



[Theater Records](#)

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92-93 Subscription Campaign Strategy

<u>Component</u>		<u>Goal</u>
Renewal	Re-enrollment of 70% of current 750 subscribers	525
Conversion of Single-Ticket Buyers	Sale of 2 subscriptions each to 5% of cumulative list of 15,000 single-ticket buyers	1500
Restoration of Drop-outs	Sale of 2 subscriptions each to 10% of 300(?) previous subscribers	60
Current subscriber participation	Recruitment of 50 current subscribers to sell 1 pair of subscriptions each	100
Parties	Sale of 4 pairs of subscriptions at each of 25 home/office events	200
Bloc Sales	Sale of 5 pairs of subscriptions each to 30 corporations	300
Telephone campaign	Sale of 2 subscriptions each to 3% of 5000 people called - using black organization lists	300
Sale on Commission	Recruitment of outside philanthropic, civic, religious and fraternal organizations to sell subscriptions on commission	500
Xmas Card Lists	Recruitment of 50 board members, advisory committee members or subscribers to sign 50 personal letters each to friends, with anticipated return of 7% ordering 2 subscriptions each	350
Scholarships	Sale of 5 subscriptions each to 50 individuals, corporations or service clubs, sponsoring scholarship subscriptions for students	250
Donated subscriptions	Sale of 5 subscriptions each to 50 donors, earmarked as contributions for senior citizens	250
Booth Sales	Booth sales at last show of 91-92 and first show 92-93	200
Direct mail Phase I	Sale of 2 subscriptions each to 1/2 of 1% of 100,000 name brochure mailing during spring/early summer	1000

Page 1

(over)

Direct mail Phase II

Sale of 2 subscriptions each to
1/2 of 1% of 100,000 name
brochure mailing during late
summer/early fall

1000

Total Campaign Goal:

6535

Penumbra Theatre Company Staff List
January , 1992

Full Time Staff:

Lou Bellamy, Artistic Director
Richard D. Thompson, Associate Producer
Wayne E. Hammer, Technical Director
Mike McQuiston, Master Carpenter
Claudia Wallace-Gardner, Managing Director
Paula J. Sanders, Public Relations/Marketing Coordinator
Toni A. 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

January, 1992

Penumbra Theatre Company Board of Directors Nomination Form:

I would like to nominate : _____

for the Penumbra Theatre Board of Directors for a one year _____, or two

year _____ term beginning in March, 1992, and ending in January, 1993 or 94.

I have discussed the Board of Directors role at Penumbra and requested a copy of their vitae for our Board's review.

JANUARY 7, 1992

Nominations Submitted for Board Membership are as follows:

Jean Harris, Ramsey Foundation

Phyllis Harvin, U. S. West

Robin Robinson, Channel #5 News

Stew Widdess, Senior Vice President of Marketing for the
Department Store Division of Dayton Hudson Corporation. (Dayton's,
Hudson's and Marshall Field's.)

Waring Jones, PTC Supporter and Community Activist

James C. Adams, St. Paul Companies, and Chimera Theatre Board
Member

Carolyn Bye, Former Interim Director, PTC and Film In The Cities

Tim Baylor, McDonalds Corporation and Former Minnesota Viking

Clinton Hewitt, Associate Vice President, Physical Planning and
Operations,
University of Minnesota

Yusef Mgeni, President, Urban Coalition and St. Paul resident,
Community Leader

Larry Redmond, State Arts Lobbyist


Jim Carusel, (ck. sp), Chief Financial Officer, KTCA (Completed total
financing for KTCA new facility in St. Paul, and burned the mortgage
the night of the "Grand Opening."

Theresa Robinson, recommended by Kathy Kingman

Other Nominations:

January 9, 1992

TO: Lou

FROM: Claudia 

SUBJ: Resignation

This has been a very difficult decision, but I have accepted a new position at the University of Minnesota. Therefore, my last day will be January 27, 1992 at Penumbra.

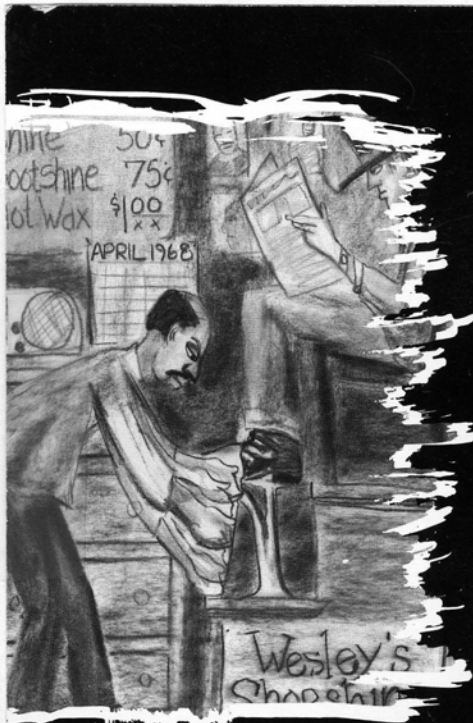
I want you to know that this has nothing to do with you or the staff. It is a very personal decision, and it really has to do with what I need to do for myself. It has been a wonderful experience that I shall never forget, and I have grown and stretched more than I ever thought possible, but I had to come to grips with some realities for me.

I will be eternally grateful to you and the Penumbra staff for providing me with such cooperation, warmth, assistance and help. My experiences here, made me evaluate my professional and personal needs, and what things have to be in place for me to thrive. I also had to recognize and accept my strengths and weaknesses.

I know that another individual will step in and continue to build Penumbra with you, this wonderful staff, and the Board of Directors. The challenges are great, but the rewards will be even greater!

Thank you for everything.

1/14/92



The Penumbra Theatre Company presents

Shine!

Written by Syl Jones
Directed by Marion McClinton
Produced by Lou Bellamy

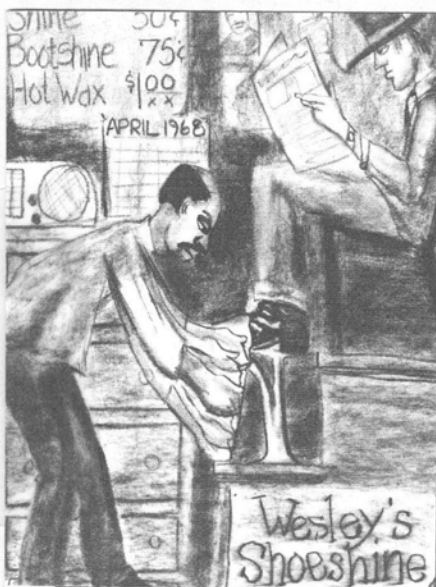
January 29 - February 23, 1992

Penumbra Theatre
270 North Kent, St. Paul
(Hallie Q. Brown/Martin Luther King Center)

Set in a Detroit bus station shoe shine shop on the day of Martin Luther King, Jr.'s assassination, *Shine!* is a funny and poignant tribute to Dr. King, and to the enduring values of the black community.

For tickets call

The Connection
922-9000



Art by Seitu

The Penumbra Theatre Company
presents

Shine!

Winner of Penumbra's 1992
Cornerstone National Playwriting Competition

LEADERSHIP NIGHT

Wednesday, January 29, 1992

8:00 p.m. Opening Night Performance

Post-performance discussion with

Lou Bellamy, Artistic Director

Marion McClinton, Director

Syl Jones, Playwright

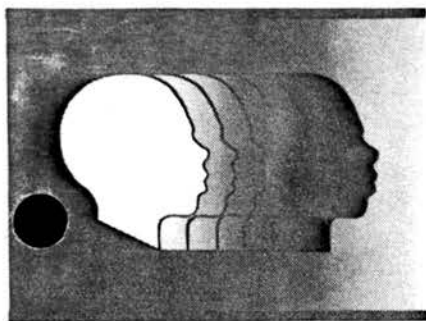
Hallie Q. Brown/Martin Luther King Center
270 N. Kent St., St. Paul

Tickets - \$12.00

To reserve call The Connection

922-9000

Set in a Detroit bus station shoe shine shop on the day of Martin Luther King, Jr.'s assassination, *Shine!* is a funny and poignant tribute to Dr. King, and to the enduring values of the black community.



PENUMBRA THEATRE COMPANY

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

Lou Bellamy Artistic Director

Managing Director Claudia Wallace-Gardner

The Company

Lou Bellamy
Terry Bellamy
Horace Bond
Benny S. Cannon
Joe Carter
Dara Ceaser
James Craven
Edna Duncan
Hassan Al-Amin
Abdul Salaam El Razzac
Denise Ellis
Kathryn Gagnon
W.J.E. Hammer
Seitu Ken Jones
Beverly Mahto
Tia Mann-Evans
Marion McClinton
Otis Montgomery
Claude Purdy
Rebecca Rice
Bruce Thompson
Richard D. Thompson
Lewis Whitlock, III
James A. Williams
August Wilson
M. Winchell

Board of Directors

Cassius Ellis, M.D.,
President
James Bransford
Jeffrey Cook
Ezell Jones
Kathleen Kingman
Judge LaJune Lange
Reuben Larson
Rev. Earl Miller
Hazel O'Leary
Jerry Owens, Ph.D.
Mary Thornton Phillips, Ph.D.
Janice Plimpton
David Taylor, Ph.D.
William McKinney

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Dr. Clarence Jackson
Denise Johnson
Reatha Clark King
Archibald I. Leyasmeyer
Mayor James Scheibel
David Spears
John Warder
August Wilson
John Wright, Ph.D.

TO: Penumbra Theatre Board of Directors
FROM: Cassius Ellis
DATE: January 15, 1992

FULL BOARD MEETING NOTICE AND AGENDA

JANUARY 29, 1992

11:45 - 1:00 P.M.

- 1.) Call to order - C. Ellis
- 2.) Approval of October Full Board Meeting Minutes
- 3.) Committee Reports

Personnel	J. Plimpton
Bus. & Finance	M. Phillips
Program	D. Taylor
Resources	E. Jones/K. Kingman
- 4.) Nominations for Board Membership Report
- 5.) Artistic/Management Report/Audit Update
C. Wallace Gardner & L. Bellamy
- 6.) Other Business
- 7.) Adjourn

If you care to order a box lunch, please call Toni Presti @ 224-4601, ext. 283, by January 28, 1992. Thank you.

Called 1/17/92

CWG/tap

UNIVERSITY OF MINNESOTA

Twin Cities Campus

*Office of the Dean
General College*

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

January 15, 1992

MEMORANDUM

TO: Penumbra Planning Committee
James Bransford
Reuben Larson
Rev. Earl Miller

FROM: Jackie Norlander, Executive Secretary *JN*
for David Taylor

RE: January Penumbra Planning Committee Meeting

This memo is to confirm the Thursday, January 23, **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.

dtm1/15/92.2

c: E. Dixon
D. Taylor

(FOR FUNDING FILES/BOARD ONLY - updated 1-23-91)
 PENUMBRA THEATRE CONTRIBUTIONS UPDATE

CONFIRMED/RECEIVED

Anderson Foundation (Elmer L. and Eleanor J.)	500	RECEIVED
KMSP	250	RECEIVED
Mardag(1990-91)	10,000	pledged
Mardag(1991/92 gen op-transition)	10,000	pledged
Alpha Kappa Alpha	300	RECEIVED
United Way (transfer from HQB)	8,737	RECEIVED
3-M	7,000	RECEIVED
Metro Council	17,500	RECEIVED
General Mills	87,500	RECEIVED
IDS	12,000	RECEIVED
Bush Foundation	40,000	RECEIVED
Jostens	2,500	RECEIVED
City of St. Paul	15,000	pledged
Daytons	9,500	RECEIVED
Daytons (3-year bridge pledge)	15,000	RECEIVED
NEA	10,000	RECEIVED
Jerome Fnd.	9,000	RECEIVED
First Bank System Found.	3,350	RECEIVED
Northwest Area Foundation	80,000	RECEIVED
Minneapolis Foundation	15,000	RECEIVED
IBM	8,000	RECEIVED
St. Paul Foundation	10,000	RECEIVED
St. Paul Companies	55,000	RECEIVED
(30,000/90-91, 25,000/91-92)		
Economic Development/Urban League	7,500	pledged
Tennant Foundation	2,000	RECEIVED
RECEIVED/COMMITTED	435,637	
90/91 FUNDS	400,637	
91/92 FUNDS	35,000 (RESTRICTED ACCT)	
1990/91 GOAL	406,000	
1990/91 CORP/FOUN. SURPLUS/DEFICIT	(5,363)	

NOTE: Mn Arts in Education funds have been pledged for the MAX summer institute. Amount pledged is \$18,600. This was not budgeted as a grant, rather it was included in budget line by itself. It is my opinion that it is earned income. Penumbra bid on the project to provide an educational program. We are the vendor for the project. Unless the auditor has a disagreement, it will not be listed as a grant.

CBYE/1-23-91

(FOR FUNDING FILES/BOARD ONLY - updated 1-30-91)
PENUMBRA THEATRE CORPORATE/FOUNDATION CONTRIBUTIONS UPDATE

PROPOSAL SUBMITTED/PENDING*

Jerome Fnd.(f)	10,000	pending
Butler Foundation	3,000	pending
Anderson Foundation	3,000	pending
Western Bank(f)	1,000	pending
DeLuxe Check(f)	3,500	pending
NSP(f)	7,500	pending
AT&T	3,500	pending
KARE/Gannett	5,700	pending
Cowles Media	5,000	pending
Shubert Foundation	open	pending
American National Bank of St. Paul	2,500	pending

* In addition to the pending proposals listed, there are an additional 30-50 proposals that are "out" which have varied potential for success.

1991/92 PROPOSALS SUBMITTED±PENDING

St. Paul Foundation	3 yr/50,000	pending
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1991/92 TO BE SUBMITTED

U.S. West(f)	10,000
Honeywell(f)	1,500
Grotto	3,000
Pillsbury	<u>7,500</u>

CBYE/1-30-91

UNIVERSITY OF MINNESOTA

Twin Cities Campus

*Office of the Dean
General College*

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

January 28, 1992

Memorandum

TO: Dr. Cassius Ellis, Chairperson
Penumbra Board of Directors

Members of the Penumbra Board

FROM: David V. Taylor, Chair
Planning Committee

SUBJ: Ervin Dixon's Facilities Feasibility Report Update

During the past six months our hired consultant, Mr. Ervin Dixon, has been working with the management of Penumbra to identify viable options for expanding the physical facility housing the Penumbra Theater. The present facility has space limitation in terms of audience, production capability, administrative, rehearsal, and storage space. Presently, space-related needs are being met by leasing space at off-site locations as the demands arise.

