

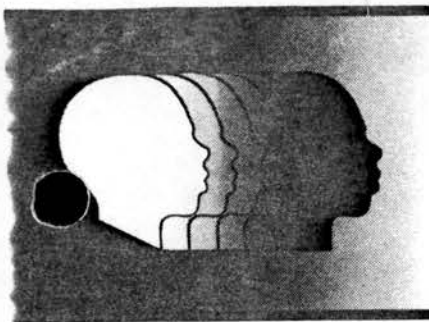


## Theater Records

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June 27 '92  
Board Retreat



# PENUMBRA

## THEATRE COMPANY

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

Lou Bellamy Artistic Director To :

Board of Directors,  
Penumbra Theatre Company

Managing Director Claudia Wallace-Gardner

### he Company

Lou Bellamy  
erry Bellamy  
orace Bond  
enny S. Cannon  
oe Carter  
ara 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  
Varion McClinton  
Otis Montgomery  
Claude Purdy  
Rebecca Rice  
Bruce Thompson  
Richard D. Thompson  
Lewis Whitlock, III  
Jan Williams  
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.

From:

Dr. Cassius Ellis

Re:

Board Retreat - June 27, 1992  
8:30 AM to 1:00 PM  
Jan Plimpton's Party Room  
Loring Green West (339-8346)  
1235 Yale Place

### AGENDA

Check-in/get settled (coffee & juice)	8:30-8:45 AM
Introductions - Staff and Board Members	8:45 - 9:00 AM
Management overview	9:00 - 10:00 AM
- Progress made (91-92)	
- Stabilization challenges	
- Funding strategies (92-94)	
Discussion	10:00 - 10:30 AM
Committee appointments	10:30 - 11:00 AM
- Standing committees	
- Ad hoc committees	
Policy issues and process orientation	11:00 - 12:00 PM
- Program -- Quality and Evaluation Program Committee	
- Fiscal Contributions -- Cash flow and Debt Management Business & Finance Committee	
- Cash Reserves and Investments Resource Committee	
- Compensation/Incentives Personnel	
- Audience Development and Fund Raising Marketing	
- Work and Storage House Facilities Committee	
- Working Conditions/Safety Personnel/Resource Committees	
Scheduling of dates and agendas for follow through and activity calender	12:00 - 12:15 PM
Lunch/Refreshments - Box lunch wrap up	12:15 - 1:00 PM

### ADJOURN

Directions: 94 W to Hennepin - Lyndale exit. (Take a right) on to Hennepin. Follow Hennepin to 13th Street and the Loring Green West complex will be facing you. Guest parking is located at the building.

PENUMBRA  
AUDIENCE PROFILE

General Summary:

Penumbra's Audience is very diverse. Although characteristics overall are similar to previous studies, clear distinctions are exhibited between:

- First Timers and Regular Audience
- Persons attending Black Nativity and Generations
- Current Season Ticket Holders and those who have never purchased season tickets



**PENUMBRA**  
**AUDIENCE PROFILE**

	<u>Attendance</u>		<u>Season Ticket Holders</u>		<u>Show Attended</u>		<u>All Respondents</u>	<u>1990 Audience Surveys</u>	
	<u>1st Time</u>	<u>Regular Audience</u>	<u>Current</u>	<u>Never</u>	<u>Gen.</u>	<u>Black Nativity</u>		<u>1990*</u>	<u>1988**</u>
	(233)	(257)	(38)	(322)	(54)	(439)	(493)	(168)	( )
	100%	100%	100%	100%	100%	100%	100%	100%	100%
<u>Gender</u>									
Female	67	71	20	29	67	70	69	66	56
Male	33	29	80	71	33	30	31	34	48
<u>Race</u>									
African-American	15	31	44	17	45	20	23	16	NA
White	80	67	56	79	52	77	74	82	NA
Other	5	2	--	4	3	3	3	2	NA
<u>Age</u>									
Under 25	26	19	9	24	21	22	22	16	NA
25-54	60	56	39	60	59	58	58	67	NA
55 & Over	14	25	52	16	20	20	20	16	NA

\*\* Les Blancs - Fall of 1990 (at Penumbra)

\*\* Market Opinion Survey of Metro Area (telephone)

NA Not available as tabulated.

