid-September. Wallace-Gardner also reported that she discussed the issue of independent contractors with the accountants. Ellis requested that this issue be directed to the Business and Finance Committee, and a recommendation made to the executive committee and the full board.

The meeting adjourned at 1:00 p.m.

Attachments: May Financials
St. Paul Companies Consultant Proposal
Long Range Planning/Resources Report

ROUGH DRAFT-- 7/29/91 —

Project: The Penumbra Relocation Question

TIME FRAME: ^{Sept} August, 1991 - July, 1992

Presentation at September, 1992 meeting of the Board of Directors for approval.

DELIVERABLES:

1. Definition of concept (product max)
Lou's dream "cultural center"
2. Costing of concept
3. Location/facilities recommendations
4. Capital funding strategy

PURPOSE: To focus vision and resources

DETAILS:

Oct. 1, '91

- a. Concept articulations

Preliminary analysis of structure and costs of the following: program/systems
(implicit in "Dream")

Capacity / Design

Audience and profile and promotional needs

Staffing/Workforce —

• Company - Maintenance of people • Salary increase

Dec 1, '91

- b. Involvement of ^{constituents} consultants and publics

Audience (opinions and commitments)

Opinion Leaders (public /community leaders and organizational executives)

- c. Assessment and coordination of city's development priorities

Interface with ^{St.} Paul Planning and Development goals

Coordination of timing and investment priorities

Coordination of concession profile/compliment

- d. Strategy Development

Facility needs (capacity and location)

Organizational needs

Scheduling needs

Funding needs

March 1, '92

- e. Consolidate an operations strategy

May 1, '92

- f. Forecast demand and resources
Develop configuration (formalize product mix)
Develop continuing framework to include: people, space, equipment, materials, overhead maintenance.
Estimate /project demand for optimum "product mix"
Primary theatre, educational programs (children and adults), film productions, recording studio, art display/gallery, dance theatre, studios
- Estimate /Project demand for concessions, ie:
Living quarters /hotel restaurant
Office / conference space
Entertainment/recreational space

September 1, '92

Present options to Penumbra Theatre Company Board of Directors (3)

Submitted by Erv Dixon

- Walker West

- African-American Studies, 2 of 3

- BME TC

- UNCF-

- Bark Reed,

① K-12 - AFRO CENTRIC Movement
AGE Groups -

② Open program -
Development of talent
Build a more intensive program

③ PRIVATE -
AFTER-School

③A

PENUMBRA THEATRE
BALANCE
JULY 31, 1991

ASSETS

CURRENT ASSETS:	
CASH	35,965
INVESTMENTS	51,000
PREPAID EXPENSES	11,222
	<hr/>
TOTAL CURRENT ASSETS	98,187
	<hr/>
EQUIPMENT:	
EQUIPMENT	6,122
	<hr/>
EQUIPMENT:	
EQUIPMENT-NET	6,122
	<hr/>
TOTAL ASSETS	\$ 104,309
	<hr/> <hr/>

LIABILITIES AND FUND BALANCE

CURRENT LIABILITIES:	
ACCOUNTS PAYABLE	\$ 2,538
PAYROLL TAXES WITHHELD AND ACCRUED	24
OTHER PAYROLL WITHHOLDINGS	850
DEFERRED REVENUE	65,024
	<hr/>
TOTAL CURRENT LIABILITIES	68,436
	<hr/>
FUND BALANCE	169,491
CURRENT YEAR EXCESS (DEFICIT)	(133,618)
	<hr/>
TOTAL FUND BALANCE	35,873
	<hr/>
TOTAL LIABILITIES AND FUND BALANCE	\$ 104,309
	<hr/> <hr/>

PENUMBRA THEATRE
ACTIVITY STATEMENT
FOR THE PERIOD ENDED JULY 31, 1991

TITLE	CUR MTH ACTIVITY	CURRENT BUDGET	DIFFERENCE	TO-DATE BALANCE	ANNUAL BUDGET	REMAINING
REVENUE						
CONTRIBUTIONS-CORP. & FOUND.	\$ (200)	\$	\$ (200)	\$ (200)	\$ 358,000	\$ 358,200
CONTRIBUTIONS-INDIVIDUALS	108		108	108	22,000	21,892
GOVERNMENT AGENCY GRANTS	16,740		16,740	16,740	48,240	31,500
TICKET SALES	26,683		26,683	25,913	394,300	368,387
PROGRAM SERVICE FEES					30,000	30,000
SPECIAL EVENTS-NET	602		602	602		(602)
MISCELLANEOUS INCOME	60		60	60		(60)
TOTAL REVENUE	43,993		43,993	43,223	852,540	809,317
EXPENSE						
ARTIST SALARIES & CONTRACTS	55,052		55,052	138,249	401,717	263,468
MANAGEMENT SALARIES	6,996		6,996	6,996	81,560	74,564
PAYROLL TAXES	4,725		4,725	4,725	23,286	18,561
FRINGE BENEFITS	3,784		3,784	3,784	28,536	24,752
TRAVEL AND LODGING	5,728		5,728	5,728	8,500	2,772
ROYALTIES	250		250	250	33,665	33,415
PRODUCTION	8,045		8,045	8,045	19,600	11,555
OCCUPANCY	1,890		1,890	1,890	34,250	32,360
PROMOTION & MARKETING	4,229		4,229	4,229	79,799	75,570
TELEPHONE	46		46	46	4,000	3,954
INSURANCE	(886)		(886)	(886)	9,277	10,163
PRINTING AND DUPLICATING					5,000	5,000
POSTAGE	365		365	365	1,000	635
DUES, SUBSCRIPTIONS & MEMBERSHIPS	611		611	611	500	(111)
ADMIN. SUPPLIES & MATERIALS					2,000	2,000
FINANCIAL SERVICE FEES	647		647	647	19,600	18,953
BOX OFFICE SERVICES & FEES	1,644		1,644	1,644	2,200	556
LEGAL FEES					6,000	6,000
PROFESSIONAL FEES					12,300	12,300
OTHER ADMINISTRATIVE					250	250
FACILITY MAINTENANCE	258		258	258		(258)
EQUIPMENT PURCHASES	143		143	143	29,500	29,357
MISCELLANEOUS	117		117	117		(117)
TOTAL EXPENSE	93,644		93,644	176,842	802,540	625,698
EXCESS REVENUE OVER EXPENSE	\$ (49,651)	\$	\$ (49,651)	\$ (133,618)	\$ 50,000	\$ 183,618

Penumbra Board of Directors
Executive Committee Meeting Minutes
August 28, 1991

BOARD MEMBERS PRESENT: E. Jones, K. Kingman, J. Cook, M. Phillips, C. Ellis, R. Larson. Staff present: L. Bellamy, C. Wallace-Gardner

1. Meeting was called to order by C. Ellis at 12:14 p.m. M. Phillips and K. Kingman moved and seconded the minutes of the July Board meeting.
2. M. Phillips and Wallace-Gardner reviewed the June 30, 1991 Financial Report with the executive committee. Wallace-Gardner reported that the first year audit date hasn't been confirmed, but from discussions with our accountant, it would appear that they will schedule PTC in mid-Sept. or late September. E. Jones requested that a additional statement should be made on the financials to indicate that this is not reflective of the any discrepancy with Hallie or something to that effect, so as to not give inaccurate perceptions of our final status. Wallace-Gardner said she will contact the accountant and discuss the situation and have give us the proper wording and directions. M. Phillips requested the percentage of how many board members are contributors and/or season ticket holders. Wallace-Gardner indicated about 30 -40%.

Ellis requested that W.-Gardner draft a letter to all Board members reminding them to purchase their season tickets, and requested that they receive a copy of the "Pill Hill" review from the National Black Theatre Festival.

3. Update on fund requests was presented by W. Gardner. She reported that we will officially announce the Three-year FIPSE Grant jointly with the U of M. (FIPSE stands for: Foundation for the Improvement of Postsecondary Education, a foundation under the auspices of the U. S. Department of Education.) This project will involve 20 high school seniors from Mpls. North High, St. Paul Central and other high schools we identify. The first meeting will be held with the Principal Investigator, Dr. Terrence Collins in two weeks. PTC will have the interns matched with all areas of PTC. Each intern will also take classes at the U and receive college credit. They will participate in this program for 9 months. PTC Board of Directors will be asked to assist the interns in finding summer jobs during their senior year. This should begin in March, '92. After their summer jobs, the interns return to PTC while enrolled in a college. It has been clarified that it doesn't have to be the U of M. only. The internship will end during their first quarter of college. The second year will operate in the same way, with a new set of 20 students, and subsequently the third year. PTC will be a subcontractor with the U of M on this grant.

Other grants in progress: The Lila B. Wallace-Reader's Digest Foundation Audience Development Fund for Community Based Theatres.

We are requesting \$250,000 a year for 3 years in the area of Penumbra Board of Directors audience development. W. Gardner just completed new proposal for the Elmer L. Andersen Foundation, Whitney Foundation, THE LINKS, EcoLab, Donaldson Companies, and U. S. West. W. Gardner reported that PTC has 5 major 90-91 final reports due by Sept. 30, 1991, for Transitional Funds. She is also investigating the dates for the Shubert Foundation and ROCKEFELLER Foundation, and coordinate our proposals to them with our audit. The MCKNIGHT FOUNDATION will vote on Sept. 16 & 17 on our current proposal for \$100,000 for 3 years. PTC also has a grant request pending from St. Paul Companies for the Relocation Question one-year planning grant. The consultant will be Mr. Ervin Dixon, he served on the Advisory Committee during the separation.

4. C. Ellis called on L. Bellamy to report on the National Black Theatre Festival in Winston-Salem, N.C., the week of August 4-8, 1991. Bellamy reported that "PILL HILL" was the newest star at the festival. He met with Artistic Directors, was interviewed live on MPR from the festival, he was able to talk with some "theatre stars" about possible involvement with PTC in the future, and distributed copies of the WINSTON-SALEM JOURNAL's review. L. Bellamy was very appreciative of Mr. Ed Cambridge and his introductions at the Festival. Cambridge had just completed directing PECONG here at Penumbra. He is well known in the theatre all over the country, and was so proud of PTC, he was like a walking P.R. director for us. PTC had a display table and distributed all of the information that we brought with us.

M. Phillips asked L. Bellamy if he had heard from the Guthrie regarding the possibility of a collaborative project. L. Bellamy said he had asked our Associate Producer, Rick Thompson to follow up on that project. L. Bellamy said he will talk with Rick about the status.