Mr. Dixon was asked to explore the possibilities of Penumbra participating in the redevelopment project in the University-Dale area. Additionally, he explored the possibilities of expanding at the present site. His report is attached. Fuller discussion will take place at the Board meeting.

The Board will need to provide Mr. Dixon with some direction in the very near future. The major concern is whether we are prepared to continue discussion with the City of St. Paul relative to the development of the University-Dale site (theater and possible culture center complex) or to proceed with exploring expansion options at the Martin Luther King building housing the Hallie Q. Brown Community Center.

DVT/jn
Attachment

Opportunities

1. Expanding at the Martin L. King Center will require:
 - a) Negotiating an agreement with Hallie Q. Brown's management
 - b) Arranging for an engineering and design assessment to determine probable costs of:
 - sand
 - construction
 - materials and equipment additions
 - c) Arranging for approval of site changes with St. Paul Parks Department and Planning agencies
 - d) Determine impact of changes on day-to-day operations
 - temporary relocation
 - staffing
 - miscellaneous costs
2. Relocation will require:
 - a) Negotiation with developer for amount and quality of space
 - b) Developing a functional model of how the theater will be used and by whom
 - c) Selecting a design/architect team to represent the theater
 - d) Estimate time to completion and arrange for maintenance of operations through developmental period
 - e) Arrange for moving. Determine impact of costs and timing on operations.
3. Transition to a "Cultural Arts Center" will require:
 - a) Developing a functional model of what arts will be accommodated in an African American Cultural Arts Center and how the new institution will be managed
 - b) Arranging for a design and engineering assessment to determine:
 - size
 - costs
 - relation to other site occupants
 - c) Negotiating with city and/or developer for adequate space at "best" price

- d) Estimate time to completion and arrange for maintenance of operations through developmental period
- e) Arrange for moving. Determine impact of costs and timing on operations
- f) Arrange for collaboration with managements of non-theater components of a Cultural Arts Center
- g) Develop a long-range operation strategy and plan its implementation

Penumbra Theatre Company - Board of Directors

Full Board Meeting Minutes

January 29, 1992

Members present: Cassius Ellis, Reuben Larson, Jan Plimpton, Jim Bransford, David Taylor

Staff: Claudia Wallace Gardner, Lou Bellamy, Erv Dixon, Paula Sanders

Guest: Senator Dick Cohen

1. Called to order by David Taylor at 12:05.
2. Introduction of Senator Dick Cohen. Senator Cohen discussed additional support for non-profit arts through the legislature.
3. Minutes of previous board meeting approved by members present.
4. Personnel Committee Report - Jan Plimpton

National advertisements have been placed for Managing Director position with revised job description. Plan is to have person in place by April 15, 1992. The personnel committee (Larson, Lange, Plimpton) will need to be activated to process applications and interview candidates. Jim Bransford offered to assist.

Jan Plimpton and Erv Dixon will be meeting in the next week with Joseph Kingman, III, former president of American Bank. Mr. Kingman's possible future role in Penumbra's corporate contact and development efforts will be discussed.

Erv Dixon reported on proposed table of organization, including salary needs for new positions, office manager, grant writer/researcher and development director.

5. Program Committee Report - David Taylor

David Taylor submitted an outline of facilities needs. Erv Dixon requested board response on future direction - whether to look further into UniDale site, or to look further into current site expansion. Taylor asked for closure on this issue, President Ellis decided to table this decision until next meeting.

6. Resources Committee Report - Reuben Larson

Ezell Jones and Paula Sanders met recently at 3-M with Reuben Larson and Barbara Kauffman to discuss future funding needs. 3-M plans to support Penumbra's spring fundraising event, in possible conjunction with another co-sponsor. Jim Bransford suggested contacting Musicians Local #30 as possible co-sponsors.

Ezell Jones will be beginning his spring fundraising drive for individual donors in the next few weeks.

7. Artistic/Management Report/Audit Update - Lou Bellamy & Claudia Gardner

Lou Bellamy reported on the change being made for the last show of the season. In the Wine Time is being changed to two one act plays - Dutchman and The Mighty Gents. The change is planned to strengthen the season.

Bellamy asked for board assistance in finding housing for Laurie Carlos, director of The Mojo and the Sayso. ArtSpace and The Loft were suggested as possible resources.

8. Nominating Committee Report - Cassius Ellis

List of suggested nominees was discussed and narrowed. Dr. Ellis appointed himself as the Nominating Committee and will follow through with contacting candidates.

9. Meeting adjourned at 1:10 p.m.

UNIVERSITY OF MINNESOTA

FAX COVER SHEET

109 Appleby Hall
128 Pleasant St. S.E.
Minneapolis, Minnesota 55455



From FAX # 612-626-7848

To Cassius Ellis / Jon Bellamy date 2/
Chau, Exec Cmt To FAX # 224-7074
Penumbra Theatre

From David Taylor Telephone # 625-6885
Dept. General College - U of M

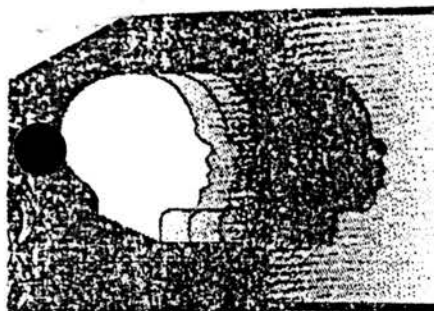
Number of Pages (Including cover sheet) 2

Please Reply _____ No Reply Necessary _____

Special Instructions _____



If there is any problem with this transmission,
please contact Zita Sanzone
612-625-6663
immediately.



PENUMBRA

THEATRE COMPANY

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

Lou Bellamy Artistic Director

Managing Director Claudia Wallace-Gardner

The Company

February 2, 1992

Lou Bellamy
Terry Bellamy
Horace Bond
Benny S. Cannon
Joe Carter
Dara Ceaser
James Craven
Edna Duncan
Hassan Al-Amin
Abdul Salaam El Razzac
Denise Ellis
Kathryn Gagnon
W.J.E. Hammer
Seitu Ken Jones
Beverly Mahto
Tia Mann-Evans
Marion McClinton
Otis Montgomery
Claude Purdy
Rebecca Rice
Bruce Thompson
Richard D. Thompson
Leah Whitlock, III
Isiah Williams
August Wilson
Mary K. Winchall

TO: Executive Committee
FROM: Cassius Ellis, Chair
RE: Penumbra - Check Signatory

Effective immediately, and until the Managing Director search is completed, (no later than April 15), be it resolved that checks totaling less than \$2,000 require only the signature of the Artistic Director, Lou Bellamy. Please indicate your agreement by signing below.

David V. Joseph

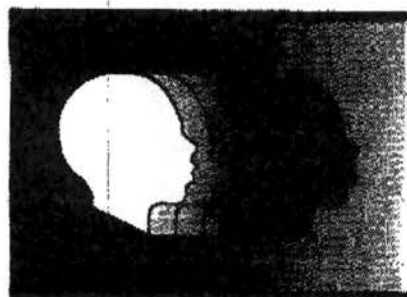
Executive Committee Member

Board of Directors

Cassius Ellis, M.D.,
President
James Bransford
Jeffrey Cook
Ezell Jones
Kathleen Kingman
Judge LaJune Lange
Reuben Larson
Rev. Earl Miller
Hazel O'Leary
Jerry Owens, Ph.D.
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Mayor James Scheibel
David Spears
John Warder
August Wilson
John Wright, Ph.D.



PENUMBRA

THEATRE COMPANY

270 North Kent Street • Saint Paul, Minnesota 55102 • (612) 224-460

Lou Bellamy Artistic Director

Managing Director: Claudia Wallace-Gardner

The Company

Lou Bellamy
Terry Bellamy
Horace Bond
Benny S. Cannon
Joe Carter
Dara Ceaser
James Craven
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John Warder
August Wilson
John Wright, Ph.D.

March 17, 1992

Mr. Fizal Kassim
Assistant Vice President
University Avenue Office
663 University Avenue
St. Paul, MN 55104

Dear Mr. Fizal:

As authorized representatives of the Board of Directors, the Executive Committee was polled in person and by phone on March 16, 1992 and March 17, 1992 regarding the utilization of restricted funds to alleviate a temporary current cash short-fall.

The management is hereby authorized to: liquidate money market account #07532480, except for a \$200 balance; and take a 60 day note against the \$20,000 CD account due to mature on April 13, 1992.

The loan rate offered by Western State Bank is 2.5% over prime.

Management will have the option of repaying the loan of \$30,000 when the CD matures or repay the loan from cash receipts from grants or earned ticket income due in the next 60-90 days. In either case, management will also have the option of applying for a line of credit for future contingencies.

Ervin P. Dixon is authorized to facilitate this transaction for the Board of Directors, per agreement on March 16, 1992 with Lou Bellamy, Janice Plimpton and Cassius Ellis.

Signed,

David Taylor
Program Committee

7ENUMBRA

TELEFAX TRANSMISSION RECORD

A TELEFAX TRANSMISSION RECORD NEEDS TO BE COMPLETED FOR EACH TRANSMISSION. YOU ARE RESPONSIBLE FOR PROVIDING COMPLETE AND ACCURATE TELEFAX NUMBERS CALLED.

PLEASE SUBMIT THIS DATA BY THE 20TH OF EACH MONTH TO ENSURE PROPER BILLING. YOUR DEPARTMENT WILL BE CHARGED .25 PER PAGE FOR LOCAL CALLS. LONG DISTANCE CALLS ARE CHARGED ACCORDING TO THE TIME LENGTH OF THE TRANSMISSION.

DATE OF TRANSMISSION: 3-17-92
DEPARTMENT PLACING CALL: Penumbra
PERSON PLACING CALL: E. DIXON
CITY/COUNTY CALLED: DAVID TAYLOR
TELEFAX NUMBER CALLED: 626-7848
NUMBER OF PAGES (INCLUDING COVER SHEET) 2

COMMENTS

(PROBLEMS EXPERIENCED WITH TRANSMISSION, ETC.)

Please sign & return ASAP.

FAX - 224-7074.

URGENT.

PENUMBRA THEATRE CO.
Executive Committee Meeting
March 25, 1992

APR - 6

Committee Members Present: Cassius Ellis, Kathy Kingman, Mary Phillips,
David Taylor
Committee Members Not Present: Ezell Jones, Jan Plimpton
Staff Present: Lou Bellamy, Ervin Dixon, Paula Sanders

President Ellis convened the meeting at 11:57 a.m.

2/26/92 MEETING MINUTES

Ellis moved and Phillips seconded that the minutes be approved. Motion carried.

FINANCIAL STATUS REVIEW - Ervin Dixon

(a) 1990-91 Audit

The '90-'91 audit is due today. Erv, the Business and Finance Committee and the auditors will meet to review it and make recommendations. The auditors will begin the '91-'92 audit in mid- or late July '92 with the goal of having it ready in October '92.

(b) 2/29/92 Financial Statement

Because of some overdrafts on the Theatre's account, Dixon polled the Executive Committee recently for approval to establish a line of credit at the bank. Approved. The overdrafts resulted from a need to pay current expenses before grant funds arrived. To assure that this situation doesn't recur, we need to (1) monitor more carefully grant requests, procedures and timing and (2) establish a credit line to cover short-term cash overruns in the future.

DONOR SOLICITATION - Paula Sanders

There will be a solicitation mailing this week to about 15,000 people who have purchased PTC tickets in the past. The Pill Hill audience solicitation averaged about \$2/request, and she hopes for a similar result.

FUND RAISER - Paula Sanders

In this, Penumbra's 15th anniversary season, a fund raiser is scheduled for May 6, 1992, opening night of the final show of the season, two one-act plays, Dutchman and The Mighty Gents. There will be a 7:00 p.m. reception, 8:00 p.m. performance and a silent auction during intermission. Plans are coming together for decorating the halls, there will be a 15-year historical display of PTC, et al. Kathy Kingman has agreed to help Paula solicit auction donations.

PLEASE HELP!!! Kathy asks that each Board member try to get at least one midrange item (\$50 to \$500) donated for the auction. I.e., ask your favorite clothier to donate an item of clothing, your jeweller a watch or piece of jewelry, your sporting goods store a pair of good running shoes or jogging suit, your favorite department store a piece of luggage or anything else, etc. All donations are tax-deductible

for the donor, of course. If each Board member would make an effort to secure one item, it would be so helpful.

VOLUNTEER EVENT - Paul Sanders

The touring show, Dr. George Washington Carver and the Jessup Demonstration Wagon, will be performed as a gesture of appreciation for our volunteers on Tuesday, April 7, at PTC. Board members and guests are strongly urged to attend this event.

PROGRAM GOALS 1992-93 - David Taylor

David has been working on strategies to back up Lou's programs and distributed drafts of: (1) a Facilities Expansion Resolution to be presented to the full Board and (2) a Quarterly Planning Schedule/Activities. Please take time to review these documents and contact David with any comments, additions or suggestions. The documents will be done in final form before submission to the full Board.

1992-93 SEASON (CONFIDENTIAL UNTIL 4/7/92) - Lou Bellamy

1. The Last Minstrel Show, a collaboration with Minnesota Opera, performance location not yet firm. Musical commissioned re. the 1920 lynching in Duluth. Lou investigating whether to take it to Duluth for a concert reading prior to opening here and will do so only if the community (Duluth) is behind it. Should get some national coverage if package gets put together.
2. Shakin' the Mess Outta Misery.
3. Black Nativity, World Theatre.
4. Cornerstone Competition.
5. Willie and Estes. Two street people wait outside a bank trying to decide whether to rob it.
6. Piano Lesson, maybe at a theater in Minneapolis.
7. White Chocolate, a collaboration with Walker Art Center.

Black Nativity and Piano Lesson will not be offered as part of the season package. Season ticket holders, however, will receive advance reservation capability.