PENUMBRA  
AUDIENCE PROFILE

The sources of information are "word of mouth", "mailings" and the "Star Tribune".

Among "Current Season Ticket Holders" mail is most important (62%);

A significant share of the "Current Season Ticket Holders" (21%) and "Generations" audiences (18%) rely on the Minneapolis Spokesman for information.

**PENUMBRA  
AUDIENCE PROFILE**

	<u>Attendance</u>		<u>Season Ticket Holders</u>		<u>Show Attended</u>		<u>All Respondents</u>	<u>Previous Audience Surveys</u>	
	<u>1st Time</u>	<u>Regular Audience</u>	<u>Current</u>	<u>Never</u>	<u>Gen.</u>	<u>Black Nativity</u>		<u>1990*</u>	<u>1988**</u>
	(233)	(257)	(38)	(322)	(54)	(439)	(493)	(164)	
	100%	100%	100%	100%	100%	100%	100%	100%	100%
<u>Occupation</u>									
Prof/Mgr	50	61	67	46	59	55	56	49	37
Stud./Retired	28	20	19	24	19	25	24	22	NA
Other	22	19	14	20	22	20	20	29	NA
<u>HH Income</u>									
Under 10K	12	5	4	8	13	7	8	24	35
10-24K	16	17	11	16	23	15	16		NA
25-49	35	33	41	34	45	34	34	34	21
50K & Over	37	45	44	42	30	43	42	31	
<u>Residence</u>									
St. Paul	29	33	44	27	22	32	31	NA	NA
Mpls.	39	44	31	43	66	38	41	NA	NA
All Other	32	23	25	30	12	30	28	NA	NA
<u>Media Access</u>									
Word of Mouth	60	42	13	55	40	52	40	NA	NA
Mailings	10	31	62	16	31	19	31	NA	NA
Star Tribune	39	46	38	45	35	44	43	NA	NA
Pioneer Press	15	12	28	12	10	14	13	NA	NA
Twin Cities Reader	10	14	31	10	23	10	12	NA	NA
City Pages	6	11	19	7	14	8	8	NA	NA
Insight	4	12	9	3	12	3	4	NA	NA
Mpls. Spokesman	2	12	21	4	18	6	7	NA	NA

LIST OF ATTACHMENTS:

1. Characteristics of Contributors
2. Penumbra Audience Profile
3. Highlights of the Strategic  
Planning Process
4. Quarterly Planning Schedule/  
Activities
5. Cash Flow Chart
6. Expenses and Earned Revenue
7. Board of Directors List
8. Production Reviews

CHARACTERISTICS  
OF  
CONTRIBUTORS

		Total	Very likely	Somewhat likely	Very unlikely
	<u>All Respondents</u>	(423)	(39)	(88)	(250)
Q19	<u>Household size</u>	100%			
	one	24	29	27	22
	two	38	38	36	36
	three	16	26	14	17
	four or more	22	7	24	25
Q21	<u>Age of Respondent</u>				
	under 18	6	14	4	7
	18-24	16	14	15	15
	25-34	16	7	20	15
	35-44	20	13	23	21
	45-54	22	24	14	25
	55 plus	20	30	24	17
Q22	<u>Gender</u>				
	male	30	39	33	30
	female	70	61	67	70
Q23	<u>Occupation</u>				
	manager	14	21	18	12
	professional	42	34	37	46
	student	19	21	18	20
	all other	25	24	27	22
Q24	<u>Education</u>				
	advanced degree	27	24	24	33
	degree	40	32	50	36
	college	17	26	16	14
	high school	10	7	7	10
	other	6	11	2	7
Q25	<u>Residence</u>				
	St Paul	31	38	32	28
	Mpls	41	44	44	43
	Other	28	19	24	29

Q26      Information Source

Spokesman	7	25	14	1
Star Tribune	43	39	44	43
Pioneer Press	13	18	9	15
Twin City Reader	12	26	15	10
mail	21	47	28	15
word of mouth	50	39	48	53