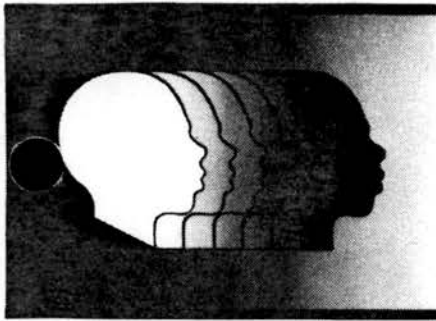
5. Board Retreat #2- was discussed. The dates were selected as Sept 28 or Oct 5, 1991. W. Gardner said that J. Plimpton would be willing to host the retreat again at her party room, but we needed to confirm the dates. W. Gardner will contact J. Plimpton, and discuss both dates and the space availability. The original date of the 9/21/91 was not available to most board members.

6. E. Jones reported from the Resources Committee. He said that he had met with L. Bellamy and W. Gardner about a revenue making project that the called "interactive theatre" that would be produced by PTC and the U of M for corporations and foundations on cultural diversity. Jones feels that this project would be underwritten by Human Resources divisions of an interested major corporations, followed by the involvement of an organization like Wilson Learning that would have educational materials to supplement dialogue and follow-up. This production would change levels of awareness and deal with the infra-structure of corporate America. Penumbra Board of Directors E. Jones explained that this would be a live production, and not limited to just live production. Jones would PTC to be the theatre that frames the multi-cultural question first in this "interactive" manner.
7. Other Business discussed was next season 1991-92. Lou announced the possibility of a joint project with the Minnesota Opera Company, the production would be "Ain't Misbehavin". PTC would open next season with this production for 6 weeks and then it would tour the five state area for 4 weeks. It is still in the preliminary stages, and he will update the Board as things are finalized.

The meeting was adjourned at 1:00 p.m.

Submitted by,

Claudia Wallace Gardner
Managing Director



PENUMBRA THEATRE COMPANY

270 North Kent Street • Saint Paul, Minnesota 55102 • (612) 224-4601

Lou Bellamy Artistic Director

BOARD OF DIRECTORS September 17, 1991

Dr. Cassius Ellis, President
James Bransford
Jeffery Cook
Ezell Jones
Kathleen Kingman
Judge LaJune Lange
Reuben Larson
Bill McKinney
Rev. Earl Miller
Dr. Jerry Owens
Dr. Mary T. Phillips
Janice Plimpton
Dr. David Taylor
Wilbur Thomas

TO: Executive Committee Meeting
FROM: Cassius Ellis, President
SUBJ: Executive Committee Meeting Reminder and Agenda

The executive committee of the Board of Directors of Penumbra will meet on September 25, 1991 at 11:45 a.m. in the Hallie Q. Brown/Martin Luther King Center Library. Please call Toni Presti at 224-4601, ext. #283, if you would like to order lunch.

BOARD OF ADVISORS

Ervin Dixon
L. Bellamy
L. Bellamy
Denise Johnson
Reatha Clark King
Archibald Leyasmeyer
Mayor James Scheibel
David Spears
John Warder
August Wilson
Dr. John Wright

Executive Committee Agenda - September 25, 1991

1. Call to order - C. Ellis
2. Approval of minutes
3. Committee Reports
 - a. Program Chair - D. Taylor
Report of meeting with L. Bellamy, E. Dixon and C. W. Gardner.
 - b. Business and Finance Committee/Treasurer's Report
PTC's Audit scheduled to begin: September 30, 1991.
*Copy of Ellis letter to Wilbur Thomas on status of separation.
- c. Long Range Planning Update- Erv Dixon, Advisory Committee Member
4. Artistic/Management Report - L. Bellamy/C.W. Gardner
5. Board/Staff Retreat Agenda - October 5, 1991
Annual Meeting- October 23, 1991
Election of Officers/Nominations/
6. Other Business
7. Adjourn

THE COMPANY

Lou Bellamy
Terry Bellamy
Horace Bond
Joe Carter
Dara Ceaser
James Craven
Edna Duncan
Hassan Al-Amin
Abdul El-Rassac
Denise Ellis
Kathryn Gagnon
W.J.E. Hammer
Beverly Mahto
Tia Mann-Evans
Marion McClinton
Otis Montgomery
Faye Price
Claude Purdy
L. Bellamy
Rick Thompson
Rick Thompson
Lewis Whitlock III
James A. Williams
August Wilson



MINNEAPOLIS
SPOKESMAN
Hennepin Co.

SEP 19 1991

U of M, Penumbra Theatre offer internship program

223
The University of Minnesota's General College and St. Paul-based Penumbra Theatre Company have established a federally funded internship program that will enable high-risk high school students to get a taste of college and a career while working at Penumbra for nine months.

to enroll in college the following fall.

"We're not recruiting theater majors," says Terry Collins, from General College. "We're trying to put people who are at critical points in their lives in touch with role models in the community, to help them fulfill their aspirations."

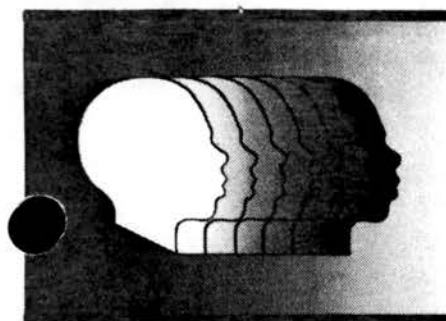
concern of the community is education and students maintaining their identity. We're not interested in making more starving artists, but to make people recognize that art has a role in their everyday lives."

The interns will be selected from St. Paul Central and Minneapolis North high schools and will begin their internships in January. Collins says he hopes the students choose the University of Minnesota for



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Lou Bellamy Artistic Director

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Marion McClinton
Otis Montgomery
Faye Price
Claude Purdy
Rebecca Rice
Bruce Thompson
Mark Thompson
Lewis Whitlock III
James A. Williams
August Wilson

September 20, 1991

Dear Friend,

As a leader in our community, you are cordially invited to the October 2, 1991 opening night performance of the The Penumbra Theatre Company's production of Generations of the Dead in the Abyss of Coney Island Madness, by Michael Henry Brown. A special discussion with the play's director, Marion McClinton, and Penumbra's artistic director, Lou Bellamy will take place at 7:15 p.m, prior to the 8:00 performance, to give you added insight on this vanguard production.

This production deals with critical current issues such as poverty, urban survival, drug abuse, and black-on-black crime. These issues are presented on-stage in graphic and realistic terms. It is precisely for this reason that Penumbra has chosen to produce this work - the issues facing the African American community and consequently the entire society need to be brought to light, discussed, and somehow addressed. Penumbra strives to provide a forum and jumping-off point for such discussion.

By bringing together community leaders for this production, it is hoped that all of us will be challenged to renew our commitment to our community.

Due to theater capacity restrictions, advance reservations are required. A certificate entitling you and your guests to specially priced tickets is enclosed. Reservations can be made by calling The Connection at 922-9000, or stopping by the Penumbra Theatre from 12:00 - 5:00 p.m, Monday - Friday.

We look forward to seeing you on October 2.


Lou Bellamy
Artistic Director

Claudia Wallace Gardner
Managing Director

Oct 5,
8:22 ed redrest

September 25, 1991

TO: Executive Committee

FROM: Lou Bellamy
Claudia Wallace-Gardner 

SUBJ: September Highlights at PTC

- * Meetings Minnesota Opera Company regarding next season opener "Ain't Misbehavin". Negotiations and budgeting for our production and touring for 4 weeks.
- * 4 Productions Meetings for "Generations."
- * Processing of all season ticket sales-current count 689. (Last year's total was 741.)
- * 3 Meetings with Erv Dixon regarding the "Relocation Question."
- * Completion of 1990-91 Final Reports for the following Grants:
St. Paul Foundation, MARDAG, Bigelow, National Edowments for the Arts, Dayton-Hudson.
- * Completing 4 proposals: Lila B. Wallace Reader's Digest Foundation for New Audience Development for Community Based Theatres; Jerome Foundation Travel Grants for Lou and Claudia; TCG Observership Travel Grants for Lou, Erv and Claudia; U. S. West Communications- Educational Touring Grant for George Washington Carver; City of St. Paul Community Development Funds for a teen-age pregnancy prevention project with several other organizations.
- * Held two staff meetings. Development of Leadership night for a proactive, aggressive audience. Opening night- October 2, 1991.
- * Group sales for "Black Nativity" are going well.
- * Two meetings regarding the FIPSE Grant - with U of M officials and discussion of reimbursement-sub-contractor agreement.
- * Rental of house with Aurora St. Anthony Block Club for Sept/Oct for visitng actors.
- * Negotiations with 7th Place Theatre for "Black Nativity."
- * Negotiations with Park Square Theatre regarding chairs.
- * Box office/investigation and meetings with computer

Page 2
Management Highlights

specialist.

- * Meetings with the CONNECTION regarding computer software
- * Awarding of the CORNERSTONE competition to Mr. Syl Davis, "SHINE".
- * Development of 1991-92 Season, and 1992-93.
- * Interviews with FIPSE coordinator applicants.
- * Meeting with auditors regarding audit and related discussions.
- * Meetings with bookkeeper regarding changes/correspondence on independent contractors .
- * Completion for "Generations" press packets, program, and Leadership Night.
- * Negotiations with Mayor's office regarding Leadership Night and the need for warehouse space/storage.
- * Lou is the host of the St. Paul 150th Celebration Videotape.
- * Lous has a feature article in "BLACK MASKS," and the new magazine "COLORS."
- * Development of PTC's "Playwright's Reading Night".
- * LB is working on the visiting playwright schedule from BRUSHFIRE Theatre in Philadelphia, PA. A joint project with the BRUSHFIRE and the PLAYWRIGHT'S Center.
- * LB will be guest director of "THE WEDDING BAND" Opening at Rarig Center, this fall at the U of M.
- * Rick Thompson, Associate Producer, was guest director at Children's Theatre for their production of "ON THE WINGS OF THE HUMMINGBIRD."