The season will be announced publicly for the first time at the 4/7/92 volunteer event and in the media the week following. Paula is aiming for major media coverage, stressing the fact that PTC is the only professional theater in St. Paul, not to mention the only professional black theater in the Upper Midwest.

A brochure for the upcoming season will be available by May 6. Paula stated that we are striving to quadruple ticket sales this year. Lou said that Paula has been studying the process and that this is not an unrealistic goal.

STAFFING

Lou reported that applications continue to arrive for the Managing Director position. Presently two individuals clearly are head and shoulders above the rest. Additional positions to be filled are Office Manager, Resource Development, Audience Development, Box Office. Ervin Dixon and Barbara Foster are in process of interviewing candidates for the Office Manager slot. The additional staffing will increase salary costs, and Dixon would like to meet with the Resources Committee to discuss means of raising the

•necessary funds.

Any Board member who might influence any corporate giver is asked to help by paving the way for us to request funding from such a source. David asked Erv to deliver a budget to him so that our funding needs may be brought before the full Board.

BOARD NOMINATIONS - Cassius Ellis

All potential Board members contacted are willing to serve and have received a letter, brochure and packet from Cassius. They are:

Jim Adams, St. Paul Companies
Phyllis Harvin, U.S. West Communications
Terry Hoffman
John Milton, Vice President, North Memorial Hospital
Janet Morgan
Janibelle Taylor, community activist
Stew Widdess, Vice President, Marketing, Dayton's

Kathy Kingman moved and Mary Phillips seconded that we ask the full Board to vote on these nominations.

Letters over Cassius' signature will be sent to Reverend Earl Miller and Bill McKinney thanking them for their past willingness to serve on the Board. (Neither has attended meetings regularly and will be replaced.)

HALLIE Q.

President Ellis said that once the audit has been completed, a PTC committee will be formed to negotiate with HQB. The committee will consist of LaJune Lange, Chair, David Taylor and Jan Plimpton.

RETREAT

With so many matters to be discussed at length, President Ellis suggested that we convene another retreat.

A NOTE TO THE FRAZZLED STAFF

The Executive Committee extends heartfelt thanks to Lou, Erv, Paula and other staff members who have been working so hard to keep the heart and soul of PTC together in the absence of a Managing Director. This, too, shall pass!

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

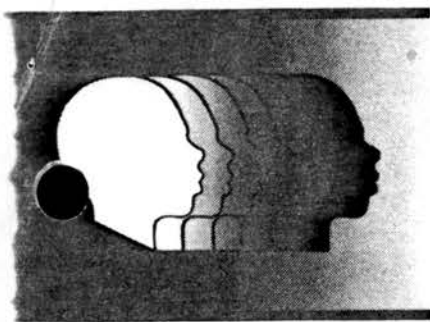
Respectfully submitted,

Kathy Kingman

Kathy Kingman

Enclosures for Jones and Plimpton

March 27 '92
Exec. Committee



PENUMBRA THEATRE COMPANY

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

Don Bellamy Artistic Director

Managing Director Claudia Wallace-Gardner

The Company

Don Bellamy
Jerry Bellamy
Horace Bond
Jenny S. Cannon
Joe Carter
Jara Ceaser
James Craven
Edna Duncan
Hassan Al-Amin
Abdul Salaam El Razzac
Denise Ellis
Kathryn Gagnon
N.J.E. Hammer
Seitu Ken Jones
Beverly Mahto
Tia Mann-Evans
Marion McClinton
Otis Montgomery
Claude Purdy
Rebecca Rice
Bruce Thompson
Richard D. Thompson
Lewis Whitlock, III
Jan Williams
August Wilson
Mary K. Winchell

Board of Directors

Cassius Ellis, M.D.,
President
James Bransford
Jeffrey Cook
Ezell Jones
Kathleen Kingman
Judge LaJune Lange
Reuben Larson
Rev. Earl Miller
Hazel O'Leary
Jerry Owens, Ph.D.
Mary Thornton Phillips, Ph.D.
Janice Plimpton
David Taylor, Ph.D.
William McKinney

Board of Advisors

Ervin Dixon
Edward L. Duren, Jr.
Dr. Clarence Jackson
Denise Johnson
Reatha Clark King
Archibald I. Leyasmeyer
Mayor James Scheibel
David Spears
John Warder
August Wilson
John Wright, Ph.D.

Executive Committee Agenda

March 27, 1992

11:45 a.m.

MAR 19

- I. Financial Status Review - Dixon
 - A. Audit
 - B. January Financials
 - C. Cash flow short-fall
- II. Funding Strategies Progress Report
 - A. Spring Fundraiser - Sanders
 - B. Strategy review - Dixon
- III. Subscription campaign kick-off 1992-93 - Sanders
- IV. Program Goals 1992-93
- V. Staffing Progress Report
- VI. Committee Reports
 - Nominations - Ellis
 - Personnel - Plimpton
 - Business & Finance - Phillips
 - Program - Taylor
 - Resources - Jones

Executive Committee
2/26/92 meeting minutes

Committee members present: Ellis, Jones, Taylor, Plimpton, Kingman
Committee member not present: Thornton-Phillips
Staff present: Bellamy, Dixon, Sanders

I. PERSONNEL AND ORGANIZATION

A. Nominations committee report - Ellis

The following candidates have agreed to serve on the Penumbra board of directors:

Phyllis Harvin, U.S. West, St. Paul
Janibelle Taylor
Janet Morgan
John Milton
Terry Hoffman

Kathy Kingman will ask Jim Adams, St. Paul Companies, to serve.
Cassius Ellis will ask Stewart Widdess, V.P. Marketing, Dayton-Hudson to serve.

The question was raised regarding a vote taken sometime ago on increasing the number of board members. It was requested that staff research this to determine how many board members are authorized and how many spots are open.

(Note: This point has been researched by Paula Sanders. No vote on this can be found in full board or executive minutes. If any board member can find a written record of this vote, please forward a copy to Paula.)

Ezell Jones stressed the importance of having board minutes and agendas distributed in a timely way. Kathy Kingman agreed to write and distribute minutes in the future.

B. Managing Director Search - Plimpton

National advertising has brought in a number of high quality applications. Jan Plimpton and her committee will review these applications, conduct initial screening and present 2 finalists to the board. It is intended that the process be completed by 4/15/92.

C. Interim Managing Director/Resource Director update - Plimpton/Bellamy

Jan Plimpton, Ervin Dixon and Lou Bellamy met recently with Joseph Kingman, III regarding his possible involvement with the theatre. His interests lie more in resource development than in actual administration. Decisions regarding his role at Penumbra will be postponed for the next eight weeks as Mr. Kingman recovers from surgery.

D. Staffing for Administrative Support - Dixon

Gloria Sneed, a former Jerome Fellow, has been brought on as a consultant to write grants pending over the couple of months. The position of office manager/controller is currently being advertised locally. Interns, through the Meyerhoff fund and other sources are being recruited.

E. Resolution for Facilities Committee - Ellis

The executive committee position remains that more information is needed before a decision to commit to a new space or expand the current space is undertaken.

Ervin Dixon will report at the next meeting on more immediate space needs for artistic and administrative staff, and for warehouse storage.

II. AUDIT STATUS REPORT - Dixon

Final audit report should be received by end March, 1992.

III. PLANNING/BUDGET PROGRESS REPORT - Dixon/Sanders

Staff are nearly finished compiling artistic, administrative, and promotion budgets for the next season. Total budget needs will exceed \$1 million.

Paula Sanders gave an overview of 1992-93 subscription goals and strategies (see attached). Approach will need to be much more aggressive than in past years and will call for board support and assistance.

92-93 Subscription Campaign Strategy

<u>Component</u>		<u>Goal</u>
Renewal	Re-enrollment of 70% of current 750 subscribers	525
Conversion of Single-Ticket Buyers	Sale of 2 subscriptions each to 5% of cumulative list of 15,000 single-ticket buyers	1500
Restoration of Drop-outs	Sale of 2 subscriptions each to 10% of 300(?) previous subscribers	60
Current subscriber participation	Recruitment of 50 current subscribers to sell 1 pair of subscriptions each	100
Parties	Sale of 4 pairs of subscriptions at each of 25 home/office events	200
Bloc Sales	Sale of 5 pairs of subscriptions each to 30 corporations	300
Telephone campaign	Sale of 2 subscriptions each to 3% of 5000 people called - using black organization lists	300
Sale on Commission	Recruitment of outside philanthropic, civic, religious and fraternal organizations to sell subscriptions on commission	500
Xmas Card Lists	Recruitment of 50 board members, advisory committee members or subscribers to sign 50 personal letters each to friends, with anticipated return of 7% ordering 2 subscriptions each	350
Scholarships	Sale of 5 subscriptions each to 50 individuals, corporations or service clubs, sponsoring scholarship subscriptions for students	250
Donated subscriptions	Sale of 5 subscriptions each to 50 donors, earmarked as contributions for senior citizens	250
Booth Sales	Booth sales at last show of 91-92 and first show 92-93	200
Direct mail Phase I	Sale of 2 subscriptions each to 1/2 of 1% of 100,000 name brochure mailing during spring/early summer	1000

Direct mail Phase II

Sale of 2 subscriptions each to
1/2 of 1% of 100,000 name
brochure mailing during late
summer/early fall

1000

Total Campaign Goal:

6535

PENUMBRA THEATRE
BALANCE
FEBRUARY 29, 1992

ASSETS

CURRENT ASSETS:

CASH	18,156
INVESTMENTS	26,000
PREPAID EXPENSES	11,972

TOTAL CURRENT ASSETS	56,128
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EQUIPMENT:

EQUIPMENT	6,122
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EQUIPMENT-NET	6,122
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TOTAL ASSETS	\$ 62,250
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LIABILITIES AND FUND BALANCE

CURRENT LIABILITIES:

ACCOUNTS PAYABLE	\$ 2,538
PAYROLL TAXES WITHHELD AND ACCRUED	4,293
OTHER PAYROLL WITHHOLDINGS	1,350

TOTAL CURRENT LIABILITIES	8,181
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FUND BALANCE	85,524
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CURRENT YEAR EXCESS (DEFICIT)	(31,455)
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TOTAL FUND BALANCE	54,069
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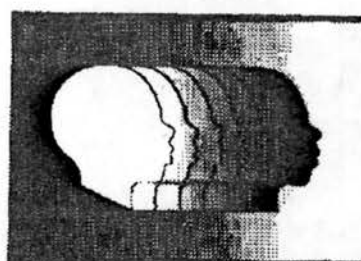
TOTAL LIABILITIES AND FUND BALANCE	\$ 62,250
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PENUMBRA THEATRE
ACTIVITY STATEMENT
FOR THE PERIOD ENDED FEBRUARY 29, 1992

TITLE	CUR MTH ACTIVITY	CURRENT BUDGET	DIFFERENCE	TO-DATE BALANCE	ANNUAL BUDGET	REMAINING
REVENUE						
CONTRIBUTIONS-CORP. & FOUND.	\$ 600	\$ 2,000	\$ (1,400)	\$ 262,285	\$ 358,000	\$ 95,715
CONTRIBUTIONS-INDIVIDUALS	30		30	70,164	22,000	(48,164)
CONTRIBUTIONS - IN KIND	15,000		15,000	15,696		(15,696)
GOVERNMENT AGENCY GRANTS		15,000	(15,000)	25,900	48,240	22,340
TICKET SALES	21,992	6,500	15,492	208,330	394,300	185,970
PROGRAM SERVICE FEES		5,000	(5,000)		30,000	30,000
SPECIAL EVENTS-NET				4,720		(4,720)
ROYALTY INCOME	29		29	29		(29)
INVESTMENT INCOME	546		546	4,028		(4,028)
MISCELLANEOUS INCOME				165		(165)
TOTAL REVENUE	38,197	28,500	9,697	591,317	852,540	261,223
EXPENSE						
ARTIST SALARIES & CONTRACTS	26,607	33,575	(6,968)	300,880	401,717	100,837
MANAGEMENT SALARIES	8,116	6,797	1,319	80,130	81,560	1,430
PAYROLL TAXES	1,731	2,487	(756)	21,395	23,286	1,891
FRINGE BENEFITS	2,849	3,402	(553)	16,947	28,536	11,589
TRAVEL AND LODGING	994	800	194	20,335	8,500	(11,835)
ROYALTIES	325	1,500	(1,175)	3,855	33,665	29,810
PRODUCTION	4,890	2,700	2,190	54,109	19,600	(34,509)
OCCUPANCY		1,833	(1,833)	37,699	34,250	(3,449)
PROMOTION & MARKETING	2,993	1,100	1,893	39,659	79,799	40,140
TELEPHONE	421	250	171	6,106	4,000	(2,106)
INSURANCE	5,357	154	5,203	11,709	9,277	(2,432)
PRINTING AND DUPLICATING		417	(417)	2,627	5,000	2,373
POSTAGE	200	83	117	1,250	1,000	(250)
DUES, SUBSCRIPTIONS & MEMBERSHIPS		42	(42)	1,540	500	(1,040)
ADMIN. SUPPLIES & MATERIALS	85	167	(82)	345	2,000	1,655
FINANCIAL SERVICE FEES	2,154	1,083	1,071	12,612	19,600	6,988
BOX OFFICE SERVICES & FEES	149		149	2,288	2,200	(88)
LEGAL FEES		83	(83)		6,000	6,000
PROFESSIONAL FEES	1,313	333	980	3,823	12,300	8,478
OTHER ADMINISTRATIVE		21	(21)		250	250
BOARD EXPENSE				644		(644)
FACILITY MAINTENANCE	63		63	1,058		(1,058)
EQUIPMENT PURCHASES				1,243	29,500	28,252
MISCELLANEOUS	1,788		1,788	2,512		(2,512)
TOTAL EXPENSE	60,034	56,827	3,207	622,772	802,540	179,768
EXCESS REVENUE OVER EXPENSE	\$ (21,836)	\$ (28,327)	\$ 6,491	\$ (31,455)	\$ 50,000	\$ 81,455