Q27      Race

African-American	23	46	36	13
White	74	52	61	84
Other				

Q28      Household Income

under 10k	8	11	2	10
10-14	5	4	7	4
15-14	11	3	12	9
25-34	16	21	17	15
35-49	18	11	19	19
50 plus	42	49	44	42

Source: Audience Survey-Fall 1991  
Report date 2/14/92



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/education programs

Initiate program #1 of main stage

Initiate program #1 of tour

Review cash position monthly

Project quarterly income

## Quarterly Planning Schedule/Activities ( cont.)

### 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

## Quarterly Planning Schedule/Activities ( cont. )

### 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

Quarterly Planning Schedule/Activities (cont.)

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

ID/rra

# ATTACHMENT 5

## CASH FLOW CHART

	91-92 January	91-92 February	91-92 March	91-92 April	91-92 May	91-92 June	92-93 July	92-93 August	92-93 September	92-93 October	92-93 November	92-93 December	91-92 Total	92-93 Total
Cash Receipts				\$18,300	\$15,000	\$5,000	\$0	\$60,000	\$40,000	\$40,000	\$50,000	\$100,000	\$38,300	\$290,000
Grants														
1) Confirmed				\$4,837	\$10,000	\$139,000	\$4,500	\$0	\$0	\$20,000	\$0	\$0	\$153,837	\$24,500
2) Expected				\$0	\$40,000	\$0	\$0	\$39,500	\$98,500	\$228,500	\$147,500	\$95,000	\$40,000	\$609,000
Contributions				\$5,000	\$10,000	\$5,000	\$1,500	\$1,500	\$1,500	\$1,500	\$2,500	\$5,000	\$20,000	\$13,500
Service Fees													\$0	\$0
MNAF Working Capital					\$100,000								\$0	\$0
MNAF Cash Flow Loan				\$50,000									\$100,000	\$0
													\$50,000	\$0
TOTAL RECEIPTS				\$78,137	\$175,000	\$149,000	\$6,000	\$101,000	\$140,000	\$290,000	\$200,000	\$200,000	\$402,137	\$937,000
Cash Disbursements				\$40,000	\$40,000	\$35,000	\$20,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$115,000	\$220,000
Operating Expenses				\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$75,000	\$150,000
MNAF Loan Payment				\$0	\$0	\$0	\$0	\$0	\$0	\$51,356	\$50,904	\$0	\$0	\$102,260
Other Loan Pymts (Western Bank)				\$0	\$20,000	\$4,750	\$4,750	\$4,750	\$4,750	\$29,750	\$2,375	\$28,000	\$24,750	\$74,375
Program				\$20,000	\$23,500	\$20,000	\$300	\$62,570	\$72,400	\$57,108	\$121,457	\$55,790	\$63,500	\$369,625
Payables Past Due (Western Bank)				\$0	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000	\$0
TOTAL DISBURSEMENTS				\$85,000	\$133,500	\$84,750	\$50,050	\$132,320	\$142,150	\$203,214	\$239,736	\$148,790	\$303,250	\$916,260
Cash Excess (Short)				(\$6,863)	\$41,500	\$64,250	(\$44,050)	(\$31,320)	(\$2,150)	\$86,786	(\$39,736)	\$51,210		
Beginning Cash Balance				(\$40,000)	(\$46,863)	(\$5,363)	\$58,887	\$14,837	(\$16,483)	(\$18,633)	\$68,153	\$28,417		
Ending Cash Balance						\$58,887	\$14,837	(\$16,483)	(\$18,633)	\$68,153	\$28,417	\$79,627		