EXECUTIVE COMMITTEE MEETING
SEPTEMBER 25, 1991

Board Members Present: K. Kingman, D. Taylor, J. Plimpton,
R. Larson, M. Phillips, C. Ellis

Staff Present: C.W. Gardner, Ervin Dixon, consultant, L. Bellamy

12:05

- 1.) Cassius Ellis called the meeting to order. M. Phillips moved to accept the minutes. K. Kingman seconded.
- 2.) C. Ellis acknowledged and welcomed E. Dixon, the consultant working on our space needs and long range issues.
- 3.) D. Taylor presented the program committee report. Taylor reported that discussions and decisions will have to be made by the board in the following areas: capacity, current and future needs, staffing needs, and what programs would be possible. D. Taylor said that the Program Committee will now have a focus on how we plan to approach our youth programs, touring, and patron needs.
- 4.) C. Ellis called on Erv - for the Long Range Planning report. Erv reported on identification of resources, assessment of our current facilities and future needs. Erv has worked with Advisory Committee. He reported that new exit polls will be done during Generations and Black Nativity.

Ervin Dixon listed his concerns:

- . What kind of space are we talking about? Wind, Inc. estimated our needs at 28,000 square feet.
- . The impact - whether we are focused on our mission.
- . Avoid being driven on someone else's time.
- . Local philanthropic community.
- . Working with program/resources committee.

C. Ellis thanked E. Dixon for his approach. C. Ellis said we need more space, but we are not going to be driven by others, and we are going to be conservative in our planning.

M. Phillips commented about growth and change for five years. E. Dixon said he likes "life cycles." He will focus on "cycles" during his planning.

EXECUTIVE COMMITTEE MEETING

SEPTEMBER 25, 1991

Page 2

J. Plimpton asked how the Advisory Board would work. Dixon said "he didn't want to be out here all by his self," that each Advisory member had a different role. He sees them as trouble shooters. Jim Adams, from St. Paul Companies, was recommended to be involved, as a new advisory member.

C. Ellis asked CWG to send a letter to Jim Adams.

M. Phillips asked about a timetable for completion for the study. Erv said the board should have full report with two or three options to vote on.

5.) Business and Finance Report - An updated grant report is included in the Artistic/Management Report. CWG indicated that she was waiting for McKnight's Proposal regarding our \$100,00 request, and they vote on September 25 & 26, 1991.

6.) Lou Bellamy reported that PTC will be co-producing "Ain't Misbehavin'" with the Minnesota Opera Company next season. He has selected the Cornerstone Competition winning play entitled, Shine! by Syl Jones. Lou is featured in Black Masks, and a article called "True Colors."

7.) C. Ellis reminded everyone to buy their season tickets. Ellis requested that Claudia schedule the board retreat for October at J. Plimpton's with a facilitator. A suggested agenda was discussed. Claudia reported that Diane Sims Page will be the group facilitator.

8.) Other business: M. Phillips said she was pleased to see the "Leadership" night scheduled for opening night of "Generations." L. Bellamy explained the philosophy regarding this "proactive" position with the African American community.

Claudia announced that Bellamy has been appointed to the NEA Playreading panel and will have his first meeting next month in Washington, DC.

9.) The meeting adjourned at 1:00 p.m.

Board Retreat
Proposed Agenda

October 5, 1991
Loring Green West

8:30 a.m. Opening Remarks
L. Bellamy and C. Ellis

Overview and Intro of Facilitator:

Diane Simms Page (Marching Orders)

Quick review of needs as identified in Retreat #1 and
assigned to committee. (Priorities will be clearly marked.)

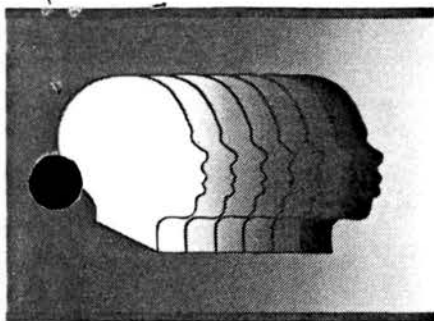
Committee Break out - one bd. member will serve as a recorder.

BREAK

11:00 - 12:30 Full Board to reconvene

Diane Page to summarize and lead discussion points.

12:30 Adjourn



PENUMBRA THEATRE COMPANY

270 North Kent Street • Saint Paul, Minnesota 55102 • (612) 224-4601

Lou Bellamy Artistic Director

BOARD OF DIRECTORS October 22, 1991

Dr. Cassius Ellis, President
James Bransford
Jeffery Cook
Ezell Jones
Kathleen Kingman
Judge LaJune Lange
Reuben Larson
Bill McKinney
Rev. Earl Miller
Dr. Jerry Owens
Dr. Mary T. Phillips
Janice Plimpton
Dr. David Taylor
Wilbur Thomas

TO: Board of Directors
FROM: Cassius Ellis
SUBJECT: 1991-1992 Board Meetings

It is time to update the Penumbra Theatre Board Meetings schedule.

1991-1992 FULL BOARD MEETINGS:

Wednesday, October 23, 1991 - Annual Meeting
Wednesday, January 29, 1992
Wednesday, April 23, 1992
Wednesday, July 22, 1992
Wednesday, October 21, 1992 - Annual Meeting

BOARD OF ADVISORS

Ervin Dixon
Ed Brown
Dwight Jackson
Denise Johnson
Reatha Clark King
Archibald Leyasmeyer
Mayor James Scheibel
David Spears
John Warder
August Wilson
Dr. John Wright

1991-1992 EXECUTIVE COMMITTEE MEETINGS:

Wednesday, November 27, 1991
Wednesday, ~~December 18, 1991~~ Jan 8, 1992
Wednesday, February 26, 1992
Wednesday, March 25, 1992
Wednesday, May 27, 1992
Wednesday, June 24, 1992
Wednesday, August 26, 1992
Wednesday, September 23, 1992

THE COMPANY

Lou Bellamy
Terry Bellamy
Horace Bond
Joe Carter
Dara Ceaser
James Craven
Edna Duncan
Hassan Al-Amin
Abdul El-Rassac
Denise Ellis
Kathryn Gagnon
W.J.E. Hammer
Beverly Mahto
Tia Mann-Evans
Marion McClinton
Otis Montgomery
Faye Price
Claude Purdy
Patricia Rice
Rick Thompson
Rick Thompson
Lewis Whitlock III
James A. Williams
August Wilson

CURRENT OFFICERS & COMMITTEES

President:	Cassius Ellis
Treasurer:	Janice Plimpton
Secretary:	Jeffrey Cook
Vice President,	
Program Services:	Dr. David Taylor
Co-VP, Resources:	Ezell Jones
Co-VP, Resources:	Kathleen Kingman
VP, Business &	
Finance:	Mary Phillips
VP, Personnel:	Judge LaJune Lange

Board of Directors
October 22, 1991
Page 2

CURRENT MEMBERS TERM EXPIRATIONS:

Ezell Jones -	September, 1991
Rueben Larson -	September, 1991
Rev. Earl Miller -	September, 1991
Dr. Jerry Owens -	September, 1991
Dr. Mary T. Phillips -	September, 1991

Please record the appropriate meetings for the year on your calendars.

We also need to poll all members to see if the current schedule meets with your approval. All full board meetings and executive meetings are held at 11:45 a.m. to 1:00 p.m. at the King Center. Committees will meet as designated by the current chair.

1.)

a.) I like the current structure:

Yes _____ No _____

b.) I would like to explore other options:

Yes _____ No _____

c.) Suggestions?

2.) Board Retreat Date to be set for March, 1992.

Thank you.

October 25, 1991

PRESIDENTS REPORT

To the Board, Artistic and Advisory Board
Members of Penumbra Theatre

I am pleased to say 1990 - 1991 has been a very exciting year at Penumbra Theatre. We have seen the organization grow and a lot of exciting things have happened this year to make it grow.

First I would like to say I am very sorry I am unable to be here but, as you know, my heart is always here in the Penumbra Theatre. The future growth for Penumbra is bright. As I mentioned, it is a shining star of the North and it's light continues to brighten.

The Board Members have been dedicated, hard working and very productive. It is exciting to have a group of individuals like yourselves to work with. We have had a lot of positive things happen to us and I am sure many more will be coming. The audit is coming to a closure and soon we will be to separate cleanly from Hallie Q. Brown. We have had two excellent retreats and a lot of ideas and plans have resulted from that exercise.

A lot of things are in the future for us. The alliance with the University of Minnesota and the receiving of the grant to get Penumbra in closer with the academic institutions. The future association with the opera to begin planning different but positive types of artistic endeavors for our organization. Our production, Pill Hill, took the country by storm at the National Artists program in North Carolina. It was a huge success, has given us a lot of national publicity and is adding to our potential here in St. Paul. The planning of an art and cultural institute in St. Paul has had positive input from community leaders, and both civic and administrative officials that recognize the importance of our organization, so that we may continue to grow and be a force in artistic development in the twin cities.

Our long time association with Pulitzer Playwright August Wilson continues to give us a strong position in the theatrical world of the twin cities. The increased interest of more of our community leaders who want to participate and be a part of our growth in the community is a healthy sign.

We have a lot of things to be proud of and I could continue to enumerate some of these things. However, I would just like to say that our first year has been a big success and it has been a pleasure for me to work with so many dedicated people on our board. I certainly look forward to our continued growth and our development as a powerful force in the community that gives them a taste of Afro American as it truly meant to be in our society. All of our productions are geared toward the black experience and our theatre is one of the most promising institutions in America.

Again I would like to say thank you and I look forward to many more years of growth and enjoyable work with our Penumbra family.