PENUMBRA THEATRE
ACTIVITY STATEMENT
FOR THE PERIOD ENDED FEBRUARY 29, 1992

TITLE	CUR MTH ACTIVITY	CURRENT BUDGET	DIFFERENCE	TO-DATE BALANCE	TO DATE BUDGET	DIFFERENCE
REVENUE						
CONTRIBUTIONS-CORP. & FOUND.	\$ 600	\$ 2,000	\$ (1,400)	\$ 262,285	\$ 263,000	\$ (715)
CONTRIBUTIONS-INDIVIDUALS	30		30	70,164	10,000	60,164
CONTRIBUTIONS - IN KIND	15,000		15,000	15,696		15,696
GOVERNMENT AGENCY GRANTS		15,000	(15,000)	25,900	42,500	(16,600)
TICKET SALES	21,992	6,500	15,492	208,330	331,200	(122,870)
PROGRAM SERVICE FEES		5,000	(5,000)		10,000	(10,000)
SPECIAL EVENTS-NET				4,720		4,720
ROYALTY INCOME	29		29	29		29
INVESTMENT INCOME	546		546	4,028		4,028
MISCELLANEOUS INCOME				165		165
TOTAL REVENUE	38,197	28,500	9,697	591,317	656,700	(65,383)
EXPENSE						
ARTIST SALARIES & CONTRACTS	26,607	33,575	(6,968)	300,880	274,797	26,083
MANAGEMENT SALARIES	8,116	6,797	1,319	80,130	54,374	25,756
PAYROLL TAXES	1,731	2,487	(756)	21,395	15,468	5,927
FRINGE BENEFITS	2,849	3,402	(553)	16,947	19,654	(2,707)
TRAVEL AND LODGING	994	800	194	20,335	5,800	14,535
ROYALTIES	325	1,500	(1,175)	3,855	24,665	(20,810)
PRODUCTION	4,890	2,700	2,190	54,109	14,200	39,909
OCCUPANCY		1,833	(1,833)	37,699	26,916	10,783
PROMOTION & MARKETING	2,993	1,100	1,893	39,659	62,827	(23,168)
TELEPHONE	421	250	171	6,106	3,000	3,106
INSURANCE	5,357	154	5,203	11,709	8,382	3,327
PRINTING AND DUPLICATING		417	(417)	2,627	2,834	(207)
POSTAGE	200	83	117	1,250	666	584
DUES, SUBSCRIPTIONS & MEMBERSHIPS		42	(42)	1,540	334	1,206
ADMIN. SUPPLIES & MATERIALS	85	167	(82)	345	1,334	(989)
FINANCIAL SERVICE FEES	2,154	1,083	1,071	12,612	11,266	1,346
FACILITY MAINTENANCE	63		63	1,058		1,058
BOX OFFICE SERVICES & FEES	149		149	2,288	2,200	88
LEGAL FEES		83	(83)		5,666	(5,666)
PROFESSIONAL FEES	1,313	333	980	3,823	10,966	(7,144)
OTHER ADMINISTRATIVE		21	(21)		167	(167)
BOARD EXPENSE				644		644
EQUIPMENT PURCHASES				1,248	29,500	(28,252)
MISCELLANEOUS	1,788		1,788	2,512		2,512
TOTAL EXPENSE	60,034	56,827	3,207	622,772	575,016	47,756
EXCESS REVENUE OVER EXPENSE	\$ (21,836)	\$ (28,327)	\$ 6,491	\$ (31,455)	\$ 81,684	\$ (113,139)



PENUMBRA THEATRE COMPANY

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

AUCTION AGREEMENT

Contributor

This will acknowledge your contribution of:

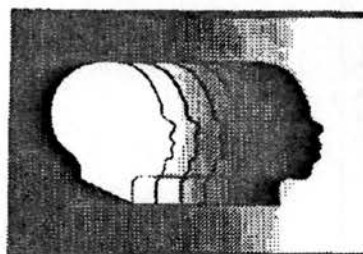
Valued at: \$ _____

Given to the Penumbra Theatre Company, for auction at their benefit on May 6, 1992. The Penumbra Theatre Company is a non-profit performing arts organization, and this contribution is fully tax deductible.

This item is: _____ given to solicitor
 _____ available for pick-up no later than May 1, 1992
 _____ being sent
 _____ being delivered

Contributor's authorized agent/representative

Date



PENUMBRA THEATRE COMPANY

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

Dear Friend of The Penumbra Theatre Company,

Many thanks to all of you who have supported The Penumbra Theatre Company by purchasing season subscriptions or making financial contributions in the past. As Minnesota's only black professional theatre company, and as the only professional theatre company in St. Paul, Penumbra is thriving and stretching for ever greater levels of artistic excellence as we enter our 16th year of continuous operation.

To further Penumbra's mission of producing artistically excellent theatre that addresses the African American experience, we rely on the voluntary contributions of friends like you. Your tax-deductible contribution will enable Penumbra to broaden the impact of the message seen in our mainstage productions, touring programs, educational forums and youth programs.

In addition to the warm glow and sense of righteousness that you will feel from supporting Minnesota's only black professional theatre company, we want you to know how much your contribution is appreciated. To that end, the following benefit levels (reflective of our African heritage) are being founded:

Rafiki (Friends) \$10 - \$99

All Penumbra supporters will receive an informative quarterly newsletter to deepen your enjoyment of the Penumbra experience. This newsletter, to debut with our 1992-93 season, will feature articles on directors, playwrights, historical and political context of season productions, and the inside scoop on Penumbra's plans and programs.

Nyunbani (Family) \$100 - \$249

All supporters of at least \$100 will receive advance reservation capability for our 6th annual production of Black Nativity and for The Piano Lesson by August Wilson to be presented in May, 1993, in addition to invitation to all Penumbra special events and educational programs.

Ujamaa (Community) \$250 - \$499

Supporters at this level will have their name inscribed on a brass plate on an excellent seat in our home theatre for the 1992-93 season, and on an elegant plaque to be displayed at all mainstage productions.

Mfadhili (Benefactor) \$500 - \$999

Supporters at this level will have their name inscribed on a brass plate on a front and center seat in our home theatre for the 1992-93 season, on an elegant plaque to be displayed at all mainstage productions, and will receive a framed commendation that you will be proud to display in your home or office.

Kiongozi (Leader) \$1000 and above

In addition to all of the above listed benefits, supporters at this level will receive two 1992-93 five-play season tickets.

As you can see, the benefits of joining the Penumbra family grow and grow! We hope that you will use the enclosed envelope to increase your involvement with our unique theatre company today.

Lou Bellamy
Founder and Artistic Director

MINNESOTA'S ONLY BLACK PROFESSIONAL THEATRE COMPANY



MINNESOTA NONPROFITS ASSISTANCE FUND
2700 University Avenue West • Suite 45 • St. Paul, Minnesota 55114 • (612) 647-0013

LOAN REQUEST

DATE: April 13, 1992

ORGANIZATION NAME: The Penumbra Theatre Company

ADDRESS: 270 North Kent Street

CITY/ZIP CODE: St. Paul, MN 55102

CONTACT PERSON: Louis R. Bellamy

TITLE: Artistic Director PHONE NUMBER: 612-224-4601

I. BACKGROUND INFORMATION:

A. PURPOSE OF ORGANIZATION:

Professional Theatre.

B. DESCRIPTION OF CLIENTS SERVED:

Primary audience: The African American Community and the larger Twin Cities theatre-going audience. Tours reach a regional, and out-of-state audience, as well as youthful audiences in the Public School systems of the Cities.

C. DATE OF INCORPORATION: 01/24/91

INCORPORATED IN WHAT STATE? Minnesota

II. CURRENT NEED:

A. Describe the purpose for which the loan is being requested and the use of the funds. 1.) Short-term cash flow needs:

Funds will be used to cover expenses in excess of revenue for April and May 1992. The deficits reflect less than projected ticket sales; and a gap in expected and confirmed payment of grants. 2.) Working Capital: These funds will be used to cover costs of the annual subscription campaign, and the May fundraiser and donor drive.

B. Have other alternatives been explored to resolve your financing need? Describe. 1.) We obtained a 60 day loan collateralized by a \$20,000 CD, due for repayment on May 15, 1992. **2.)** We have also requested a \$25,000 90-day note from The Western State Bank, guaranteed by the personal assets of the Artistic Director, Mr. Louis R. Bellamy.

A Program of The Minneapolis Foundation

2

III. LOAN REQUEST:

- A. Amount requested: \$ 1.) \$50,000 cash flow 2.) 100,000 ^{working} capital
- B. Proposed term or repayment period: June '92 - March '93 (SEE ATTACHMENT A)
 Indicate the amount your organization can afford to repay monthly on this debt. (This figure must correspond to MNAF loan payment on the cash flow projection sheet attached).
 \$ (SEE ATTACHMENT A)

- C. MNAF requires collateral to secure its loans. List assets you will use to secure this loan.

Computer Lighting board, \$16,000; computers/software \$15,000; Typewriters, \$900; printers, \$800; copiers, 2,400.

TOTAL: \$35,100.00

1. Is this collateral used to secure any other loan? NO.
2. If collateral is a foundation grant or government contract, list contact person and submit a copy of the award letter or contract.

NAME: (SEE ATTACHMENT B)
 PHONE NUMBER: _____

IV. FISCAL INFORMATION

- A. Provide an estimate of your regular ongoing sources of revenue by percent:

<u>3</u> % government grants/contracts	<u>50</u> % earned income
<u>41</u> % foundation/corporate grants	<u>--</u> % United Way
<u>2</u> % individual donations/memberships	<u>1</u> % other

- B. Fiscal or accounting year: from: July '90 to: June '91

C. Name of bank and the services utilized: Western State Bank, 663 W. University, St. Paul, MN 55104; Money Market Savings; Certificate of Deposit; Savings Account; Checking Account

D. Budget:

	LAST YEAR '90-'91 (000)	THIS YEAR '91-'92 (000)	NEXT YEAR '92-'93 (000)
Income	\$ <u>975</u>	\$ <u>947</u>	\$ <u>1.531</u>
Expenses	\$ <u>843</u>	\$ <u>867</u>	\$ <u>1.283</u>

E. Current receivables: \$ 78,137*

F. Current payables: \$ 85,000 *
 (6,863)

*Before loan request

CORPORATE BORROWING RESOLUTION

RESOLVED, that the President, Vice Presidents, Treasurer, Secretary, and Executive Director hereinafter referred to as the Officers of _____, a Minnesota nonprofit Corporation, any one of whom, is authorized to borrow from time to time, in the name of and in behalf of this corporation from THE MINNEAPOLIS FOUNDATION, hereinafter referred to as the Fund, such sums of money as said officer deems expedient, from time to time to extend or renew any such loan in whole or in part from said Fund; and said officer is hereby authorized to execute in its corporate name the note or notes of this corporation as evidence of each such loan and of any extension or renewal thereof.

RESOLVED FURTHER that said officer is authorized to hypothecate or pledge with a transfer and deliver to said Fund as security for the payment of any obligations so incurred such securities or other assets of this corporation as are agreed upon by them and said Fund and to execute in the name of the corporation such agreements of hypothecation as they deem expedient and to include in any such agreement such waivers of demand, notice or advertisement and such other waivers and provisions as seem expedient to them, including among others a provision that any such security may be held by said Fund to secure any other indebtedness, whether due or not due, owing to such Fund from this corporation.

RESOLVED FURTHER that if two or more resolutions of this corporation authorizing any of the transactions authorized by this resolution are outstanding concurrently at any time the provisions thereof shall be deemed to be cumulative.

RESOLVED FURTHER that all loans heretofore made by said officer in the name of this corporation and all promissory notes and other documents executed by them in connection therewith or to secure the same are hereby ratified and approved.

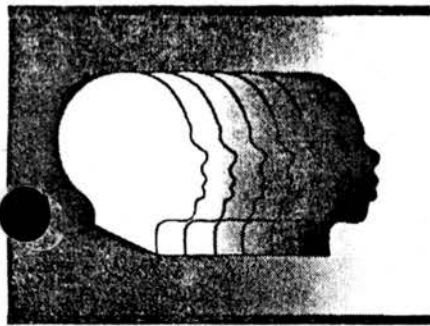
RESOLVED FURTHER, that this resolution shall remain in full force and effect until revoked.

This is to certify that the foregoing is a true copy of a resolution duly adopted by the directors of a corporation, at a meeting of its Board of Directors duly held on _____ and that said resolution is in full force and effect.

Secretary Signature

Date 19____

April 23 '92
Board of Directors



PENUMBRA

THEATRE COMPANY

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

Lou Bellamy Artistic Director

BOARD OF DIRECTORS

April 8, 1992

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: Full Board Meeting - Wednesday, April 22, 1992

BOARD OF ADVISORS

AGENDA

Full Board Meeting - April 22, 1992 11:45

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

1. Election of Board Members
2. New Committee Resolutions
 - a.) Separation
 - b.) Facilities
3. Appointment to Committees
4. Committee Reports/Planning Schedule
 - a.) Resource
 - . Fund Raising/Marketing
 - . Facilities Resolution
 - b.) Program
 - . Focus on Quality and Growth
 - . Program Announcements and Budget Forecast
 - c.) Personnel & Governance
 - . Staffing
 - . Policy & Benefits
 - d.) Business & Finance
 - . Audit Approval
 - . Policy and Procedure
 - . Financial Status Report
 - Loan/Credit Resolutions

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
Bruce Thompson
Whitlock III
James A. Williams
August Wilson

Dean Taylor's Calendar
Wednesday, April 22, 1992

Anne Hopkins

9:00 a.m. - 10:00 a.m.

12 Morrill Hall

Penumbra Board Mtg
Lunch provided

11:45 a.m. - 1:00 p.m.

270 N. Kent St.
St. Paul

Policy & Planning Comm

1:25 p.m. - 3:00 p.m.

113D Appleby Hall

Esther Peralez

3:30 p.m. - 4:30 p.m.