	92-93 January	92-93 February	92-93 March	92-93 April	92-93 May	92-93 June	92-93 July	92-93 August	92-93 September	92-93 October	92-93 November	92-93 December	92-93 Sub-Total	TOTAL
Cash Receipts	\$42,000	\$42,000	\$42,000	\$42,000	\$42,000	\$42,000							\$252,000	\$542,000
Grants														
1) Confirmed	\$0	\$0	\$0	\$0	\$0	\$0							\$0	\$24,500
2) Expected	\$0	\$50,000	\$50,000	\$150,000	\$50,000	\$90,000							\$390,000	\$999,000
Contributions	\$1,000	\$1,000	\$1,000	\$1,000	\$8,000	\$5,000							\$17,000	\$30,500
Service Fees	\$0	\$0	\$0	\$0	\$0	\$0							\$0	\$0
MNAF Working Capital	\$0	\$0	\$0	\$0	\$0	\$0							\$0	\$0
MNAF Cash Flow Loan	\$0	\$0	\$0	\$0	\$0	\$0							\$0	\$0
TOTAL RECEIPTS	\$43,000	\$93,000	\$93,000	\$193,000	\$100,000	\$137,000	\$0	\$0	\$0	\$0	\$0	\$0	\$659,000	\$1,596,000
Cash Disbursements	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000							\$240,000	\$460,000
Operating Expenses	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000							\$150,000	\$300,000
MNAF Loan Payment	\$0	\$0	\$25,000	\$0	\$25,000	\$0							\$50,000	\$152,260
Other Loan (Western Bank)	\$0	\$0	\$0	\$0	\$0	\$0							\$0	\$74,375
Program	\$42,460	\$24,300	\$26,400	\$23,000	\$55,150	\$39,880							\$211,190	\$580,815
Reserve Deposit	\$16,600	\$16,600	\$16,600	\$16,600	\$16,600	\$17,000							\$100,000	\$100,000
TOTAL DISBURSEMENTS	\$124,060	\$105,900	\$133,000	\$104,600	\$161,750	\$121,880	\$0	\$0	\$0	\$0	\$0	\$0	\$751,190	\$1,667,450
Cash Excess (Short)	(\$81,060)	(\$12,900)	(\$40,000)	\$88,400	(\$61,750)	\$15,120								
Begin Cash Balance	\$79,627	(\$1,433)	(\$14,333)	(\$54,333)	\$34,067	(\$27,683)	\$0	\$0	\$0	\$0	\$0	\$0		
Ending Cash Balance	(\$1,433)	(\$14,333)	(\$54,333)	\$34,067	(\$27,683)	(\$12,563)								

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  
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**James Bransford**  
Director, Excelsior Project  
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545-7907

**Dr. Cassius Ellis**  
2900 Xenwood Ave. S.  
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**Phyllis Harvin**  
U.S. West  
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**James Karufel**  
Senior Vice President/CFO  
KTCA  
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**Kathleen Kingman**  
641 Summit Ave.  
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**Judge LaJune Lange**  
District Court  
Fourth Judicial District  
C-951 Hennepin County Gov't Ctr  
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**Janabelle Taylor**  
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644-7346

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

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

Version dated: 5/20/92

# Penumbra's 'Mighty Gents,' 'Dutchman' are powerful tales

By Peter Vaughan/Staff Writer

Despair and rage inhabit the halves of Penumbra Theatre's crackling staging of one-act plays by Richard Wesley and Amiri Baraka.

Wesley's "The Mighty Gents," written in 1978, and Baraka's "Dutchman," first staged in 1964, are unfortunately as apt one week after the injustice and conflagration in Los Angeles as when they were written. Like most works by black playwrights of the past 30 years, they are signposts unheeded, concerns unaddressed and warnings ignored. They are cries from the underclass for recognition and respect.

## The Mighty Gents Dutchman

**Who:** By Richard Wesley and Amiri Baraka. Presented by Penumbra Theatre. Directed by Lou Bellamy and Marion McClinton.

**Where:** Martin Luther King Center, 270 N. Kent St., St. Paul.

**When:** Through May 31.

**Tickets:** \$10 to \$13. Call 922-9000.

**Review:** These one-act plays reveal black despair and rage in finely staged productions. "Dutchman," written in 1964, is the stronger: an angry, metaphorical look at dangers facing blacks who



corners, tug at half-pints of booze, sing scat together and rap about better days.