Carson M.C. Ellis

1991-92 Season Ticket Sales

Date: 10/22/91

Six play packages	A6 Fri.Sat Summary	121
	A6 Thurs.Sun Summary	188
	S6 Thurs.Sun Summary	116
	S6 Fri.Sat Summary	33

Three play packages	A3 Thurs.Sun Summary	79
	A3 Fri.Sat Summary	34
	S3 Thurs.Sun Summary	25
	S3 Fri.Sat Summary	6

Five play packages	A5 Thurs.Sun Summary	31
	A5 Fri.Sat Summary	12
	S5 Fri.Sat Summary	12
	S5 Thurs.Sun Summary	12

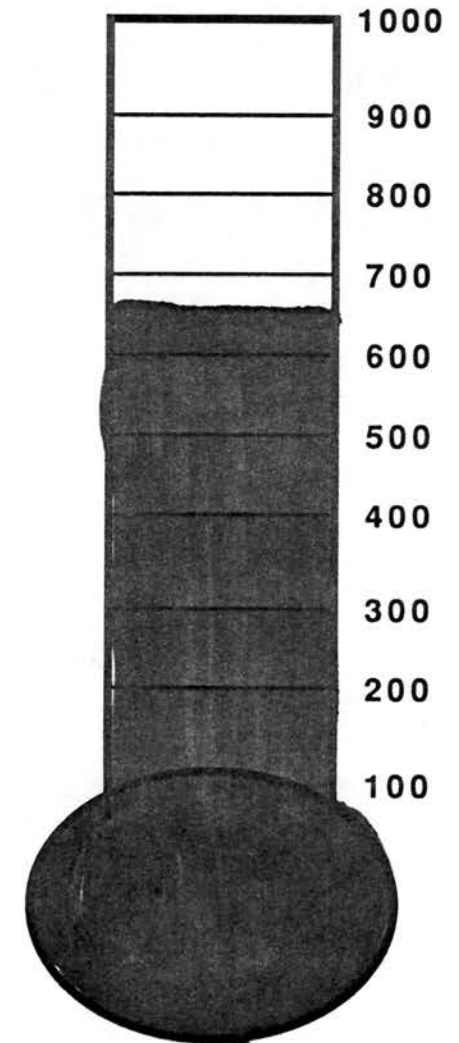
Total Tickets Sold

669

Total Dollars

Total Sale Summary

26765



TO: PTC Full Board Meeting
FROM: Cassius Ellis
DATE: October 22, 1991
SUBJECT: Full Board Meeting Agenda
11:45 a.m. - 1:00 p.m.

- ✓ 1.) Call to order - Jan Plimpton
- ✓ 2.) Approval of minutes
- ✓ 3.) President's Report will be presented by Jan Plimpton, as filed by Cassius Ellis.
- ✓ 4.) Committee updates will presented - Board Retreat report. Each committee met with committee chairs, summary will be mailed for review.
- ✗ 5.) Long Range Planning Update - Ervin Dixon.
- ✓ 6.) Artistic/Management Report / Audit Update - Claudia Wallace Gardner and Lou Bellamy.
- 7.) Election of officers - Ballots and Nominations to be mailed.
- 8.) Other business.
- 9.) Adjourn.

Call ~~Gordon~~ to Beuben Hanson

Identify objects (strategies) - quantify them
ask Claudia for insights.

Have Program / Planning Committee look at
goals
↓
assess capacity
short term issues - long term

Penumbra Theatre Company
Minutes of Full Board of Directors Meeting
October 23, 1991

Board Members Present: Jan Plimpton, David Taylor, LaJune Lange, Mary Phillips, Jim Bransford, Kathy Kingman, Rev. Earl Miller,

Staff present: Lou Bellamy, Claudia Wallace-Gardner, Ervin Dixon (consultant)

1. The meeting was called to order by Mary T. Phillips, Chair of the Business and Finance Committee until J. Plimpton arrived.

2. The minutes of the September executive committee were received under advisement, and the minutes of the last full Board meeting were approved as mailed. At this point, there was a discussion regarding our meeting schedule. J. Plimpton suggested that we poll the board regarding dates and times for meetings. Claudia indicated that there was a space on the form for comments and alternative ideas. K. Kingman requested that Claudia try to "unearth" Carolyn Bye's form that was mailed to them last year regarding alternative dates. L. Lange inquired about the loss of J. Owens leaving the board, and that she would like PTC to present Owens some token of our appreciation for her contributions to PTC Board of Directors and the theatre community at large. J. Bransford seconded the motion. D. Taylor offered a suggestion for the gift item, and said he would be willing to contribute toward the gift. M. Phillips asked Claudia to discuss PTC's presentation to Owens with Maxine Gaines. Mrs. Gaines is coordinating an event for Jerry at the Sterling Club in December.

At this time, M. Phillips raised the issue of nominating procedures for board members whose terms were expiring, and the replacement of Owens, because of her new position. Phillips said that as far as she could tell, we didn't have a nominating committee. J. Owens thought it was stated in our Articles of Incorporation and By-Laws. Gardner was asked to review and let the Chairman and Executive Committee know whether or not, the chair should name a Nominating Committee, or ask the Executive Committee to serve in that capacity. J. Bransford made the motion that the executive committee act as a nominating committee, and that a mail ballot be sent to all board members requesting nominations for new members, and re-election of current board members. J. Lange, amended the motion that the executive committee not serve as the nominating committee, unless prohibited by the by-laws. The amendment was accepted. The motion was seconded by J. Owens. The motion was passed. J. Owen moved, and it was seconded that new copies of the Articles of Incorporation and By-Laws be mailed to all Board Members.

D. Taylor moved that those persons having terms expired, be extended until the election. L. Lange seconded the motion and it was so moved. J. Plimpton asked Claudia to submit all committee

reports to each board from the Retreat in October. Claudia reported that she would do that with the Board Summary.

3. The President's Report was presented and filed on behalf of the Board Chairman. C. Ellis had to be out of town due to a long standing commitment. A copy of his report will be mailed to all board members.

4. Committee updates: At this time, the chair of the meeting had arrived, J. Plimpton and she continued with the agenda. The committee reports are the summaries from the Board Retreat. Committee chairs and committee members presented their work plans at the Retreat. Claudia indicated that she had not completed the retreat summary and committee reports yet.

5. Long Range Planning Update was presented by E. Dixon. Dixon reported on the first exit polls that are being completed with the audience from "Generations." The next exit polls will be conducted with our "Black Nativity" audience. He stated that he will be meeting with WIND, Inc., and the Selby-Dale Developers this month. He submitted the summary from the personnel committee meeting at the retreat. He pointed out the need for this committee to look into the independent contractor issue, and how we are going to handle this issue with the Minnesota Department of Jobs and Training. J. Plimpton requested that the timeline is also important for the program committee to meet with Claudia and Lou regarding funding of programatic needs. At this time, there was some discussion regarding E. Dixon's planning document that had been presented to the executive committee in July. M. Phillips requested that all board members receive a copy of E. Dixon's outline and planning schedule for updates to the Board of Directors.

6. The artistic/management report was presented in writing to the board. Lou indicated that he is trying to finalize the 1991-92 Season at this time. He said that he is currently waiting for the licensing permission for "Piano Lesson". He said that he has been in touch with August's assistant regarding the problem. L. Bellamy reported on the success of the "Leadership Night" and indicated that we plan to continue doing this before different shows. "Leadership Night" was hosted by Penumbra as a way to increase our African American audience attendance, and tap into certain community leaders that don't normally attend Penumbra productions. We mailed approximately 200 letters of invitation to selected leaders, African American and others, and approximately 80 attended a pre-performance discussion with the artistic director and the director of "Generations." We are definitely going to repeat this special "Leadership-Opening night" dialogue before each show throughout the season. Gardner reported that McKnight Foundation did award PTC \$50,000 for general operating funds, and it wasn't mentioned in the newspaper article. We

Penumbra Theatre Full Board of Directors Meeting
October 22, 1991
Page 3

requested \$100,000 for three years. McKnight indicated that they didn't want to lock into three years, in case PTC would be requesting additional funding in other areas, according to their new guidelines. Gardner also reported that we have other proposals pending and they are listed in the written report.

Bransford requested an update about the FIPSE Internship Grant, (Foundation for the Improvement of Post-Secondary Education), and Lou reported that a coordinator has now been hired, his name is Vincent DeLusia. Rick Thompson, will be the overall supervisor of this project. The brochures were being printed at the University of Minnesota. The outreach coordinator will be hired next week, Allison Sciplin, who coordinated our Summer Institute program.

M. Phillips requested a staff listing and position titles for the next board mailing. She indicated that it would be helpful for her, and other board members. Gardner said we will mail that out with the board minutes.

7. Election of officers was the next agenda item. It was noted that this issue had been thoroughly discussed earlier in the meeting.

8. Other Business

M. Phillips and L. Lange inquired about the "board night" for "BLACK NATIVITY." Gardner asked if K. Kingman and M. Phillips would assist her and Paula with organizing the event, as well as the recognition for J. Owens. (SPECIAL NOTE: Since the meeting, December 4 was established as Board Night, and Jeffrey Cook has resigned from the Board due to his new position with AVEDA, as their new General Counsel.) J. Owens, and J. Cook will be thanked at the Board Night.

The board also discussed the next calendar year meeting dates. A revised copy is enclosed. The executive committee would not meet on December 18, 1991, but on January 8, 1992, and the full board meeting will remain intact on January 29, 1992. The election of officers, committee chairs, and new board members will be voted in at the January 29, 1992, full board meeting. (See enclosed listing.)

October 25, 1991

PRESIDENTS REPORT

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Again I would like to say thank you and I look forward to many more years of growth and enjoyable work with our Penumbra family.

Carson M.C. Ellis

TO: Penumbra Theatre Company Board of Directors

FROM: Claudia Wallace-Gardner, Lou Bellamy

SUBJ: October Monthly Activities

DATE: October 23, 1991

1. Attended MLK agency staff meeting for Penumbra.
2. Met with Diane Page regarding Board Retreat agenda and anticipated outcomes.
3. Completed the Lila B. Wallace Reader's Digest Audience Development Fund proposal for \$150,000 for three years. Completed Travel/Study Grant for Jerome Foundation for CWG and LB. Completed Theatre Communications Group Observership Grant Requests for CWG and LB. Completed TCG Proposal for Extended Collaboration for Artists grants for "youth project" development for touring show.
4. Work with Auditors from Fraser and Carpenter.
5. Hired Vincent DeLucia as the FIPSE Coordinator. Held three meetings with U of M staff and PTC staff regarding FIPSE and sub-contractual arrangements and guidelines for this grant.
6. Discussed hosting a "special event" during the NCAA Final Four with Mrs. Clem Haskins. Will meet with her to discuss arrangements for performance of "MOJO AND THE SAYSO" by Aishah Rahman.
7. Met with Patience Ferguson, Multi-Cultural consultant from MAP regarding Ezell's multi-cultural project.
8. George Washington Carver was performed at Lincoln University, Jefferson City Missouri October 11 & 12, 1991.
9. Completed several meetings regarding "independent contractor" status. Discussions with Jeff Cook and MAP attorney regarding state of Minnesota's ruling that all actors are employees and not independent contractors.
10. Lou made presentation before State of Minnesota Medical Auxiliary Annual meeting in October about PTC.
11. Lou is guest director at the U of M's Rarig Theatre of "The Wedding Band" which will open on November 19, 1991 at Rarig.