Dean's Office

For approval by:

The Board of Directors
The Penumbra Theatre Company, Inc.
270 N. Kent St.
St. Paul, MN 55102

Facilities Expansion Resolution

Be it resolved that on this date the Board of Directors of the Penumbra Theatre did authorize all actions needed to stabilize facilities expansion over the next 2-3 years, such that:

- 1) Seating capacity will not exceed the 300-350 seats which will accommodate the current "intimate presentation style."
- 2) A model be developed, in a step-wise process, as the basis for increasing the overall space up to 20,000 sq. ft. (from the present 6,000 sq. ft.) to accommodate: adequate dressing rooms, rehearsal space, workshops and storage, and classroom and office space.
- 3) Negotiations be initiated by the Board of Directors and the theatre management with the Hallie Q. Brown Center for permission to remodel and renovate the space now utilized in the Martin L. King Building.
- 4) A team of experienced members of the performing group and consultants be appointed, to develop a model for structuring a design for the proposed changes, by the Board of Directors, and funded.
- 5) A proposal be developed and presented to the City of St. Paul, the Departments of Planning and Economic Development, and Parks for approval and underwriting.
- 6) A proposal for capitalization be developed in conjunction with the City of St. Paul as the primary owner and the Penumbra Theatre Company as the primary long term lessee, and presented to a selected group of funders for the renovated or new facility for the Penumbra Theatre.

For the Board of Directors

Dated: _____

Signed by:

President: _____

Treasurer: _____

Chair, Resource Committee: _____

Chair, Program Committee: _____

BUDGETArtistic Programming

Touring	\$ 20,000		
Education/Outreach	20,000		
Main Stage/Season	<u>625,489</u>		
Subtotal	\$ 665,489	=	52%
Artistic Management	<u>159,946</u>	=	12%
Subtotal	\$ 825,435	=	64%
General Administration	382,785		
Promotion/Development	<u>75,726</u>		
Total	\$1,283,946	Subtotal \$458,511	= 36%
			100%

Production Costs Per Play

1. Minstrel Show	\$134,970
2. Parade	57,108
3. Black Nativity	177,247
4. Cornerstone	66,760
5. Willie and Estes	50,000
6. Piano Lesson	<u>95,030</u>
Total	\$581,115

SALARY ASSUMPTIONS AND BUDGET

		<u>1991-92</u>	<u>1992-93</u>
<u>Administrative</u>			
Managing Director	FT	\$45,996	\$ 42,000
Assoc. Dir., PR/Marketing	FT	27,997	30,000
Assoc. Dir., Resource Development	PT	---	15,000
Office Mgr./Controller	FT	---	25,000
Adm. Assistant	PT	18,000	10,000
Box Office/Cashier	PT	---	10,000
Audience Service Mgr.	PT	---	20,000
House Mgr./Volunteer Coord.	PT	---	20,000
Grant Writer/Researcher	PT	---	10,000
	Total	\$91,993	\$182,000
Benefits @ 19% of Gross		\$15,492	\$ 34,580
Unemployment taxes @ 2.5% of Gross			4,550
All other taxes (Workmens' Comp, FICA, State, Fed, etc) @ 7.65%			<u>13,923</u>
	Total		\$235,053
<u>Artistic</u>			
Artistic Director/Producer		\$48,500	\$ 50,925
Assoc. Producer		28,000	29,400
Technical Director		22,400	23,520
Assist. Tech. Director		---	20,000
	Total	\$98,900	\$123,845
Benefits @ 19% of Gross		\$19,250	\$ 23,531
Unemployment taxes @ 2.5% of Gross			3,096
All other taxes			<u>9,474</u>
	Total		\$159,946

INCOME PROJECTIONS

	<u>1991 - 92</u>		<u>1992 - 93</u>		
	(Proposed)	(Projected Actual*)	1	2	3
<u>Contributed Income</u>					
Grants (corp & foundation)	\$287,200	\$ 522,000	\$ 540,000	\$ 550,000	\$ 600,000
Bridge/Transition	100,000	---	200,000	200,000	200,000
Government (city, state & Fed)	70,000	55,000	179,000	85,000	90,000
Individual Contributions/Gifts	<u>25,000</u>	<u>136,000</u>	<u>50,000</u>	<u>75,000</u>	<u>100,000</u>
Total	\$482,200	\$ 713,000	\$ 969,000	\$ 910,000	\$ 990,000
<u>Earned Income</u>					
Ticket Revenue	\$235,200	\$ 335,000	\$ 500,000	\$ 600,000	\$ 899,000
Touring	20,000	---	0	5,000	5,000
Educational Programs	15,000	---	0	1,000	2,000
Special Programs	<u>165,000</u>	<u>---</u>	<u>0</u>	<u>15,000</u>	<u>105,000</u>
Total	\$435,200	\$ 335,000	\$ 500,000	\$ 621,000	\$1,011,000
Total Combined Incomes	\$917,400	\$1,048,000	\$1,469,000	\$1,531,000	\$2,001,000

* Note: Project Actual = 2 X Dec/91 actual receipts

	<u>1991-92</u>	<u>1992-93</u>
<u>Occupancy</u>		
Rent	\$20,484	\$37,084*
Telephone	<u>3,000</u>	<u>5,568</u>
Total	\$23,484	\$42,652

* Note: 6 offices @ \$250/mo \$18,000
 Storage/warehouse @ \$300/mo 3,600
 Theatre, conference & workrooms
 @ \$926/sq ft 15,484
 Total \$37,084

QUARTERLY PLANNING SCHEDULE/ACTIVITIES

1st Quarter: July - September

Program research
Review of alternatives
Start program selection and identify artists
Start audit
Start solicitations and campaign for corporate sponsorships
Start subscription campaign
Start recruiting and training volunteers
Start administrative support planning
Review staffing needs
Start assessment of facilities needs
Initiate special event for individual contribution
Complete summer youth/educational programs
Initiate program #1 of main stage
Initiate program #1 of tour
Review cash position monthly
Project quarterly income

2nd Quarter: October - December

Complete audit
Review audit with staff and Business & Finance Committee
Present audit to full Board for approval

Complete facilities assessment

Start budgeting (complete preliminary budget)

Review preliminary budgets with:

- Business & Finance Committee
- Personnel & Governance Committee

Develop fund raising strategy

Complete review with Resource Committee

Complete training for volunteers

Christmas special events:

- Fund raiser
- Volunteer appreciation

Initiate phone campaign for individual contributions

2nd Corporate Sponsorship Campaign

2nd & 3rd main stage program

Review cash position monthly and update

Quarterly revenue projections

3rd Quarter: January - March

Initiate review of operations plans with full Board

Complete reviews in:

- Business & Finance Committee
- Personnel & Governance Committee
- Resource Committee

Complete final adjustment and approval of budget for next fiscal year

Initiate grant research and proposal development for next fiscal year

- Renewal grant/interim reports
- Submit to new donors/prospects
- Reapply to alternate year funders
- Submit follow-up reports for restricted grants

Initiate special events for fund raising (Black History Month)

- With Board of Directors
- With corporations
- With community groups

Initiate campaign for individual contribution

- Mail campaign

Initiate 3rd wave for corporate sponsorship

Initiate 2nd session for recruiting and training volunteers

Main stage cornerstone/Black History Month programs

Review cash position monthly and update

Quarterly revenue projections

4th Quarter: April - June

Continue grant research and proposal writing

Initiate special events for 4th Quarter

- Anniversary celebration
- Awards events
- Appreciation for funders and city and state representatives

Initiate phone campaign for 4th Quarter

Complete campaign for corporate sponsorship for 4th Quarter programs

Initiate subscription campaign for season tickets for next fiscal year

Conduct 3rd session for recruiting and training volunteers

Main stage program for end of season

Review cash position monthly and update

Quarterly revenue projections

Clarify all requirements with accountants for next year's audit

DVT/HS/hs18

March 10, 1992

Board of Directors
Penumbra Theatre Company
St. Paul, Minnesota

Dear Board of Directors:

We have audited the financial statements of Penumbra Theatre Company for the year ended June 30, 1991 and have issued our report thereon dated March 30, 1992. As part of our audit, we reviewed accounting and operating procedures to the extent we considered necessary to determine the scope of audit procedures to employ. The report which follows contains our observations incidental to the audit and is not the result of an in-depth study of the areas discussed. Accordingly, this report is intended solely for the use of management and the Board of Directors and is not to be distributed external to Penumbra Theatre Company.

Reportable Conditions

In performing our audit of the financial statements of Penumbra Theatre Company for the year ended June 30, 1991, we considered its internal control structure in order to determine our auditing procedures for the purpose of expressing our opinion on the financial statements and not to provide assurance on the internal control structure. However, we noted certain matters involving the internal control structure and its operation that we consider to be reportable conditions under standards established by the American Institute of Certified Public Accountants. Reportable conditions involve matters coming to our attention relating to the design or operation of the internal control structure that, in our judgement, could affect the organization's ability to record, process, summarize, and report financial data consistent with the assertions of management in the financial statements.

Internal control policies and procedures are normally organized around accounting system activities. These activities include:

- Fundraising and the receiving of pledges and/or payments.
- Providing of services and the receipt of payment for services.
- Purchasing of goods and services and incurring program expenses and making payment for same.
- Hiring and paying staff.
- Safeguard and control of assets owned.
- Monitoring of grant performance and reporting.
- Accounting system functions which record and modify the above transactions.
- Preparation of financial statements and reports.

Page two

An essential part of an internal control structure is that procedures be properly segregated and the results of their performance adequately reviewed. This is normally accomplished by assigning duties so that 1) no one person handles a transaction from beginning to end, and 2) incompatible duties between functions are not handled by the same person. In addition, a review of these completed duties should be performed by an individual independent of that function(s). While this structure is good in theory, the number of people required to staff such a system is normally beyond the means of most organizations, including Penumbra Theatre Company. We are required, however, under our professional responsibilities, to call the situation to your attention. Under these conditions the most effective control lies in a good working relationship between the finance committee and management in monitoring the operations of the organization.

Petty Cash

During the course of our audit, we noted that the petty cash account is not being reconciled. Disbursements to reimburse petty cash are coded to the petty cash account rather than to the various expense accounts for which the petty cash was used. The end result is that cash on the balance sheet is significantly overstated and expenses on the income statement are significantly understated. This gives the appearance that the organization is in much better shape financially than may actually be the case. An adjustment was made to the June 30, 1991 financial statements to decrease cash and increase expenses of approximately \$7,600. We recommend that petty cash be reconciled each time it is replenished so that the expenses on which the cash was used can get correctly recorded.

Management Comments

Personnel Costs

During the course of the audit, we found it difficult to agree the general ledger balance of some accounts to their supporting detail. This was noted mainly in the area of salary expense and contract service expense. This was the result of an inconsistency in the recording of similar transactions. We noted payments to various individuals classified as both salary expense and contract service expense. As a result, the ability to analyze the composition of these accounts became very difficult. We recommend that all payments to individuals deemed to be employees of the organization be treated as salary expense, with applicable payroll taxes withheld (see Independent Contractor section below). All payments to individuals who are not considered employees of the organization should be treated as contract service expense.

FACTOR	EMPLOYEE	INDEPENDENT CONTRACTOR
Training	<i>Training is necessary before beginning the job</i>	<i>No training is necessary in order to begin the job</i>
Integration with Business	<i>Integration of the person's services in the employer's business operations shows person is subject to employer's control</i>	<i>Has only temporary integration with the person's services. Sometimes, none at all</i>
Personal Rendition of Service	<i>Employer requires the person to do the job personally</i>	<i>Free to assign anyone to do the job required</i>
Hiring, Supervising, and Payment	<i>Done by the employer</i>	<i>Hires, pays, and supervises the people doing the work</i>
Setting the Hours of Work	<i>Employer sets the hours of work</i>	<i>Able to make their own hours. Sometimes it must be the hours the business is open</i>
Exclusive Full-Time Work	<i>Full-time must be devoted to the employer</i>	<i>Free to choose who and when they work</i>
Work on the Employer's Premises	<i>Restrictions as to where the job is to be done exist</i>	<i>Able to work where they please</i>
Sequence of Work Done	<i>The person must do a job in a set sequence determined by the employer</i>	<i>The employer does not set the sequence in which the job should be done</i>
Reports Required	<i>Reports may be required by the employer</i>	<i>Should not have to provide oral or written reports</i>
Payment by Hour/Week/Month	<i>Generally paid by the hour or other similar time</i>	<i>Paid by the job no matter how long it takes</i>
Expense Account	<i>Payment for expenses done by employer</i>	<i>Estimates expenses ahead of time</i>
Risk of Loss	<i>No risk of loss</i>	<i>Risks a profit or loss</i>
Available to the General Public	<i>Work is done that is unique to the employer's needs. Job cannot be done elsewhere</i>	<i>Will do a job for any buyer</i>
Termination	<i>Has right to terminate without recourse from employer</i>	<i>Must complete a job which is contracted - is liable for damages if incomplete</i>

FY 93 CHALLENGE APPLICATION CHECKLIST

PROJECT IMPLEMENTATION APPLICANTS ONLY

Submit application materials in the order and format described below.

Use this checklist when assembling your application packages. Check off each item as it is assembled. All application packages should be clearly marked "Original," "Copy 1," "Copy 2," and "Copy 3." Submit this checklist with your application.

Applicant: _____

ORGANIZATION/AGENCY OR LEAD MEMBER OF A CONSORTIUM	Original	Copy 1	Copy 2	Copy 3
1. Application checklist	_____	_____	_____	_____
2. Application Form A1 (pages 75 and 79)	_____	_____	_____	_____
3. Form A1 required attachments:				
a. Project narrative	_____	_____	_____	
b. How Challenge and matching funds will be utilized	_____	_____	_____	
c. Grant amount reduction statement	_____	_____	_____	
d. Fundraising strategy and/or anticipated sources of match	_____	_____	_____	
e. Institution's mission statement	_____	_____	_____	
f. Institution's history and present programs	_____	_____	_____	
g. Description of community	_____	_____	_____	
h. Endorsement letter	_____	_____	_____	
i. Resumes of key personnel	_____	_____	_____	
j. Board list	_____	_____	_____	
k. Organization chart	_____	_____	_____	
4. Application Form A2 (pages 81-83)	_____	_____	_____	
5. Project Budget Form B1 (page 85)	_____	_____	_____	
6. Project Budget Form B2 (pages 87-97)	_____	_____	_____	
7. Form B2 required attachments:				
a. Audited financial statements	_____	_____		
b. Long-range artistic and financial planning documents	_____	_____		
c. Documentation of tax-exempt status	_____	_____		
d. Consortium agreement, if applicable	_____	_____	_____	
e. Data and Acknowledgment cards	_____	_____		
f. Program materials	_____	(unless otherwise specified)		
NON-LEAD MEMBERS OF A CONSORTIUM				
1. Consortium Member Information Form C1 (page 99)	_____	_____	_____	_____
2. Form C1 required attachments:				
a. Endorsement letter	_____	_____	_____	
b. Resumes of key personnel	_____	_____	_____	
c. Board list	_____	_____	_____	
d. Organization chart	_____	_____	_____	
e. Consortium member's mission statement	_____	_____	_____	
f. Summary history of consortium member	_____	_____	_____	
g. Description of community	_____	_____	_____	
3. Consortium Member Information Form C2 (pages 101-103)	_____	_____	_____	
4. Form C2 required attachments:				
a. Audited financial statements	_____	_____	_____	
b. Long-range artistic and financial planning documents	_____	_____		
c. Documentation of tax-exempt status	_____	_____		
d. Program materials	_____	(unless otherwise specified)		

PENUMBRA THEATRE CO.
Board of Directors Meeting
April 22, 1992

MAY 13

Board Members Present: Jim Bransford, Cassius Ellis, Kathy Kingman, Reuben Larson, Jan Plimpton, David Taylor

Board Members Not Present: Ezell Jones, LaJune Lange, Hazel O'Leary, Mary Phillips

Staff Present: Lou Bellamy, Ervin Dixon, Paula Sanders

Chairman Ellis called the meeting to order at 12:07 pm.