This sad tale is powerfully brought to life by director Lou Bellamy and a fine cast. In the electric opening scene, they bring the audience into the play's street world as the Gents stride onstage crying their pride with the anger of rap and then drifting into soft soul.

The actors search out the human facets in these flawed, desperate men and women. David Alan Anderson captures the despair and underlying dignity of Frankie, the top Gent, who is unable to move from his rut, unable to give love to Rita, his troubled wife, and unable



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# Penumbra's 'Shine!' an uneven but promising effort by Jones

Peter Vaughan/Staff Writer

Jones' "Shine!," winner of Penumbra Theatre's annual new-play contest, is more like two plays than one.

The first, which lasts well into the second of the play's two acts, reveals Jones as a skilled writer of dialogue able to spin interest and humor out of the everyday happenings and conversations at a bus-stop shoeshine stand in Detroit in 1968.

"Shine!," however, does not take place on any day. It's April 4, 1968, and, shortly after 7 p.m., the news of the Rev. Martin Luther King Jr.'s assassination in Memphis, Tenn., triggers an explosion of black rage in Detroit and many other U.S. cities.

**Perspectives** first play

**Penumbra Theatre**

**Awakes our consciousness**

You can tell the condition of a people through their art

BY RANDOLPH W. STATEN  
McFarlane's New Africa News Service

The Penumbra Theatre Company, resident theatre company of Hallie Q. Brown Community Center is one of the most consciousness raising institutions in Minnesota and perhaps in all of America.



Under the leadership of its founder and artistic director, Roy M. Close, the Penumbra Theatre Company begins an ambitious project to produce more about the black experience. The company's first production, "Shine!" by Syl Jones, is a powerful and timely work that explores the lives of black people in Detroit during the 1960s. The play is a testament to the resilience and creativity of the black community in the face of adversity.

ROY M. CLOSE STAFF WRITER

## Penumbra production makes heavy impact

Penumbra's productions are well executed, thoroughly

### A review

#### Shine!

**Who:** Penumbra Theatre Company. Written by Syl Jones. Directed by Marion McClinton

**Where:** Martin Luther King Center, 270 N. Kent St., St. Paul

**When:** Through Feb. 23

**Tickets:** \$10 to \$13. Call 922-9000

**Review:** The first two-thirds of this year's winner of the annual Cornerstone New Play Contest is filled with brisk dialogue, sharp humor and deft characterization. The closing, set just after the assassination of the Rev. Martin Luther King Jr., is steeped in melodramatic excess and heavy metaphor. Nonetheless, Jones emerges as a strong new voice of great promise.



Photo: R. DuShaine

Actor Lou Bellamy portrays Weley Motiwe in Penumbra Theatre production of "Shine!"

**Pecong review**  
Gripping performance;  
roaring laughter at MLK

By Ifemi Ombu  
News Editor

The cast of PECONG, a Penumbra, Minneapolis Black professional company, gave a powerful performance.

**THEATER REVIEW**

"It's a lot of fun like the rhythm costume is r The star Caribbea clal cor

## Penumbra plays timely, powerful

**WHAT:** "Dutchman" and "The Mighty Gents"

**WHERE:** Penumbra Theatre, 270 N. Kent St., St. Paul

**WHEN:** Through May 31

**TICKETS:** \$13-\$10

**BOX OFFICE:** 922-9000

**CAPSULE:** A pair of "black urban classics" in potent productions

he had suppressed. He speaks for a lot of African Americans, perhaps, when he observes that "murder — plain murder — would make us all sane." That sentiment sounds less rhetorical today than it did two weeks ago.