13. Lou and Rick Thompson have completed the 1992-93 Season and production schedule.
14. Penumbra was awarded only one of four grants from the National Stage Director's and Choreographers Foundation, in New York for Visiting Directors. The visiting director will be Ms. Laurie Carlos, for MOJO.
15. Western State Bank donated a desk, chair, overhead storage cabinet and computer stand to PTC.
16. Met with Penny Hunt, Vice President, Public Affairs, Dayton-Hudson Stores regarding ways Dayton -Hudson can be more involved in the community, as well as future corporate volunteers from their organization to assist our Board and staff.
17. Working on completion of MRAC final report, Summer Institute final report, Northwest Area's Interim Report, all due by October 30, 1991. Midway Target store proposal is being developed and should be completed by first part of November, 1991.
18. Penumbra received approval of \$50,000 from McKnight for one year. PTC was approved by The BUSH Foundation for \$30,000 General Operating Funds to be received in December, 1991. Elmer L. Andersen Foundation approved \$750 for General Operating Funds, last year it was \$500. ECO LAB will vote in November on a General Operating Grant for \$1,000.
19. PTC will preview "BLACK NATIVITY" on November 20, 1991 and Opening Night will be one week later. It will be at 7th Place Theatre, in downtown St. Paul.
20. Building of the set has begun at 7th Place for the expanded production. Lou has completed the casting for the production.
21. Exit Polls have been conducted during varying week night performances of "Generations" during intermission for Erv's project.
22. Lou and Marion were taped by Continental Cable about Penumbra and the impact "Generations". KMOJ has interviewed three of the actors live for promotional purposes, and will be taping our public service spots for the remainder of this season, and Continental Cable will duplicate and coordinate with Paula the distribution to all radio stations. Continental will also assist with the video taping of tv public service spots.

PENUMBRA THEATRE
BALANCE
OCTOBER 31, 1991

ASSETS

CURRENT ASSETS:

CASH	66,964
INVESTMENTS	71,000
PREPAID EXPENSES	11,222

TOTAL CURRENT ASSETS	149,186
----------------------	---------

EQUIPMENT:
EQUIPMENT

6,122

EQUIPMENT-NET

6,122

TOTAL ASSETS	\$ 155,308
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LIABILITIES AND FUND BALANCE

CURRENT LIABILITIES:

ACCOUNTS PAYABLE	\$ 2,538
PAYROLL TAXES WITHHELD AND ACCRUED	2,572
OTHER PAYROLL WITHHOLDINGS	1,155
DEFERRED REVENUE	24

TOTAL CURRENT LIABILITIES	6,289
---------------------------	-------

FUND BALANCE	169,491
CURRENT YEAR EXCESS (DEFICIT)	(20,472)

TOTAL FUND BALANCE	149,019
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TOTAL LIABILITIES AND FUND BALANCE	\$ 155,308
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PENUMBRA THEATRE
ACTIVITY STATEMENT
FOR THE PERIOD ENDED OCTOBER 31, 1991

TITLE	CUR MTH ACTIVITY	CURRENT BUDGET	DIFFERENCE	TO-DATE BALANCE	ANNUAL BUDGET	REMAINING
REVENUE						
CONTRIBUTIONS-CORP. & FOUND.	\$ 112,500	\$	\$ 112,500	\$ 197,335	\$ 358,000	\$ 160,665
CONTRIBUTIONS-INDIVIDUALS	70		70	93,398	22,000	(71,398)
GOVERNMENT AGENCY GRANTS	7,300		7,300	24,040	48,240	24,200
TICKET SALES	7,763		7,763	46,339	394,300	347,961
PROGRAM SERVICE FEES					30,000	30,000
SPECIAL EVENTS-NET				4,720		(4,720)
INVESTMENT INCOME				1,008		(1,008)
MISCELLANEOUS INCOME				67		(67)
TOTAL REVENUE	127,633		127,633	366,906	852,540	485,634
EXPENSE						
ARTIST SALARIES & CONTRACTS	28,549		28,549	229,411	401,717	172,306
MANAGEMENT SALARIES	6,816		6,816	32,238	81,560	49,322
PAYROLL TAXES	3,249		3,249	11,763	23,286	11,523
FIRNGE BENEFITS	3,127		3,127	10,046	28,536	18,490
TRAVEL AND LODGING	396		396	17,119	8,500	(8,619)
ROYALTIES	802		802	1,052	33,665	32,613
PRODUCTION	6,427		6,427	25,596	19,600	(5,996)
OCCUPANCY				16,171	34,250	18,079
PROMOTION & MARKETING	1,797		1,797	23,039	79,799	56,760
TELEPHONE	211		211	3,735	4,000	265
DRANCE	4,477		4,477	5,513	9,277	3,764
PRINTING AND DUPLICATING					5,000	5,000
POSTAGE	240		240	605	1,000	395
DUES, SUBSCRIPTIONS & MEMBERSHIPS	916		916	1,540	500	(1,040)
ADMIN. SUPPLIES & MATERIALS	260		260	260	2,000	1,740
FINANCIAL SERVICE FEES	1,387		1,387	3,409	19,600	16,191
BOX OFFICE SERVICES & FEES				1,974	2,200	226
LEGAL FEES					6,000	6,000
PROFESSIONAL FEES	2,160		2,160	2,160	12,300	10,140
OTHER ADMINISTRATIVE					250	250
BOARD EXPENSE	545		545	545		(545)
FACILITY MAINTENANCE	150		150	496		(496)
EQUIPMENT PURCHASES	225		225	368	29,500	29,132
MISCELLANEOUS	194		194	339		(339)
TOTAL EXPENSE	61,926		61,926	387,379	802,540	415,161
EXCESS REVENUE OVER EXPENSE	\$ 65,707	\$	\$ 65,707	\$ (20,472)	\$ 50,000	\$ 70,472

PENUMBRA THEATRE
ACTIVITY STATEMENT
FOR THE PERIOD ENDED OCTOBER 31, 1991

TITLE	CUR MTH ACTIVITY	CURRENT BUDGET	DIFFERENCE	TO-DATE BALANCE	TO DATE BUDGET	DIFFERENCE
REVENUE						
CONTRIBUTIONS-CORP. & FOUND.	\$ 112,500	\$	\$ 112,500	\$ 197,335	\$	\$ 197,335
CONTRIBUTIONS-INDIVIDUALS	70		70	93,398		93,398
GOVERNMENT AGENCY GRANTS	7,300		7,300	24,040		24,040
TICKET SALES	7,763		7,763	46,339		46,339
SPECIAL EVENTS-NET				4,720		4,720
INVESTMENT INCOME				1,008		1,008
MISCELLANEOUS INCOME				67		67
TOTAL REVENUE	127,633		127,633	366,906		366,906
EXPENSE						
ARTIST SALARIES & CONTRACTS	28,549		28,549	229,411		229,411
MANAGEMENT SALARIES	6,816		6,816	32,238		32,238
PAYROLL TAXES	3,249		3,249	11,763		11,763
FIRNGE BENEFITS	3,127		3,127	10,046		10,046
TRAVEL AND LODGING	396		396	17,119		17,119
ROYALTIES	802		802	1,052		1,052
PRODUCTION	6,427		6,427	25,596		25,596
OCCUPANCY				16,171		16,171
PROMOTION & MARKETING	1,797		1,797	23,039		23,039
TELEPHONE	211		211	3,735		3,735
INSURANCE	4,477		4,477	5,513		5,513
AGE	240		240	605		605
DOES, SUBSCRIPTIONS & MEMBERSHIPS	916		916	1,540		1,540
ADMIN. SUPPLIES & MATERIALS	260		260	260		260
FINANCIAL SERVICE FEES	1,387		1,387	3,409		3,409
FACILITY MAINTENANCE	150		150	496		496
BOX OFFICE SERVICES & FEES				1,974		1,974
PROFESSIONAL FEES	2,160		2,160	2,160		2,160
BOARD EXPENSE	545		545	545		545
EQUIPMENT PURCHASES	225		225	368		368
MISCELLANEOUS	194		194	339		339
TOTAL EXPENSE	61,926		61,926	387,379		387,379
EXCESS REVENUE OVER EXPENSE	\$ 65,707	\$	\$ 65,707	\$ (20,472)	\$	\$ (20,472)

Penumbra Theatre Company Staff List
November, 1991

Full Time Staff:

Lou Bellamy, Artistic Director
Richard D. Thompson, Associate Producer
Wayne E. Hammer, Technical Director
Claudia Wallace-Gardner, Managing Director
Paula J. Sanders, Public Relations/Marketing Coordinator
Toni J. Presti, Box Office Manager, Administrative Assistant

Part-Time Staff:

Barbara Stephens-Foster, Bookkeeper

Foundation for the Improvement of Post Secondary Education FIPSE Project
Staff: (Penumbra Supervisor: Richard D. Thompson)

Vincent DeLusia, FIPSE Internship Coordinator
Allison Sciplin, FIPSE High School Coordinator

FACILITY NEEDS STUDY (funded by St. Paul Companies)

Ervin P. Dixon, Project Coordinator
Tiffanee V. Wallace, Admin. Assistant to Project Coordinator

1. Please review the lists below and indicate those where you have a contact that might be helpful. These are funders where we have recently applied for funds or where we will be applying soon. If possible, please name your contact and indicate what you feel would be the best method for them to be approached, i.e. letter, phone call, personal visit.

PROPOSAL SUBMITTED/PENDING

Mardag/St. Paul Foundation	3 yr/50,000	pending
Minneapolis Foundation	30,000	pending
Jerome Fnd.(f)	10,000	pending
St. Paul Companies(f)	30,000	pending
U.S. West(f)	10,000	pending
Butler Foundation	3,000	pending
Elmer Anderson Foundation	3,000	pending

PROPOSALS IN PROCESS

DeLuxe Check(f)	(2,800)	in process
Honeywell(f)	(1,500)	in process
NSP(f)	(7,000)	in process
Western Bank(f)	(1,000)	in process
Grotto	(3,000)	in process
Pillsbury	(7,500)	in process

IDENTIFIED FUNDERS/NO PENUMBRA FUNDING HISTORY

Star Tribune/Cowles Media	Midwest Federal
Incstar Corporation	Chadwick Foundation
Piper Jaffray and Hopwood	Musicland
Athwin	Marbrook
Shubert	St. Paul Dispatch
Rahr Foundation	ADC Telecommunications
Bemis Foundation	
Citicorp/Citibank	
Ecolab	
Gannett Foundation	
Dain Bosworth Foundation	
Gillette Company Foundation	
AT&T	
Ripley Memorial Foundation	
Williams Steel and Hardware	
WCCO AM/FM	
Unisys Corporation	
Tennant Company Foundation	
Twin City Federal	
Elizabeth C. Quinlan Foundation	
Prudential Foundation	
Northwestern National Life	
Digal Equipment Corporation	
Land O'Lakes	

_____ name

-MORE-

2. Please list companies, organizations or individuals who you believe are potential contributors in the amount of \$1,000 or more. List the size of gift you feel could be requested.