ELECTION OF BOARD MEMBERS - Cassius Ellis

At its meeting on March 25, 1992, the Executive Committee voted to present the following slate of new members to the Board:

Jim Adams, St. Paul Companies
Phyllis Harvin, U.S. West Communications
Terry Hoffman
John Milton, Vice President, North Memorial Hospital
Janet Morgan
Janibelle Taylor, Community Activist
Stewart Widdess, Vice President, Marketing, Dayton's

Reuben Larson moved and Kathy Kingman seconded that the Board accept these nominations as presented. Motion carried unanimously.

APPOINTMENTS TO COMMITTEES - Cassius Ellis

Chairman Ellis asked Board members for suggestions of committee appointments for new Board members.

Jim Adams - Resource Committee (Kathy Kingman)
Janibelle Taylor or Phyllis Harvin - Program Committee (Jim Bransford)
Stew Widdess, John Milton, Janet Morgan - Marketing (Ellis)

Paula Sanders is doing a donor campaign, fund raising and subscriptions and needs help in those areas. We are in a crisis period and need help in resource development as soon as possible. Committee appointments will be considered by the Executive Committee at its 5/27/92 meeting.

NEW COMMITTEE RESOLUTION - Ervin Dixon

Separation Committee. At its 3/25/92 meeting, the Executive Committee approved the appointment of a new committee to meet with Hallie Q. Brown to resolve the separation. Committee members are LaJune Lange, Chair, Jan Plimpton and David Taylor.

RESOURCE ISSUES - Ervin Dixon

- (a) Fund Raising/Marketing. Because of recent negative cash flow, we received (1) a \$20,000 loan from Western State Bank, secured by a \$20,000 CD maturing in May, and (2) a \$25,000 loan from Western, personally guaranteed by Lou Bellamy. In addition, Lou personally cashed payroll checks and is holding those checks until cash flow permits covering them. Erv, Lou and Jim Bransford will meet this afternoon with the MN Nonprofit Assistance Agency, an arm of the Minneapolis Foundation, to discuss a \$150,000 loan from that agency.

We need to raise \$500,000 by October '92, which will require major efforts by Board and staff alike. The Resource Committee must be involved in financial and funding strategies. To cover the budget and repay debt, we must raise \$1,700,000 by the end of fiscal '92-'93. Erv and Lou need Board participation in calling on funders. Cassius suggested that Board members be informed of funding calls ASAP so they can commit dates on their calendars.

Funders have been understanding about our setbacks. Now, however, we need an excellent plan and strategies because they won't want to hear about our troubles many more times.

Erv Dixon's challenge to the Board: We need to identify resources and strategies to do what needs to be done.

PROGRAM - David Taylor

- (a) Focus is quality and growth. We want growth but at what expense and how fast? The Unidale site direction was determined to be inconsistent with our major thrust. How do we support our use of our present site, building audience and base? At the time we put together a growth forecast, our financial picture was in the black with good revenue flow. The projected '92-'93 budget of \$1,300,000 is ambitious. We must raise enough resources to sustain and stabilize our endeavors and assure quality.
- (b) Facilities Expansion Resolution. David Taylor moved and Jan Plimpton seconded that the Board accept the Facilities Expansion Resolution (on file with these minutes). Motion passed unanimously.

STAFFING - Lou Bellamy, Ervin Dixon

- (a) Office Manager/Controller. Suzanne Cook has been hired and will start fulltime on 4/27/92.
- (b) Managing Director. Maurine Knighton has been offered a salary and incentive package. Lou is reasonably confident she will join the staff, probably in May, and that she is willing to make a minimum commitment of two years. Maurine is a partner in Crowley, Knighton & White, Inc., a St. Paul financial development consulting firm. She came to Minnesota in 1990 from Atlanta where she was involved with Economic Opportunity Atlanta and the United Negro College Fund.
- (c) Resource Development and Box Office. These positions will be filled next.

PERSONNEL POLICIES - Ervin Dixon

We need a consistent set of personnel policies -- soon. Rick Thompson put together our current personnel handbook, which needs amplification.

AUDIT - Jan Plimpton

The Business and Finance Committee met with the auditors and went through the audit step by step. It looks good. Jan said that Note 7 in the audit states that (paraphrasing) "in trying to determine sums due to or from Hallie Q., they were zero." She moved and David seconded that the last three words be changed to "... they were not determinable." Motion passed unanimously. The auditors stated that we need to tighten up several areas and add checks and balances. The new Office Manager/Controller will help

in these areas.

BOARD

- (a) Legal Counsel. An attorney on either the Board or Advisory Committee would be helpful. Jim Bransford agreed to contact his daughter, Tanya, and Kenny Saffold, and Cassius will contact Marcea Staten.
- (b) Participation. Two Board members who have participated minimally have been sent letters by the Chairman thanking them for their support but not asking them to continue to serve. To make certain that all Board members understand what is expected of them, Reuben Larson suggested a Statement of Expectation be drawn up for signature by all members. Unanimous agreement.

1992-93 BUDGET - Jan Plimpton

The budget is in process and should be approved by the beginning of the new fiscal year. Because some rebudgeting will be necessary, Jan suggested that we approve the budget, with ability to amend, by June or July. David said that the budget should have been reviewed and discussed at this meeting but not enough committee chairs were present for a good discussion and feedback. Cassius asked that budget data be mailed to those members not present with a request to study the data and be ready to discuss at a Special Board Meeting (retreat?) probably in June.

MARKETING - Paula Sanders

Paula recently mailed solicitation letters to all 15,000 names on our mailing lists, as well as subscription notices. In the past eight days, \$8,000 was received in donations (at least 50% new donors) and season ticket orders.

Almost 100 individuals came to the volunteer appreciation performance of "Dr. George Washington Carver and the Jessup Demonstration Wagon" on April 7. She reported that volunteers are clamoring to help out and that she is working to phase them in.

5/6/92 BENEFIT

Cassius Ellis expressed the Board's gratitude to 3M for underwriting the benefit. Silent Auction items secured to date: a framed, matted, peregrine falcon print (Jan Plimpton), a Caribbean dinner for six at her home (LaJune Lange), \$169 dinner package (St. Paul Hotel), Henderson Limo/progressive dinner package (NSP), book signed by author and illustrator (Odegard Books St. Paul), two extraordinary painted chairs (Seitu).

The meeting was adjourned at 1:23 pm.

Respectfully submitted,

Kathy Kingman

Kathy Kingman

FUND RAISING STRATEGY
Proposed for
FY July 1992 - June 1994

Penumbra has completed the second year of the three year plan to bridge the transition from a Hallie Q Brown program to an independent non-profit status.

In keeping with its mission "to produce professionally excellent and artistically relevant programs that address the African-American experience." the annual budget has, since 1989, grown from \$300,000 to over \$1.5 million.

Programming has expanded. Staff has been increased. More space has been leased at the Martin Luther King Center.

The primary funding for this growth as come from the core of foundations/corporations that provided the "Bridge Grants." These two and three year grants expire in FY 1992 and FY 1993.

A new and concentrated phase of Fund Raising must be initiated. New and complimentary funding sources must be identified to fund specific programs and projects, as well as cover general operating expenses.

The following areas need to be funded over the next two years:

1. Debt reduction and cash reserve.
2. New works and The Cornerstone Competition.
3. Audience Development.
4. Understudy/Training Projects.
5. Office systems upgrades.
6. Outreach programs and shows on Tour.
7. Collaborations with other theaters and artists.
8. Staff development.
9. Facilities upgrade and expansion.
10. Box office upgrade.

Earned income from MainStage production is expected to meet approximately half of the operating expenses over the next two years. Single ticket and season subscription campaigns are integral to the overall funding strategy.

Individual donations/contributions will be targeted to raise 5-10% of the annual budget each year.

Board of Directors sponsored special events and direct solicitations will be targeted to raise 5% of the yearly budgets.

For the '93-94 FY, its proposed that major corporations sponsor each of the MainStage and Touring productions.

As Penumbra strengthens its national presence, more substantial support will be expected from national foundations such as: McKnight; Pew Trust; Rockefeller; and Ford.

FUND RAISING GOALS
(Revised 5/25/92)

	<u>'92-93</u>	<u>"93-94</u>
Earned Revenue	\$600,000	\$850,000
- Subscription		
- Single Ticket Sales		
Individual Contributions	\$300,000	\$300,000
- Direct Contributors		
- Board Sponsored Events		
Sponsorship	\$30,000	\$250,000
- Corporations		
Primary Grants		
- Local Foundations	\$590,000	\$350,000
- Government	\$80,000	\$100,000
- St. Paul		
- Minnesota		
- NEA		
National Foundations	-0-	\$50,000
TOTAL	\$1,600,000	\$1,900,000

university
of
minnesota
memo

Date April 14, 1992
To Irv Dixon - Penumbra Theatre
From David Taylor
Subject Documents for Distribution

Please find enclosed eight pages to be duplicated for distribution at the next Board meeting on Wednesday, April 22. The pages include the resolution (1 page), budget (3), and schedule (4).

Thank you.

JT/HS



For approval by:

The Board of Directors
The Penumbra Theatre Company, Inc.
270 N. Kent St.
St. Paul, MN 55102

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For the Board of Directors

Dated: _____

Signed by:

President: _____

Treasurer: _____

Chair, Resource Committee: _____

Chair, Program Committee: _____

BUDGETArtistic Programming

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		<u>1991-92</u>	<u>1992-93</u>
<u>Administrative</u>			
Managing Director	FT	\$45,996	\$ 42,000
Assoc. Dir., PR/Marketing	FT	27,997	30,000
Assoc. Dir., Resource Development	PT	---	15,000
Office Mgr./Controller	FT	---	25,000
Adm. Assistant	PT	18,000	10,000
Box Office/Cashier	PT	---	10,000
Audience Service Mgr.	PT	---	20,000
House Mgr./Volunteer Coord.	PT	---	20,000
Grant Writer/Researcher	PT	---	10,000
	Total	\$91,993	\$182,000
Benefits @ 19% of Gross		\$15,492	\$ 34,580
Unemployment taxes @ 2.5% of Gross			4,550
All other taxes (Workmens' Comp, FICA, State, Fed, etc) @ 7.65%			<u>13,923</u>
	Total		\$235,053
<u>Artistic</u>			
Artistic Director/Producer		\$48,500	\$ 50,925
Assoc. Producer		28,000	29,400
Technical Director		22,400	23,520
Assist. Tech. Director		---	20,000
	Total	\$98,900	\$123,845
Benefits @ 19% of Gross		\$19,250	\$ 23,531
Unemployment taxes @2.5% of Gross			3,096
All other taxes			<u>9,474</u>
	Total		\$159,946

INCOME PROJECTIONS

		1991 - 92	1992 - 93			
		(Proposed)	(Projected Actual*)	1	2	3
<u>Contributed Income</u>						
Grants (corp & foundation)	\$287,200	\$ 522,000	\$ 540,000	\$ 550,000	\$ 600,000	
Bridge/Transition	100,000	---	200,000	200,000	200,000	
Government (city, state & Fed)	70,000	55,000	179,000	85,000	90,000	
Individual Contributions/Gifts	25,000	136,000	50,000	75,000	100,000	
Total	\$482,200	\$ 713,000	\$ 969,000	\$ 910,000	\$ 990,000	
<u>Earned Income</u>						
Ticket Revenue	\$235,200	\$ 335,000	\$ 500,000	\$ 600,000	\$ 899,000	
Touring	20,000	---	0	5,000	5,000	
Educational Programs	15,000	---	0	1,000	2,000	
Special Programs	165,000	---	0	15,000	105,000	
Total	\$435,200	\$ 335,000	\$ 500,000	\$ 621,000	\$1,011,000	
Total Combined Incomes	\$917,400	\$1,048,000	\$1,469,000	\$1,531,000	\$2,001,000	

* Note: Project Actual = 2 X Dec/91 actual receipts

	<u>1991-92</u>	<u>1992-93</u>
<u>Occupancy</u>		
Rent	\$20,484	\$37,084*
Telephone	<u>3,000</u>	<u>5,568</u>
Total	<u>\$23,484</u>	<u>\$42,652</u>

* Note: 6 offices @ \$250/mo \$18,000
 Storage/warehouse @ \$300/mo 3,600
 Theatre, conference & workrooms
 @ \$926/sq ft 15,484
 Total \$37,084

QUARTERLY PLANNING SCHEDULE/ACTIVITIES

1st Quarter: July - September

Program research
Review of alternatives
Start program selection and identify artists
Start audit
Start solicitations and campaign for corporate sponsorships
Start subscription campaign
Start recruiting and training volunteers
Start administrative support planning
Review staffing needs
Start assessment of facilities needs
Initiate special event for individual contribution
Complete summer youth/educational programs
Initiate program #1 of main stage
Initiate program #1 of tour
Review cash position monthly
Project quarterly income

2nd Quarter: October - December

Complete audit
Review audit with staff and Business & Finance Committee
Present audit to full Board for approval

Complete facilities assessment

Start budgeting (complete preliminary budget)