What these plays have in common, aside from their violent endings, is a grimly fatalistic view of life in black America. "The Mighty Gents" examines the consequences of a society that denies some of its citizens the chance to make something of themselves; "Dutchman" taps the same deep



### Critic's choice/ Theater

Penumbra Theatre's "Black Nativity" continues to be a joyous, forceful reminder of what Christmas is all about; the celebration of the birth of Jesus Christ. While poet Langston Hughes supplies a spare script, the play's power comes through its music, most of which is of black gospel and spiritual origin. Director-choreographer Lewis Whitlock III keeps the music coming and sprinkles the story of the Nativity with individual and ensemble dance numbers. Novik Inge Stubbs (above) reprises her role as Mary and fills the stage with expressive, new classic dance. This year's "Black Nativity" has moved downtown to the larger Seventh Place Theatre. It also has enlarged with a new cast of costumes and the of a 15-voice off-air. The innovations how a glitzier look, "Black Nativity" is its hand-livered by a enthusiastic cast. ons, call 922-

have a dubious former

# 2 shows now playing have inspired lively controversy

This week Penumbra Theatre and the Theatre Exchange open contemporary plays already marked by controversy.

Penumbra Theatre is offering "Generations of the Dead in the Abyss of Coney Island Madness," by American playwright Michael Henry Brown. It split critics when it premiered at New Haven's Long Wharf Theatre last November, with one critic labeling it "obscene, violent and brave."

The Theatre Exchange is presenting the Twin Cities premiere of Englishman David Hare's "The Secret



**Theater**

Peter Vaughan

ideas of what theater does and what the Long Wharf does."

Lou Bellamy, Penumbra's artistic director, calls the play "shocking" and says it is made to order for his theater.

"It's cut out for us. It takes us back to the older Penumbra style of 'Short Eyes' or 'Tracers.' It's hard-hitting. It just accosts people," he said. "Also it's timely in that it describes the straits so many people today find themselves in; straits we don't want to see exist and only deal with when their ramifications spill into our neighborhoods."

Her sister, Marion, is a Conservative Member of Parliament who looks after herself and scorns those who don't do likewise.

When their father dies and leaves a disconsolate, alcoholic widow, Isabel comes to her aid and in the process destroys her own life.

The play, opening Thursday at the Minneapolis Theatre Garage, was greeted rapturously by most critics when it opened at the National Theatre in London in 1988. Adjectives such as "finest," "intelligent," "astounding," "best new play of the year," were among the bouquets

fact it had on the play's run. Hare's letter to Variety ran under one of the entertainment daily's more inspired headlines: "RUFFLED HARE AIRS RICH BITCH." "The Secret Rapture" closed after 12 performances. The incident reopened a long-standing debate about the immense power of Rich and the Times in determining the financial success of Broadway productions.

"The Secret Rapture" is another in a line of contemporary, political, primarily British plays that have been premiered locally by the Theatre Exchange and its artistic director, Julia Carey. The play was cho-

for its \$2.85 million campaign buy and renovate the Minnea Van & Warehouse Co. building grant is contingent on Jaune completing its campaign by A 1992. The theater has raised million and plans to begin operation in December with an ope the fall of 1992.

The Community Theatre of B ville opens its 15th season O with Larry Shue's "The Nerd. in the season is the musical 'ejet," which will be presented spring.

Polish playwright Slawomir M



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# ENTERTAINMENT

Friday/March 20/1992/Star Tribune

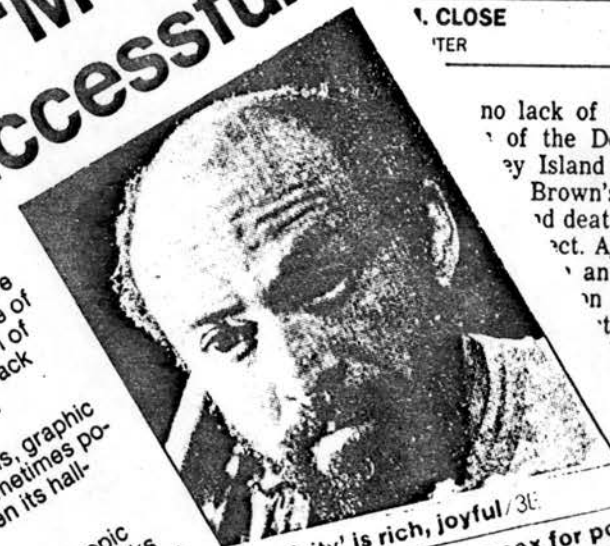
## Penumbra's 'Mojo' surreal, successful

By Peter Vaughan/Staff Writer

Over the years, Penumbra Theatre has established itself as a house of presenting plays about the black experience in the Americas.