3. Please list individuals/organizations in the \$500+ range

PLEASE RETURN THIS INFORMATION BY NOVEMBER 15!! THANKS FOR YOUR HELP.

name

THE PENUMBRA THEATRE COMPANY
The Martin Luther King Building
270 North Kent Street
Saint Paul, MN 55102-1794

ATTN: KATHY KINGMAN

November 8, 1991

MEMORANDUM

TO: Penumbra Planning Committee
R. Larson, J. Bransford, Rev. E. Miller

FROM:  David Taylor

RE: Next Planning Meeting

My secretary has made reservations at Bigelow's Restaurant (Sheraton-Midway in St. Paul) for a breakfast meeting on Tuesday, Nov. 19, from 7:30 a.m.-9:00 a.m. I have invited Ervin Dixon to join us if his schedule permits. The reservation is in my name.

DVT/jn

NOV 13 1991

November 13, 1991

To: Dean Taylor
From: Linda A. Kassner, ACP
Re: Penumbra/GC FIPSE reception

Thank you for agreeing to say a few words at the reception for students and families. Here, again, are the details:

OK
Sunday, December 15
3:00-4:30 p.m.
at Penumbra

As soon as the invitations come back from duplicating, I'll send one down. In the meantime, enclosed is a brochure that we're distributing to students. If you'd like more information or an update on the project before the reception, let me know.

The Penumbra Theatre Company

The Penumbra Theatre Company, resident company in the Martin Luther King Building, was founded in 1976 by artistic director Lou Bellamy. Under his leadership, Penumbra has added an important dimension of cultural experience to the Upper Midwest as Minnesota's only black professional theatre company.

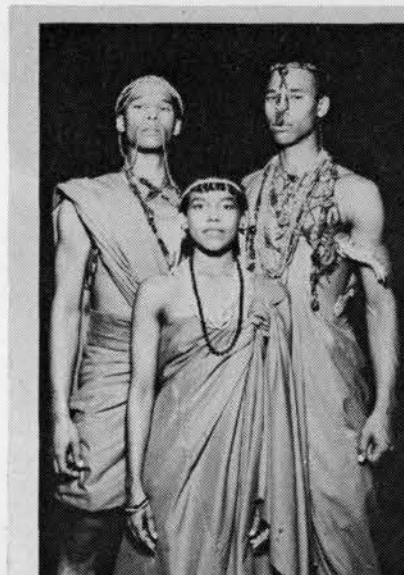
For the past 13 years, Penumbra has provided theatre artists with an opportunity to stage, learn, and share full productions directly concerned with the African American experience. Penumbra presents a wide variety of productions ranging from musical-comedy to serious drama. These productions are honest, always of high quality and entertaining. Penumbra exposes, illuminates, and celebrates the human condition.

Penumbra provides an important modeling and educational function for members of the community, many of whom received their introduction to the arts and initial training at Penumbra. These artists now make significant contributions to both our local and national artistic communities.

General College

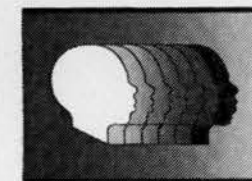
General College (GC) is the two-year, open admission college of the University of Minnesota. The College's mission is to enroll, and prepare for admission to University degree programs, students who require special preparation because of personal circumstances or previous education. To serve students and fulfill the mission of the College, GC faculty create classes to support not just classroom learning, but the knowledge needed for success in the larger University.

The college provides an environment for a diverse population of students, faculty and staff to encourage multicultural perspectives in its activities. All agree that the college must provide a curriculum and learning environment that encourages and enables students to fulfill their academic potential. Faculty and staff are committed to fostering the integration of knowledge in a community that recognizes the need for lifelong learning. GC strives to be a diverse community of students, faculty, and support staff who value education as both ennobling and constructive, leading to a richer, more fulfilling life.



PENUMBRA
THEATRE COMPANY

UNIVERSITY OF MINNESOTA



Invite you to participate
in internships in the
following areas:

Performing Arts

Acting & Directing
Dramaturgy
Movement
Literature & History

Production Arts

Technical Design
Set Construction
Lighting, Sound, & Costumes

Arts Administration

Management
Marketing
Public Relations

Are You:

- A High School Senior?
- Interested in high school and college credit for your work?
- Thinking about college in the fall of 1992?

We would like to invite you to participate in a joint program between the Penumbra Theatre Company and the University of Minnesota.

This program is designed to provide high school seniors with an opportunity to work with the professional staff of the Penumbra Theatre Company, in the areas of Performing Arts, Production Arts, and Arts Administration. While working, you'll also take classes in those areas and attend classes at the University of Minnesota. For your efforts, you'll receive both high school and college credit through the University of Minnesota's General College.

We'll also provide you with information and counseling on financial aid and registration for college.

Best of all, this entire program is free of cost to you.

Program Details

If you decide to participate in the Penumbra/GC program, you'll work approximately four hours per week in an internship in your area of interest at the Theatre. In addition, you'll take closely related University of Minnesota courses that will allow you to earn both high school and college credit for your work.

College Courses

- **Creative Problem Solving**
This course will begin January 3 and end March 13. The course will meet on Tuesdays and Thursdays from 2:30-4:30 at Penumbra Theatre (270 N. Kent St., St. Paul). In this course, you'll think about how you approach and solve problems, and what affect that has on work in your internship and in school.
- **Writing Workshop: Basic Writing**
This course will begin on March 30 and ends June 5. It will meet from 2:30-4:30 Mondays, Wednesdays, and Fridays at General College on the University of Minnesota campus. This course will help you to develop your college-level writing skills and allow you to relate skills developed in your internships to the challenges of the academic workplace.

Credit

The work you do in Creative Problem Solving and Writing Workshop: Basic Writing will apply for both high school and college credit. Rather than being penalized for taking off-campus courses, you'll earn double credit. These credits will also transfer to other colleges and universities around the area and across the country, and are free of cost to you as long as you are in high school.

To Register

If you are interested in this program, have a June, 1991 graduation date, and are thinking of starting college in Fall, 1992:

- Fill out and mail the registration form on this brochure to:

Penumbra Theatre Company
270 N. Kent Street
St. Paul, MN 55102-1794

For More Information Call:

Allison Sciplin or Linda Kassner
At Penumbra At General College
224-4601, ext. 250 625-6383 or 625-2880

Registration Form

please print

Name _____

Address _____

City _____

State _____ Zip _____

Phone (day) _____
(eve) _____

Home school _____

Parent or Guardian _____

Signature of parent or guardian

Signature of student

Cost: FREE

Dates: January 3-June 13
Options available for summer and fall

Where: Penumbra Theatre Company
270 N. Kent Street
St. Paul, MN 55102-1794

General College
University of Minnesota
109 Appleby Hall
228 Pleasant Street SE
Minneapolis, MN 55455



HALLIE Q. BROWN COMMUNITY CENTER, INC.

270 North Kent Street

St. Paul, Minnesota 55102

Telephone: 224-4601

Fax: 224-7074

FAX TRANSMITTAL COVER SHEET

NUMBER OF PAGES (INCLUDING THIS PAGE) 8DATE: 11/25TIME: 2pm

TO: Dean David TaylorCOMPANY/FIRM: U of M - General CollegeTELEPHONE: 625-6885 FAX: 626-7848

FROM: Claudia Wallace-GardnerCOMPANY/FIRM: Penumbra

DEPARTMENT: _____

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Unsubstantiated

PENUMBRA THEATRE BOARD MEMORANDUM

November 20, 1991

TO: Executive Committee Members

FROM: Cassius Ellis, President

SUBJ: Executive Committee Meeting Reminder and Agenda
November 27, 1991

The executive committee of the Board of Directors of Penumbra Theatre Company will meet on ~~November 27, 1991 at 1:00 p.m. in the Hallie Q. Brown Martin Luther King Center Library.~~ Please call Toni Presti, 224-2401, ext. #283, or Claudia at ext. #284, if you would like to order lunch, by Tues, Nov. 26, 1991.

Executive Committee Agenda -November 27, 1991

1. Call to order - C. Ellis
2. Approval of September executive committee minutes.
3. Committee Reports:
 - a. Program Committee-Chair D. Taylor
 - b. Business and Finance Committee/ Treasurer's Report
 - *Audit Update (CWG)
 - *Revised 1991-92 budget to be submitted to executive committee at January meeting.
 - c. Resource Committee Report
4. Artistic/Management Report - L. Bellamy/C. W. Gardner
5. Approval of 1992 Board meeting schedule/executive committee schedule.

Appointment of Nominating Committee and mailing of ballots for proposed slate at January executive committee meeting, and voting by full board at January meeting.
6. Other Business
7. Adjourn

(Enclosures: Executive Committee Minutes, Full Board Meeting, October 22, 1991, Meeting Schedule for 1991-92, Board Night Notice- BLACK NATIVITY by Langston Hughes.)

TO: PTC Full Board Meeting
FROM: Cassius Ellis
DATE: October 22, 1991
SUBJECT: Full board Meeting Agenda
11:45 a.m. - 1:00 p.m.

- 1.) Call to order - Jan Plimpton
- 2.) Approval of minutes
- 3.) President's Report will be presented by Jan Plimpton, as filed by Cassius Ellis.
- 4.) Committee updates will be presented - Board Retreat report. Each committee met with committee chairs, summary will be mailed for review.
- 5.) Long Range Planning Update - Ervin Dixon.
- 6.) Artistic/Management Report/Audit Update - Claudia Wallace Gardner and Lou Bellamy.
- 7.) Election of officers - Ballots and Nominations to be mailed.
- 8.) Other business.
- 9.) Adjourn.