Review preliminary budgets with:

- Business & Finance Committee
- Personnel & Governance Committee

Develop fund raising strategy

Complete review with Resource Committee

Complete training for volunteers

Christmas special events:

- Fund raiser
- Volunteer appreciation

Initiate phone campaign for individual contributions

2nd Corporate Sponsorship Campaign

2nd & 3rd main stage program

Review cash position monthly and update

Quarterly revenue projections

3rd Quarter: January - March

Initiate review of operations plans with full Board

Complete reviews in:

- Business & Finance Committee
- Personnel & Governance Committee
- Resource Committee

Complete final adjustment and approval of budget for next fiscal year

Initiate grant research and proposal development for next fiscal year

- Renewal grant/interim reports
- Submit to new donors/prospects
- Reapply to alternate year funders
- Submit follow-up reports for restricted grants

Initiate special events for fund raising (Black History Month)

- With Board of Directors
- With corporations
- With community groups

Initiate campaign for individual contribution

- Mail campaign

Initiate 3rd wave for corporate sponsorship

Initiate 2nd session for recruiting and training volunteers

Main stage cornerstone/Black History Month programs

Review cash position monthly and update

Quarterly revenue projections

4th Quarter: April - June

Continue grant research and proposal writing

Initiate special events for 4th Quarter

- Anniversary celebration
- Awards events
- Appreciation for funders and city and state representatives

Initiate phone campaign for 4th Quarter

Complete campaign for corporate sponsorship for 4th Quarter programs

Initiate subscription campaign for season tickets for next fiscal year

Conduct 3rd session for recruiting and training volunteers

Main stage program for end of season

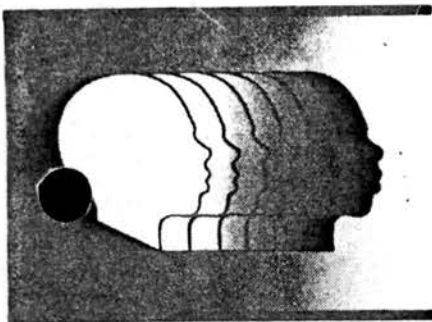
Review cash position monthly and update

Quarterly revenue projections

Clarify all requirements with accountants for next year's audit

DVT/HS/hs18

May 27 '92
Exec. Committee



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

DATE: May 19, 1992

MEMO TO: Executive Committee
Board of Directors

FROM: Cassius Ellis

SUBJECT: Monthly Meeting of The Executive Committee
at 270 N. Kent St. St. Paul, MN

RECEIVED

MAY 20 1992

GENERAL COLLEGE DEAN'S OFFICE
UNIVERSITY OF MINNESOTA

BOARD OF ADVISORS

Ervin Dixon
Ed Duren
Dr. Lance Jackson
Debra 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
B. Thompson
R. Thompson
Lewis Whitlock III
James A. Williams
August Wilson

AGENDA
May 27, 1992
11:45 - 1:30

1. Introduction of new staff.
- Office Manager/Supervisor of Accounting
2. Set date for completion of separation agreement with HQB.
3. Review Fund Raising Plan for 1992-94
4. Review Process for Planning and Evaluation for FY 93-94.
5. Resolutions
- Registration as charitable organization
- Petty cash management policy change

*June 27th
Richard Williams*

OUTLINE FOR DISCUSSION

A. Fund Raising Plan

1. Role of Resource Team
2. Role of Board of Directors
3. Targets and Goals
4. Search for sponsorships
5. Time table for loan reduction

B. Planning/Evaluation Process - oversight role of standing committees

1. Business & Finance
 - a. Financial operations
 - b. Investments
 - c. Debt
2. Resources
 - a. Fundraising coordination
 - b. Search for new resources
3. Personnel
 - a. Staff development and turnover
 - b. Benefit/incentives
 - c. Insurance/legal claims
 - d. Volunteer/intern utilization
4. Program
 - a. Audience response
 - b. Media & critical responses
 - c. Assessment of goals and effectiveness

5. *facilitator*

Description	Jun	Jul	Aug	Total
Corp & Foundation	\$10,000	\$0	\$85,000	\$95,000
Individuals	\$2,070	\$150	\$28,000	\$30,220
In-Kind	\$0	\$0	\$0	\$0
Government	\$0	\$16,800	\$0	\$16,800
Ticket Sales	\$45,000	\$26,600	\$8,100	\$79,700
Program Service Fees	\$0	\$0	\$0	\$0
Special Events	\$0	\$600	\$41,100	\$41,700
Investment Income	\$900	\$300	\$300	\$1,500
Miscellaneous	\$148	\$60	\$0	\$208
TOTAL INCOME	\$58,118	\$44,510	\$162,500	\$265,128
Vincent	\$1,500	\$1,500	\$1,500	\$4,500
Allison	\$1,280	\$948	\$948	\$3,177
Lou B	\$3,228	\$3,228	\$3,228	\$9,684
Stryder	\$1,720	\$1,720	\$1,720	\$5,160
Rick	\$2,152	\$2,152	\$2,152	\$6,456
Rowena	\$1,040	\$1,040	\$1,040	\$3,120
Sue	\$1,824	\$1,824	\$1,824	\$5,472
Paula	\$2,152	\$2,152	\$2,152	\$6,456
Mike	\$0	\$1,600	\$1,600	\$3,200
Maurine	\$3,333	\$3,333	\$3,333	\$9,999
Joe	\$1,250	\$1,250	\$1,250	\$3,750
Benefits	\$3,701	\$3,941	\$3,941	\$11,583
Worker's Comp	\$1,264	\$1,264	\$1,264	\$3,792
Travel & Lodging	\$772	\$5,700	\$9,500	\$15,972
Royalties	\$5,900	\$250	\$0	\$6,150
Production	\$7,000	\$8,000	\$6,200	\$21,200
Occupancy	\$1,890	\$1,890	\$1,890	\$5,670
Promotion & Marketing	\$2,971	\$4,300	\$2,000	\$9,271
Insurance	\$203	\$0	\$2,153	\$2,356
Postage	\$500	\$400	\$400	\$1,300
Dues, Subscriptions	\$0	\$700	\$0	\$700
Admin Supplies	\$500	\$300	\$300	\$1,100
Financial Service Fees	\$1,200	\$650	\$900	\$2,750
Box Office Service & Fee	\$2,350	\$1,600	\$200	\$4,150
Equipment Purchases	\$0	\$0	\$0	\$0
Miscellaneous	\$500	\$500	\$500	\$1,500
TOTAL EXPENSES	\$48,230	\$50,242	\$49,995	\$148,468
SURPLUS (DEFICIT)	\$9,888	(\$5,732)	\$112,505	\$116,660

D R A F T

BUDGET

Artistic Programming

Touring	\$ 20,000		
Education/Outreach	20,000		
Main Stage/Season	<u>625,489</u>		
Subtotal	\$ 665,489	=	52%
Artistic Management	<u>159,946</u>	=	12%
Subtotal	\$ 825,435	=	64%
General Administration	382,785		
Promotion/Development	<u>75,726</u>	Subtotal \$458,511	= <u>36%</u>
Total	\$1,283,946		100%

Production Costs Per Play

1. Minstrel Show	\$134,970
2. Parade	57,108
3. Black Nativity	177,247
4. Cornerstone	66,760
5. Willie and Estes	50,000
6. Piano Lesson	<u>95,030</u>
Total	\$581,115

44,000-?

SALARY ASSUMPTIONS AND BUDGET

		<u>1991-92</u>	<u>1992-93</u>
<u>Administrative</u>			
Managing Director	FT	\$45,996	\$ 42,000
Assoc. Dir., PR/Marketing	FT	27,997	30,000
Assoc. Dir., Resource Development	PT	---	15,000
Office Mgr./Controller	FT	---	25,000
Adm. Assistant	PT	18,000	10,000
Box Office/Cashier	PT		10,000
Audience Service Mgr.	PT	---	20,000
House Mgr./Volunteer Coord.	PT	---	20,000
Grant Writer/Researcher	PT	---	<u>10,000</u>
	Total	\$91,993	\$182,000
Benefits @ 19% of Gross		\$15,492	\$ 34,580
Unemployment taxes @ 2.5% of Gross			4,550
All other taxes (Workmens' Comp, FICA, State, Fed, etc) @ 7.65%			<u>13,923</u>
	Total		<u>\$235,053</u>
<u>Artistic</u>			
Artistic Director/Producer		\$48,500	\$ 50,925
Assoc. Producer		28,000	29,400
Technical Director		22,400	23,520
Assist. Tech. Director		---	<u>20,000</u>
	Total	\$98,900	\$123,845

Benefits @ 19% of Gross

\$19,250

\$ 23,531

Unemployment taxes @2.5% of Gross

3,096

All other taxes

9,474

Total

\$159,946

INCOME PROJECTIONS

	1991-92		1992-93		
	(Proposed)	(Projected Actual*)	1	2	3
<u>Contributed Income</u>					
Grants (corp & foundation)	\$287,200	\$ 522,000	\$ 540,000	\$ 550,000	\$ 600,000
Bridge/Transition	100,000	---	200,000	200,000	200,000
Government (city, state & Fed)	70,000	55,000	179,000	85,000	90,000
Individual Contributions/Gifts	25,000	136,000	50,000	75,000	100,000
Total	\$482,200	\$ 713,000	\$ 969,000	\$ 910,000	\$ 990,000
<u>Earned Income</u>					
Ticket Revenue	\$235,200	\$ 335,000	\$ 500,000	\$ 600,000	\$ 899,000
Touring	20,000	---	0	5,000	5,000
Educational Programs	15,000	---	0	1,000	2,000
Special Programs	165,000	---	0	15,000	105,000
Total	\$435,200	\$ 335,000	\$ 500,000	\$ 621,000	\$1,011,000
Total Combined Incomes	\$917,400	\$1,048,000	\$1,469,000	\$1,531,000	\$2,001,000

* Note: Project Actual = 2 X Dec/91 actual receipts

	1991-92	1992-93
<u>Occupancy</u>		
Rent	\$20,484	\$37,084*
Telephone	3,000	5,568
Total	\$23,484	\$42,652

* Note: 6 offices @ \$250/mo \$18,000
 Storage/warehouse @ \$300/mo 3,600
 Theatre, conference & workrooms
 @ \$926/sq ft 15,484
 Total \$37,084

DVT/HS/hs19

PENUMBRA THEATRE COMPANY

	<u>1989-90</u>	<u>1990-91</u>	<u>1991-92</u>
EXPENSES	330,142	802,540	867,400
EARNED REVENUE	<u>131,681</u>	<u>424,300</u>	<u>435,200</u>
SUBTOTAL	<u>198,461</u>	<u>378,240</u>	<u>432,200</u>
INDIVIDUAL GIVING	4,000	22,000	25,000
<u>GOVERNMENT</u>			
NEA	7,500	10,000	12,500
MN STATE ARTS BOARD	0	0	7,000
CITY OF ST. PAUL	0	15,000	0
MET. REGIONAL ARTS COUNCIL	8,500	17,500	5,000
MEED	4,500	7,500	7,500
<u>FOUNDATION/CORPORATION</u>			
AMERICAN NATIONAL BANK	0	1,500	1,500
AT&T	0	0	3,500
BIGELOW**	0	0	30,000
BEMIS	0	0	750
BUSH FOUNDATION **	30,000	40,000	30,000
DAIN BOSWORTH	0	1,000	5,000
DAYTONS *	9,500	9,500	10,500
DELUXE CHECK	2,800	3,500	3,500
DYE FAMILY FOUNDATION	0	1,000	1,000
FIRST BANK SYSTEM	0	3,500	5,000
FIRST COMMUNITY BANK	0	500	0
GENERAL MILLS**	6,500	75,000	15,000
GRIGGS FOUNDATION	0	1,000	1,000
GROTTO FOUNDATION	0	2,500	2,500
HONEYWELL	1,500	2,000	2,000
IDS FINANCIAL SERVICES *	0	12,000	12,000
JEROME FOUNDATION **	17,000	18,000	18,000
JOSTEN'S FOUNDATION	3,000	2,500	3,000
MCKNIGHT FOUNDATION	0	0	50,000
MINNEAPOLIS FOUNDATION**	0	15,000	0
MARDAG**	0	0	20,000
LAND O'LAKES	0	1,000	1,000
MN MINING AND MFG. **	20,000	7,000	7,500
LILA B.WALLACE FND.	0	0	75,000
NSP	20,000	7,000	7,000
NORTHWEST AREA **	0	80,000	70,000
RAHR FOUNDATION	0	500	500
SHUBERT FOUNDATION	0	0	0
ST. PAUL FOUNDATION**	30,000	20,000	20,000
ST. PAUL COMPANIES**	15,000	20,000	35,000
TENANT COMPANY FOUNDATION	0	2,000	2,000
THORPE FOUNDATION	2,000	0	0
U.S. WEST COMMUNICATIONS	2,000	3,500	3,500
WESTERN BANK	1,000	700	700
QUINLAN FOUNDATION	<u>0</u>	<u>0</u>	<u>750</u>
TOTAL CONTRIBUTIONS	<u>180,800</u>	<u>312,700</u>	<u>469,200</u>

** Transition funds only.
All FY 90-91 Confirmed.

PENUMBRA THEATRE COMPANY
BOARD OF DIRECTORS
1992-1993

James C. Adams
VP of Property Investment
St. Paul Companies
385 Washington St.
St. Paul, MN 55102
221-8429

Lou Bellamy
Artistic Director
Penumbra Theatre
270 N. Ken St.
St. Paul, MN 55102
224-4601 (office)
224-7074 (fax)
476-8245 (home)

James Bransford
Director, Excelsior Project
13815 Ridgedale Dr.
Minnetonka, MN 55343
545-7907

James Carufel
Senior Vice President/CFO
KTCA
172 E. 4th St.
St. Paul, MN 55101
229-1453

Dr. Cassius Ellis
2900 Xenwood Ave. S.
St. Louis Park, MN 55416
925-1273 (home)
520-1567 (office)
520-1565 (fax)

Phyllis Harvin
U.S. West
70 W. 4th St. #138
St. Paul, MN 55102
221-6242

Kathleen Kingman
641 Summit Ave.
St. Paul, MN 55105
227-3348

Judge LaJune Lange
District Court
Fourth Judicial District
C-951 Hennepin County Gov't Ctr
Minneapolis, MN 55487
348-5474 (office)
348-4230 (fax)