Its bold emotions, graphic and earthy, sometimes powerful language have been its hall-

marks



'Black Nativity' is rich, joyful/3E  
Socialist Billy Bragg swaps sex for politics/3E  
Two outlooks meshed to form 'A Bad Play'/9E  
TV, radio/8E  
Advice/10E  
Comics/67E  
Crossword/9E

TV, radio/8E  
Advice/10E  
SATURDAY/NOVEMBER 30/1991

### Penumbra Theater extends Black Urban Classics

Due to popular demand, The Penumbra Theatre, Minnesota's only Black professional theater company, is extending the run of Black Urban Classics, two one-act plays entitled *Dutchman* and *The Mighty Gents*, through June 14, 1992. *Dutchman* was written by LeRoi Jones (Amiri Baraka) and will be directed by Marion McClintock. *The Mighty Gents* was written by Richard Wesley and will be directed by Lou Bellamy. For further information, call The Connection at 922-9000.

## THEATER

## Penumbra's 'Generations' brutal look at projects life

CLOSE  
TER

no lack of incident in 'of the Dead in the Abyss of Coney Island Madness,' Brown's fatalistic and death in a New Act. Act One, for an ordinarily on a bad LSD strangles his stage, for own eyes

WHAT: "Generations of the Dead in the Abyss of Coney Island Madness"

WHERE: Penumbra Theatre, Martin Luther King Center, 207 N. Kent St., St. Paul.

WHEN: Through Oct. 27.

TICKETS: \$13-\$10.

BOX OFFICE: 922-9000.

CAPSULE: A relentlessly grim portrait of life and death in a Brooklyn housing project.

ing accidentally killed the Butter in a fight, Cody is sucked into a maelstrom, and soon he is dealing drugs himself, threatening her with a gun, and becoming so dangerous that his own violence is almost anticlimactic.

can't accuse "Generations" of being a brutalizing experience. It is brutally direct, showing that life in the projects turns humans into beasts. The play exhibits a tenderness that has a sense of humor. The playwrights can sustain a tone for long, and in 15 minutes, "Generations" does other things a reputation. In Penumbra, slow scene changes by a cumbersome set are a problem.

director Marie Aspinwall assembled a solid cast. Cannon is both eloquent and ominous as the character of Bruce Thompson. Alan Anderson and Rene Hall (Reed) are big assignments.



Photo by Grady Appleton  
From left, Dara Caesar and T. Mycheel Rambo in a scene from the Penumbra Theatre Company's "Black Nativity," now running at the Seventh Place Theatre in St. Paul.

## 'Black Nativity' remains a rich, joyful earful in its new setting

A review

Black Nativity

The World" and "O Come All Ye Faithful." The less familiar include "Mary Had A Baby" and "Whatcha Gonna Name That Pretty Little Baby?" a wonderfully lyrical quiet song in which the singers' hands move in unison with the music.

Theatre Company's previous four

ANNUAL BOARD RETREAT  
THE PENUMBRA THEATRE COMPANY, INC

JUNE 27, 1992

AGENDA

Progress Review	Lou Bellamy Rick Thompson
The next challenge	Erv Dixon Sue Cook
Funding the next two years	Maurine Knighton Paula Sanders
Committee assignments	Cassius Ellis Maurine Knighton
Policy issues and process	Open discussion
- Separation from H.Q. Brown	La June Lange
- Program quality and growth	David Taylor
- Debt management and cash flow	Mary Phillips
- Audience development and fundraising	Ezell Jones
- Working conditions/safety	Reuben Larson
- Compensation and incentives	
- Space planning/facilities acquisition	Jim Adams

Next meeting of full board - September 1992

AGENDA

1992/1993 plan review  
H.Q. Brown settlement  
1991/1992 audit

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1992-1993

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PROSPECTIVE FUNDERS - FIRST TIER