EXECUTIVE COMMITTEE MEETING
SEPTEMBER 25, 1991

Board Members Present: K. Kingman, D. Taylor, J. Plimpton, R. Larson, M. Phillips, C. Ellis

Staff Present: C.W. Gardner, Ervin Dixon, consultant, L. Bellamy

12:05

- 1.) Cassius Ellis called the meeting to order. M. Phillips moved to accept the minutes. K. Kingman seconded.
- 2.) C. Ellis acknowledged and welcomed E. Dixon, the consultant working on our space needs and long range issues.
- 3.) D. Taylor presented the program committee report. Taylor reported that discussions and decisions will have to be made by the board in the following areas: capacity, current and future needs, staffing needs, and what programs would be possible. D. Taylor said that the Program Committee will now have a focus on how we plan to approach our youth programs, touring, and patron needs.
- 4.) C. Ellis called on Erv - for the Long Range Planning report. Erv reported on identification of resources, assessment of our current facilities and future needs. Erv has worked with Advisory Committee. He reported that new exit polls will be done during Generations and Black Nativity.

Ervin Dixon listed his concerns:

- . What kind of space are we talking about? Wind, Inc. estimated our needs at 28,000 square feet.
- . The impact - whether we are focused on our mission.
- . Avoid being driven on someone else's time.
- . Local philanthropic community.
- . Working with program/resources committee.

C. Ellis thanked E. Dixon for his approach. C. Ellis said we need more space, but we are not going to be driven by others, and we are going to be conservative in our planning.

M. Phillips commented about growth and change for five years. E. Dixon said he likes "life cycles." He will focus on "cycles" during his planning.

EXECUTIVE COMMITTEE MEETINGSEPTEMBER 25, 1991

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J. Plimpton asked how the Advisory Board would work. Dixon said "he didn't want to be out here all by his self," that each Advisory member had a different role. He sees them as trouble shooters. Jim Adams, from St. Paul Companies, was recommended to be involved, as a new advisory member.

C. Ellis asked CWG to send a letter to Jim Adams.

M. Phillips asked about a timetable for completion for the study. Ery said the board should have full report with two or three options to vote on.

- 5.) Business and Finance Report - An updated grant report is included in the Artistic/Management Report. CWG indicated that she was waiting for McKnight's Proposal regarding our \$100,00 request, and they vote on September 25 & 26, 1991.
- 6.) Lou Bellamy reported that PTC will be co-producing "Ain't Misbehavin'" with the Minnesota Opera Company next season. He has selected the Cornerstone Competition winning play entitled, Shine! by Syl Jones. Lou is featured in Black Masks, and a article called "True Colors."
- 7.) C. Ellis reminded everyone to buy their season tickets. Ellis requested that Claudia schedule the board retreat for October at J. Plimpton's with a facilitator. A suggested agenda was discussed. Claudia reported that Diane Sims Page will be the group facilitator.
- 8.) Other business: M. Phillips said she was pleased to see the "Leadership" night scheduled for opening night of "Generations." L. Bellamy explained the philosophy regarding this "proactive" position with the African American community.

Claudia announced that Bellamy has been appointed to the NEA Playreading panel and will have his first meeting next month in Washington, DC.

- 9.) The meeting adjourned at 1:00 p.m.

Penumbra Theatre Company
Minutes of Full Board of Directors Meeting
October 23, 1991

Board Members Present: Jan Plimpton, David Taylor, LaJune Lange, Mary Phillips, Jim Bransford, Kathy Kingman, Rev. Earl Miller,

Staff present: Lou Bellamy, Claudia Wallace-Gardner, Ervin Dixon (consultant)

1. The meeting was called to order by Mary T. Phillips, Chair of the Business and Finance Committee until J. Plimpton arrived.

2. The minutes of the September executive committee were received under advisement, and the minutes of the last full Board meeting were approved as mailed. At this point, there was a discussion regarding our meeting schedule. J. Plimpton suggested that we poll the board regarding dates and times for meetings. Claudia indicated that there was a space on the form for comments and alternative ideas. K. Kingman requested that Claudia try to "unearth" Carolyn Bye's form that was mailed to them last year regarding alternative dates. L. Lange inquired about the loss of J. Owens leaving the board, and that she would like PTC to present Owens some token of our appreciation for her contributions to PTC Board of Directors and the theatre community at large. J. Bransford seconded the motion. D. Taylor offered a suggestion for the gift item, and said he would be willing to contribute toward the gift. M. Phillips asked Claudia to discuss PTC's presentation to Owens with Maxine Gaines. Mrs. Gaines is coordinating an event for Jerry at the Sterling Club in December.

At this time, M. Phillips raised the issue of nominating procedures for board members whose terms were expiring, and the replacement of Owens, because of her new position. Phillips said that as far as she could tell, we didn't have a nominating committee. J. Owens thought it was stated in our Articles of Incorporation and By-Laws. Gardner was asked to review and let the Chairman and Executive Committee know whether or not, the chair should name a Nominating Committee, or ask the Executive Committee to serve in that capacity. J. Bransford made the motion that the executive committee act as a nominating committee, and that a mail ballot be sent to all board members requesting nominations for new members, and re-election of current board members. J. Lange, amended the motion that the executive committee not serve as the nominating committee, unless prohibited by the by-laws. The amendment was accepted. The motion was seconded by J. Owens. The motion was passed. J. Owen moved, and it was seconded that new copies of the Articles of Incorporation and By-Laws be mailed to all Board Members.

D. Taylor moved that those persons having terms expired, be extended until the election. L. Lange seconded the motion and it was so moved. J. Plimpton asked Claudia to submit all committee

Penumbra Theatre Full Board of Directors
October 22, 1991
page 2

reports to each board from the Retreat in October. Claudia reported that she would do that with the Board Summary.

3. The President's Report was presented and filed on behalf of the Board Chairman. C. Ellis had to be out of town due to a long standing commitment. A copy of his report will be mailed to all board members.

4. Committee updates: At this time, the chair of the meeting had arrived, J. Plimpton and she continued with the agenda. The committee reports are the summaries from the Board Retreat. Committee chairs and committee members presented their work plans at the Retreat. Claudia indicated that she had not completed the retreat summary and committee reports yet.

5. Long Range Planning Update was presented by E. Dixon. Dixon reported on the first exit polls that are being completed with the audience from "Generations." The next exit polls will be conducted with our "Black Nativity" audience. He stated that he will be meeting with WIND, Inc., and the Selby-Dale Developers this month. He submitted the summary from the personnel committee meeting at the retreat. He pointed out the need for this committee to look into the independent contractor issue, and how we are going to handle this issue with the Minnesota Department of Jobs and Training. J. Plimpton requested that the timeline is also important for the program committee to meet with Claudia and Lou regarding funding of programmatic needs. At this time, there was some discussion regarding E. Dixon's planning document that had been presented to the executive committee in July. M. Phillips requested that all board members receive a copy of E. Dixon's outline and planning schedule for updates to the Board of Directors.

6. The artistic/management report was presented in writing to the board. Lou indicated that he is trying to finalize the 1991-92 Season at this time. He said that he is currently waiting for the licensing permission for "Piano Lesson". He said that he has been in touch with August's assistant regarding the problem. L. Bellamy reported on the success of the "Leadership Night" and indicated that we plan to continue doing this before different shows. "Leadership Night" was hosted by Penumbra as a way to increase our African American audience attendance, and tap into certain community leaders that don't normally attend Penumbra productions. We mailed approximately 200 letters of invitation to selected leaders, African American and others, and approximately 80 attended a pre-performance discussion with the artistic director and the director of "Generations." We are definitely going to repeat this special "Leadership-Opening night" dialogue before each show throughout the season. Gardner reported that McKnight Foundation did award PTC \$50,000 for general operating funds, and it wasn't mentioned in the newspaper article. We

Penumbra Theatre Full Board of Directors Meeting

October 22, 1991

Page 3

requested \$100,000 for three years. McKnight indicated that they didn't want to lock into three years, in case PTC would be requesting additional funding in other areas, according to their new guidelines. Gardner also reported that we have other proposals pending and they are listed in the written report.

Bransford requested an update about the FIPSE Internship Grant, (Foundation for the Improvement of Post-Secondary Education), and Lou reported that a coordinator has now been hired, his name is Vincent DeLusia. Rick Thompson, will be the overall supervisor of this project. The brochures were being printed at the University of Minnesota. The outreach coordinator will be hired next week, Allison Scipin, who coordinated our Summer Institute program.

M. Phillips requested a staff listing and position titles for the next board mailing. She indicated that it would be helpful for her, and other board members. Gardner said we will mail that out with the board minutes.

7. Election of officers was the next agenda item. It was noted that this issue had been thoroughly discussed earlier in the meeting.

8. Other Business

M. Phillips and L. Lange inquired about the "board night" for "BLACK NATIVITY." Gardner asked if K. Kingman and M. Phillips would assist her and Paula with organizing the event, as well as the recognition for J. Owens. (SPECIAL NOTE: Since the meeting, December 4 was established as Board Night, and Jeffrey Cook has resigned from the Board due to his new position with AVEDA, as their new General Counsel.) J. Owens, and J. Cook will be thanked at the Board Night.

The board also discussed the next calendar year meeting dates. A revised copy is enclosed. The executive committee would not meet on December 18, 1991, but on January 8, 1992, and the full board meeting will remain intact on January 29, 1992. The election of officers, committee chairs, and new board members will be voted in at the January 29, 1992, full board meeting. (See enclosed listing.)

UNIVERSITY OF MINNESOTA

Twin Cities Campus

General College

*109 Appleby
128 Pleasant Street S.E.
Minneapolis, MN 55455-0434
612-625-6663
Fax: 612-626-7848*

November 27, 1991

MEMORANDUM

TO: Penumbra Planning Committee

✓ James Bransford

✓ Reuben Larson

✓ Rev. Earl Miller

FROM: Jackie Norlander, Executive Secretary

gd for David Taylor

RE: December Penumbra Planning Committee Meeting

This memo is to confirm the Wednesday, Dec. 18, **Penumbra Planning Committee** meeting scheduled from 7:30 a.m. - 9:00 a.m. at Bigelow's Restaurant (Sheraton Midway-St. Paul). The reservation is in David Taylor's name.

I appreciate your response when I call to get your calendar schedules, because often I am in the process of scheduling a variety of meetings for the Dean usually involving several individuals. I like to work as far in advance as possible so his priorities are met with respect to timelines, etc.

c: D. Taylor

DATE: *December 10, 1991*

TO: *Managing Director
Penumbra Theatre Staff
Executive Committee
Board of Directors*

FROM: *E. P. Dixon*

RE: *Cultural Arts Center Project*

Attached is a report of the current status of the "Cultural Arts Center" project, with recommendations.