Reuben Larson
Director, Human Resources
3M Center, Bldg 220-5C-03
St. Paul, MN 55144
733-0832 (office)
733-7320 (fax)

John Milton, M.D.
North Memorial Medical Center
3300 N. Oakdale
Minneapolis, MN 55422
520-5638

Janet Morgan
3275 Cty Road 44
Minnetrista, MN 55364
927-3270 (office)
472-5364 (home)

Hazel O'Leary
Exec VP, Corporate Affairs
Northern States Power
414 Nicollet Mall
Minneapolis, MN 55401
330-7723 (office)
330-7558 (fax)

Janice Plimpton
VP, Asset Services Group
First Bank Plaza - MPFE 0407
Minneapolis, MN 55402
973-2174 (office)
370-4295 (fax)
339-8396 (home)

Dr. Mary T. Phillips
Vice Chancellor
Minnesota Community College System
Capital Square Bldg, Suite 203
550 Cedar St.
St. Paul, MN 55101
296-3795 (office)
297-7024 (fax)

Dr. David Taylor
Dean, General College
University of Minnesota
109 Appleby Hall
128 Pleasant Ave. SE
Minneapolis, MN 55455
625-6885 (office)
626-7848 (fax)

Janibelle Taylor
1354 Thomas Ave.
St. Paul, MN 55104
644-7346

Wilbur Thomas
Manager, St. Paul Medical Center
Group Health Inc.
205 S. Wabasha
St. Paul, MN 55107
293-8294 (office)
293-8106 (fax)
(on leave of absence)

Stew Widdess
Senior Vice President, Marketing
Dayton's Department Stores
700 on the Mall, 11th Floor
Minneapolis, MN 55402
375-3124

<u>Donation Date</u>	<u>Amount</u>	<u>Last name</u>	<u>First name</u>	<u>New donor?</u>	<u>Comments</u>
----------------------	---------------	------------------	-------------------	-------------------	-----------------

4/15/92	50.00	Abrams	Myrna	Yes	
4/15/92	15.00	Anderson	Phillip	Yes	
4/15/92	25.00	Angelica	Emil & Marion		
4/15/92	1.00	anonymous	anonymous		
4/15/92	50.00	Bailey	George & Emmy Lou	Yes	y
4/15/92	50.00	Brink	Lucille	Yes	Long may you live!!!
4/15/92	10.00	Brown	Lawrence & Jo		
4/15/92	30.00	Carter	Viginia	Yes	
4/15/92	30.00	Clark	Jeanne		Please send me subscption information for your upcoming
4/15/92	25.00	Clemmons	Carolyn	Yes	The plays I have seen at Penumbra have all been very powerful,
4/15/92	10.00	Cole	Ailene	Yes	Recently you moved productions to downtown St. Paul. I'll never
4/15/92	25.00	Cotton	Jerry	Yes	Great Shows!!!
4/15/92	100.00	Cram	Cristine	No	You are a tremendous credit to the Twin Cities Theatre Community.
4/15/92	100.00	Dixon	E.P.	Yes	
4/15/92	10.00	Fischer	Peter & Lorraine	Yes	
4/15/92	25.00	Galland	John & Maggie	Yes	Thank-you!
4/15/92	50.00	Gallo	Michael		Quality Theatre that promotes social understanding and respect.
4/15/92	25.00	Gennaro	Gene	Yes	Keep up the good work!
4/15/92	25.00	Griffin, Jr.	Carl		
4/15/92	30.00	Huston	Hugh	No	
4/15/92	10.00	Jacox	Susan	No	Excellent productions--wish I could send more.
4/15/92	25.00	Kassner	Scott & Linda Adler		
4/15/92	10.00	Kath	Gerry	Yes	Marvelous productions. I look forward to another year.
4/15/92	30.00	Kroll	Jerome	No	
4/15/92	100.00	Kurak	Alex	No	
4/15/92	20.00	Larson	David	Yes	I am a former stage manager (Guthrie, Cricket, Chanhassen,
4/15/92	25.00	Leigh	Joan		

4276.5

106 Donations
\$4276 Total
8 Days
\$40.33 Avg

54 NEW DONORS
21 PREVIOUS DONORS
31 NO TIME TO
CHECK YET.

<u>Donation Date</u>	<u>Amount</u>	<u>Last name</u>	<u>First name</u>	<u>New donor?</u>	<u>Comments</u>
4/15/92	15.00	Martin	Ruth & Web		This theatre is and important part of our lives.
4/15/92	10.00	Meurgin	Rosemarie		
4/15/92	20.00	Morin	Gary	Yes	We've been enjoying you performances for the past six years. I'm
4/15/92	100.00	Nilles	Monica	Yes	
4/15/92	100.00	Nolte	Charles	Yes	Very diserving of support for superior work in the theatre.
4/15/92	30.00	Olson	Betty Lou	Yes	
4/15/92	200.00	Olson	David & Karen	Yes	Thank-you!! We always enjoy your pructions.
4/15/92	30.00	Parker	Mary & David		
4/15/92	25.00	Raush	Verna	Yes	
4/15/92	10.00	Reed	Robert		
4/15/92	2.00	Schultz	Mark	Yes	I think you produce wonderful performances and--More power to
4/15/92	50.00	Shelton	Barbara	Yes	
4/15/92	100.00	Southwick	David	No	
4/15/92	25.00	Stevens	Faith	Yes	
4/15/92	20.00	Taylor	Irene & Romeyn	Yes	This is a small token of my appriciation of the many superb
4/15/92	25.00	Thomas	Ken & Kay	Yes	We see almost everthing you produce & find it extemely well done.
4/15/92	100.00	Tinapp	Bart	Yes	
4/15/92	20.00	Velasquez	Mr.		
4/15/92	25.00	Walther	Fay	Yes	
4/15/92	5.00	Weeks	Jeanette		I am on a fixed income so my donation is small; but sincere.
4/15/92	15.00	Westberg	Carol	Yes	
4/15/92	10.00	Wey	Raymond		
4/15/92	20.00	Youngman	Reta		1) enjoyed your performances in the smaller theatres & settings 2)
4/20/92	20.00	Abner	Regina	Yes	
4/20/92	40.00	Andre	Veryl		
4/20/92	100.00	Bach	Kay		
4/20/92	15.00	Becker	Margery	Yes	Have been excited by both your musically and your regular plays.

4276.5

<u>Donation Date</u>	<u>Amount</u>	<u>Last name</u>	<u>First name</u>	<u>New donor?</u>	<u>Comments</u>
4/20/92	25.00	Chukwuneny	Callista		Keep up the good work Mr. Bellamy. I appreciate you effort to
4/20/92	10.00	Cunningham	Stephanie	No	
4/20/92	25.00	DeMuth	Anne		
4/20/92	10.00	Ernst	Paul	Yes	Bring back SELMA!!!
4/20/92	40.00	Graham	Kenneth	No	We are proud of you Lou! Keep up the fine work. (Penumbra will
4/20/92	250.00	Green	Frederick & Toni	Yes	
4/20/92	20.00	Hamberger	Ray & Carrie		
4/20/92	100.00	Hovland	Anne & Richard	Yes	
4/20/92	15.00	Howe	Sharon	Yes	
4/20/92	20.00	Jacox	Susan		
4/20/92	10.00	Johnson	Elizabeth		
4/20/92	10.00	Kalil	Mary		Have enjoyed every performance I've seen.
4/20/92	100.00	Kiland	Skip & Pat	No	Keep up the good work. We love the Penumbra Theatre. Nice that
4/20/92	50.00	Kivnick	Helen	Yes	
4/20/92	100.00	Klein	Kate	No	
4/20/92	15.00	Lerman	Calvin	Yes	
4/20/92	50.00	Mains	Rhoda & Don	Yes	
4/20/92	25.00	Mashek	Maureen	Yes	Moving & stirring theatre! Great professionalism!
4/20/92	15.00	McCloney	Toni		
4/20/92	25.00	McCorvey	Roberta		
4/20/92	25.00	McInerney	Anne	No	Glad to see you took Black Nativity out of subscription. Great
4/20/92	25.00	McMonigal	Meg	No	Keep up the good work!
4/20/92	100.00	Meyer	Sara		
4/20/92	50.50	Moore	Dave & Shirley	No	
4/20/92	10.00	Moore	Mary	Yes	Enjoyed the Christmas show!
4/20/92	100.00	Parker	David & Mary	Yes	
4/20/92	75.00	Perry	Katy	Yes	we love Black Nativity and are anxious to see more of your work.

4276.5

<u>Donation Date</u>	<u>Amount</u>	<u>Last name</u>	<u>First name</u>	<u>New donor?</u>	<u>Comments</u>
4/20/92	10.00	Poortvuet	Karen	Yes	
4/20/92	10.00	Rice	Julie	Yes	
4/20/92	10.00	Sandness	Grace	No	
4/20/92	35.00	Scher	Sam	No	Wonderful!
4/20/92	100.00	St. Paul Companies			
4/20/92	50.00	Thornley	Phyllis	No	
4/20/92	50.00	White	Carolyn	Yes	Keep up the good work and many thanks to you.
4/20/92	10.00	Yancy	Eric	Yes	
4/20/92	20.00	Ziton	Richard	No	I go to most of the plays and I find them wonderfully stimulating
4/21/92	57.00	Amram	Fred M.	No	
4/21/92	10.00	Bauer	Gabriele	Yes	
4/21/92	15.00	Brown	Anthony G.	Yes	
4/21/92	15.00	Cole	Dawn	Yes	
4/21/92	100.00	Davidson	Caroline F.	No	
4/21/92	20.00	Day	Victory	Yes	
4/21/92	1.00	Deiman	Patricia A.		
4/21/92	35.00	Heckman	A.A.		
4/21/92	10.00	Hogenson	Sharon M.	Yes	I have loved every production I have seen. It's wonderful having
4/21/92	100.00	Hudec	Robert & Marianne	Yes	
4/21/92	20.00	Kirschner	Abby	No	Keep up the great work.
4/21/92	100.00	Lenfestey	Jim & Susan	Yes	
4/21/92	25.00	Olson	Elizabeth A.	Yes	
4/21/92	25.00	Palaggi	Arlene D.		
4/21/92	10.00	Savage	J. Diane	No	You introduced us to August Wilson - keep up the good work!
4/21/92	100.00	Tilsen	Ken & Rachel	Yes	

4276.5

1992-93 SEASON TICKET ORDER FORM

1. Select your subscription package

Opening Night Series

Only the Opening Night package includes a post-performance discussion.

Adults@ ~~OPEN~~ A5 \$64.00=\$
 # Senior Citizens & Students@ ~~OPEN~~ S5 \$52.00=\$
 # 100% Subscriber*@ OPEN 100% \$80.00=\$

Friday & Saturday Evenings

Adults@ FRI.SAT A5 // TH TH \$60.00=\$ 12
 # Senior Citizens & Students@ FRI.SAT S5 / \$48.00=\$ 1
 # 100% Subscriber*@ FRI.SAT 100% /// \$75.00=\$ 4

Prefer Friday Saturday

Thursday & Sunday Evenings

Adults@ THUR.SUN A5 // TH TH \$56.00=\$ 12
 # Senior Citizens & Students@ THUR.SUN S5 / TH \$44.00=\$ 5
 # 100% Subscriber*@ THUR.SUN 100% // \$70.00=\$

Prefer Thursday Sunday

Matinees (Wednesday & Sunday)

Adult@ MAT A5 / \$40.00=\$ 1
 # Senior Citizens & Students@ MAT S5 / TH \$32.00=\$ 6
 # 100% Subscriber@ MAT 100% // \$50.00=\$ 2

Prefer Wednesday Sunday

Previews (Tuesday evenings)

Preview performances take place prior to Opening Night.

Adult, Senior Citizens & Students@ /// TH TH \$20.00=\$ 13
 PREVIEW

*100% Subscribers choose to pay the actual cost of their tickets. Your help in covering our costs ensures the fine quality of future productions. 20% of the price you pay is tax-deductible (to the extent allowable by law) and you are acknowledged in PTC's playbill. The cost of a 100% subscription is the same for an adult, senior citizen or student.
 THANK YOU!

Total (56)

2. Seating preference

Aisle Center Wheelchair \$3138.50

3. If you wish to sit with friends, please indicate their names:

Questions? Call 612-224-4601

MAIL: The Penumbra Theatre Company 270 N. Kent St.
 St. Paul, MN 55102
 FAX: this order form to 612-224-7074

4. Subscriber Special Offering Options

White Chocolate

August 12 - 15, 1992

Order White Chocolate tickets with any subscription order and receive \$2 off regular ticket price. Orders must be received by July 15 to receive this discount.

\$10 (regular price \$12.00) = \$ WHITE CHOC.

Black Nativity

November 25 - December 30, 1992

Order Black Nativity tickets with any subscription order and save 15%. (You are also saving a per ticket service charge by ordering with your subscription.) Orders must be received by September 1 to receive this discount.

Seating Area A BNA ADULT

Adults@ BNA SR \$14.50=\$ (Regular price \$17.00)
 # Senior Citizens and Students @ \$12.75=\$ (Regular price \$15.00)

Seating Area B BNB ADULT

Adults@ BNB SR \$12.75=\$ (Regular price \$15.00)
 # Senior Citizens and Students @ \$11.00=\$ (Regular price \$13.00)

Choose Black Nativity day and time:

Tuesday 11:00 a.m. Saturday 2:00 p.m.
 Tuesday 8:00 p.m. Saturday 8:00 p.m.
 Wednesday 8:00 p.m. Sunday 2:00 p.m.
 Thursday 8:00 p.m. Sunday 8:00 p.m.
 Friday 8:00 p.m.

5. Compute your payment

Total Subscription Tickets \$
 Total White Chocolate tickets \$
 Total Black Nativity tickets \$
 Handling charge \$ 3.00
 Your tax-deductible Theatre contribution \$
 TOTAL DUE \$

Name
 Address
 City, State, Zip
 Phone (day) (evening)

6. Choose one payment option

Full payment - check enclosed
 Full payment - charge to my credit card
 Visa/Mastercard Discover

Card number
 Expires

X
 Authorized signature