If approved, I would like to meet, discuss and develop the follow-through plan.

OVERVIEW

Since September, we have explored several issues related to the proposed development of a Cultural Arts Center for the African-American community to be located in St. Paul.

A report of the progress made, reactions from advisors, interested developers and some recommendations for consideration by the Penumbra Board of Directors are outlined for review.

In our judgment the Board of Directors will want to make some critical decisions in the next few weeks, and determine which actions should be taken by Penumbra's management and the Board concerning a commitment to the "Cultural Center".

Because of the scope and dollar value of the proposed commitment the Board of Directors will be especially interested in establishing a time frame that will permit organizational development and funding of the proposed "Cultural Center" if it is agreed to be an achievable and manageable goal.

CURRENT SITUATION

Since 1989, when the Penumbra Theatre opted to become an independent 501 (c).3 non-profit theatre, the operating budget has grown nearly 300%.

	89-90 (000)	90-91 (000)	91-92 (000)
<u>Total Revenues & Grants</u>	<u>\$302</u>	<u>\$867</u>	<u>\$810</u>
-Earned Revenue	132	389	435
-Grants & Contributions	170	478	375
<u>Total Expenses (Budgeted)</u>	<u>330</u>	<u>1106</u>	<u>1158</u>
-Occupancy	NA	44	45
-Artistic Programs	NA	402	456
-Administrative Programs	NA	133	146
-Total Salaries & Benefits	NA	527	511
<u>Net Operating (Expenses)/Reserves</u>	<u>(28)</u>	<u>(239)</u>	<u>(348)</u>

Budgets for programs planned for 1992-93 and beyond are being developed - estimates are not yet available.

Nevertheless, several factors, which must be responded to, have placed increased demands on personnel, space and budgets

- Grants already received to expand the educational programs (FIPSEY) require additional space and staff time

- Accumulated equipment and materials have exhausted regularly available storage space; temporary space is being filled ahead of schedule

- Cash-flow demands have increased the requirements for grant development

- Office space and work space for staff continues to be crowded and insufficient for full-time, part-time and volunteer staff

Because eligibility for funding is sometimes determined by operating expenditures, it is essential that the Board of Directors is aware of the limits to operating budgets imposed by funders. A longer term strategy for fund development seems indicated.

IN ANTICIPATION OF A "CULTURAL ARTS CENTER"

To date we have: surveyed the Children's Theater, to learn how it was designed and developed; discussed the development, operations and closing of the African-American Arts Museum; discussed with advisors, "Probable Community reactions to a Cultural Center - Project by the Penumbra Theater", and surveyed a sample of the audience attending plays at the HQ Brown Center this fall regarding relocation as an option for the Penumbra Theatre.

- In the best of all worlds, an approach similar to that followed at the Children's Theater would seem to be most desirable:

- A Facility designed from specifications based on the artist perceptions of the needs

- Time necessary to reasonably design and construct the optimum facility

- Cost estimates available far enough in advance to permit careful presentation so that solid support from the funding community is forthcoming

-Since the "Cultural Center" concept includes a museum or gallery and an expanded educational facility in addition to a theater and supportive environment, a composite design is required.

-Mr. Lambert, founder and director of the African-American Museum in Minnesota which was in existence for about five years, suggests that the museum will need as careful planning as the expanded Cultural Center/Theater concept

-A minimum of 2000-3000 square feet designed to accommodate various sizes and qualities of exhibits, lectures and presentations

-Adequate security (safe from theft and vandalism as well as temperature, light and/or structural damage in placement or storage)

-Staffing with professionals and volunteers who are knowledgeable about African-American history, art, arts-crafts, management and development of relations between museum and artistic community as well as the Cultural Arts Center and the local communities (including the funding community - which may be different from that of theater and education)

-Adequate promotion to artist and community

-Because resources are increasingly more targeted and near term prospects seem less promising than in the recent past, advisors like A. Leyasmeyer and D. Johnson in particular, suggest that a Cultural Arts Center project will require a delicate balance of enthusiasm from the benefiting community and an acceptance to the overall importance of a Cultural Arts Center in St. Paul with African-American perceptions at this time.

It is suggested that a clear focus of the function of the Cultural Arts Center will be vital when attracting support from national and regional sources as well as local and private contributors, sponsors, partners or foundations.

-If the audience of "Generations" is typical, they tell us, as interpreted from a brief summary last October of their opinions, that Penumbra's audience is especially supportive. While not "very familiar" with the total range of Penumbra's Programmatic contributions to the community it appears that moving to a different location would not diminish overall support.

What this audience would like to see (from a list we provided) considered if a "move" is contemplated would be:

Access to public transportation	54%
Parking (Adequate)	50%
Space (Adequate)	43%

Thirty-six (36) percent of persons responding suggest that "remaining in present place" should be a factor if a change in location is to be considered.

DEVELOPMENT OPTIONS AND CONSTRAINTS

Lou's dream or the consideration of a Cultural Arts Center arose because of the impact of growth on available space at the Hallie Q. Brown Center; and the invitation by City Council representative Bill Wilson is considering relocation at one of the sites being considered in St. Paul's community redevelopment proposals.

A very preliminary "estimate" of the space needed for the Theater is about 4 times what is now in use (5,800 square feet versus 19,000 square feet). 3,000 additional square feet are estimated for a museum/gallery. Estimates for parking and shops have not been made to date.

It is not likely that this much expansion can be accommodated at the Martin Luther King Center in its present configuration. It may, however, be possible to find additional space. Penumbra has already initiated arrangements for renting space away from the HQB Center to supplement needs for space for classrooms, set storage and living quarters.

Relocation is therefore an option that the Board of Directors must consider for a larger Cultural Arts Center.

Expansion of the Martin Luther King Center which is under the governance of the Parks Department of the City of St. Paul is possibly another consideration.

To date we have responded to the interest of two developers, who would like to manage a community re-development project for the City of St. Paul with the Penumbra Theatre as its centerpiece:

*The Selby Dale Development Corporation
Mr. Bob Porter, Executive Director*

*Western Initiative Neighborhood Development (WIND)
Mr (s) Pauline and Tomali, Representatives
(Ray Harris, Developer)*

We have asked them to clarify the proposed roles and relationships with the Penumbra Theatre (see attachment)

The issue of "ownership" becomes paramount. Ownership will be central to a funding strategy as well as for control of design and management of the properties and the umbrella organization for the enterprise.

The Board of Directors must evaluate the pros and cons of this issue.

FUNDING OPTIONS

Initial and very preliminary "estimates" suggest that the cost of a Cultural Arts Center in St. Paul could range from \$5 to \$10 million dollars.

In any case, the available dollars will be a major limiting factor in when, where and how a Cultural Arts Center with an African-American focus will be developed.

The Board, if it accepts the commitment, will want to consider the potential for:

- Private/Major Grants or Endowments
- Foundations - National and Local
- Corporate Sponsorship
- Individual Contributions
- State/City Subsidiaries (including tax relief)
- Debt - loans advanced on any equity/properties owned outright
- Joint ventures with collaborating African-American organizations

SUGGESTED FOLLOW-THROUGH PLAN

Actions for the Penumbra Board of Directors to consider by January 22, 1992

- Will the Board commit to funding a Cultural Arts Center of:
 - 20, 30 or 50 thousand square feet
 - \$5 to \$10,000,000
 - To be occupied by 1997 or sooner

SUGGESTED FOLLOW-THROUGH PLAN CONT.

Actions for the Penumbra Board of Directors to consider by January 22, 1992 (cont.)

- Will the Penumbra Theatre become the:
 - Sole Owner
 - Form a joint venture with other artistic enterprises in the Twin Cities
 - Part owner of Center/sole owner of the Theatre and Institute
 - Seek sponsorship - rent free to Penumbra Theatre
 - Rent from City of St. Paul
 - Form joint venture with commercial developer
 - Lease from developer
- Set dates for:
 - (Develop) a funding strategy
 - (Organize) a team for soliciting funding
 - (Organize) a development team

These teams will coordinate:

- Review and update of planning on a quarterly basis
- Initiate process for selecting designers.
- Review design options and visit selected proto types
- Coordinate planning process with City of St. Paul
- Select developer/site
- Organize National/Regional coalition of artists and funders

THESE TEAMS WILL COORDINATE CONT.

- Organize local community support
 - African-American Community
 - Artistic Community
 - Funding Community
- Set date for coordinated fundraising campaign
- Review and update planning
 - Evaluate Progress
 - Adapt to Environmental Changes
- Authorize Design/Site Development
- Coordinate Development and Funding
- Schedule Land/Facility Purchases
- Review and Update Planning
 - Adjust timetable
 - Evaluate feedback from community of supporters and funders
- Schedule project completion date
- Plan for site occupancy and move-in ceremonies

DEC 11 1991

December 11, 1991

To: Penumbra/GC reception invitees
From: Linda Adler Kassner, GC
Re: Reception

Owing to the fact that students will not be able to attend the scheduled reception on Sunday, we have decided to cancel it for the time being. It will be rescheduled for sometime during winter quarter; I'll be in touch with all of you with details later.

Thanks for your support.

December 20, 1991

DEC 30 1991

TO: Executive Committee

FROM: Claudia Wallace-Gardner
Cassius Ellis

SUBJ: January Executive Committee Meeting Notice and
Other Penumbra Updates

Best Wishes for the New Year!

This is a reminder that the Executive Committee of the Penumbra Theatre Company's Board of Directors will be held on January 8, 1992, at the King Center in the Library at 11:45 a. m. to 1:00 p.m. Full bd. meeting will be held on Jan. 29, 1992.

Proposed Agenda

1. Call to Order - C. Ellis
2. Approval of minutes from September Executive Committee meeting and review of full Board meeting minutes from October, 1991. (The scheduled November meeting was cancelled.)
3. Committee Reports:
 - Relocation Issue update...E. Dixon
 - ✓ Program Committee...D. Taylor
 - ✓ Business and Finance Committee/Treasurer's Report....
J. Plimpton and M. Phillips
 - ✓ Resource Committee Report...E. Jones/K. Kingman
4. ✓ Artistic/Management Report...L. Bellamy, and C. Wallace-Gardner.
5. Nominations and mailing of ballots for proposed slate and voting of full board at January 29, 1992, meeting.
6. Other Business
7. Adjourn

(enclosures: ex.minutes, 1992 meeting schedule, Dixon report)

*Original minutes for
Claudia's
signature at
Dixon's*

*Letter to
Annexed in
minutes*