Arts and Economic Development Fund (City of St. Paul)  
AT & T Foundation  
Bigelow Foundation  
Bush Foundation  
Dayton-Hudson Foundation  
Deluxe Corporation Foundation  
Ecolab Foundation  
Elmer & Eleanor Andersen Foundation  
University of Minnesota (FIPSE)  
First Bank System Foundation  
General Mills Foundation  
IBM  
IDS Financial Services  
Jerome Foundation  
Land O' Lakes  
Lila Wallace/Reader's Digest Fund  
Mardag Foundation  
McKnight Foundation  
Minnesota Center for Arts Education (Summer mAx)  
Minnesota State Arts Board  
National Endowment for the Arts  
Northern States Power Company  
Northwest Area Foundation  
Saint Paul Foundation  
The Saint Paul Companies  
US West Foundation  
aggregate Board contributions and solicitations

PROSPECTIVE FUNDERS - SECOND TIER

James Ford Bell Foundation  
Bemis Company Foundation  
Burlington Northern Foundation  
Cargill Foundation  
Carolyn Foundation  
Cowles Media Foundation  
Dain Bosworth Foundation  
Ford Foundation  
H. B. Fuller Company  
Honeywell Foundation  
Knight Foundation  
Marbrook Foundation  
Minnesota Timberwolves Foundation  
NWNL Companies  
Piper, Jaffray & Hopwood  
Elizabeth C. Quinlan Foundation  
Rockefeller Foundation  
Saunders Family Foundation  
Shubert Foundation  
Soo Line Railroad  
Tennant Company Foundation  
Archie & Bertha Walker Foundation  
Williams Steel & Hardware

## TELEMARKETING SCRIPT FOR 1992-93 SEASON

### INTRODUCTION

#### 1) Non-renewed subscribers

Hello, my name is Jane Doe, and I'm calling from the Penumbra Theatre Company regarding the 1992-93 Season. We recently sent you a renewal reminder but have not heard from you and we're calling tonight to see if we can renew your season tickets.

#### 2) Lapsed subscribers

Hello, my name is Jane Doe, and I'm calling from the Penumbra Theatre Company to let you know we are in our final phase of our record-breaking subscription campaign, and hope that I can interest you as a former subscriber in a season ticket package.

#### 3) One & two time single ticket buyer

Hello, my name is Jane Doe, and I'm calling from the Penumbra Theatre Company. We know you joined us for (shows) last season and we are interested in both your comments and in having you join us as a subscriber in the upcoming season.

**Additional info to hook them:** Subscribers not only guarantee seats to the shows but also save up to 50% on single tickets. Also, subscribers receive substantial savings and advance purchase opportunities for special offerings **Black Nativity** and **White Chocolate**.

For your convenience, we are calling tonight to take your credit card order to insure your priority seating for this season and to enable you to take advantage of up to 50% savings.



## **HANDLING OBJECTIONS**

**REMEMBER - EVERY OBJECTION IS IMPORTANT!!**

**BE SURE TO LISTEN TO THE PATRON AND ACKNOWLEDGE THE IMPORTANCE OF THEIR FEELINGS AND INPUT.**

IF THERE is a problem/objection you don't know how to handle, please do not hesitate to indicate to the patron someone else from the Theatre could better handle this problem. Give name and problem to supervisor and we'll handle it from there!

**REMEMBER - AN OBJECTION IS NOT A NO**

\*\*\*\*\*

**I've already subscribed.**

That's terrific! I'm sorry to have bothered you. Thanks for your order and enjoy the season!

**Inconvenient time to talk/person is not home.**

I'd be happy to call you/her/him back later. Is there an especially good time to phone?

**No, not this year.**

Have there been any problems that we could solve for you or do you have any comments or suggestions that you would like me to pass along to our Managing Director.

**I haven't received any information about your season.**

Let me double check your name and address to make certain we are mailing to the correct address and I will send you a brochure first thing in the morning. I can tell you we have a wonderful season planned (describe a couple of shows)

**I don't go out at night.**

We know that many people who enjoy theatre don't like to venture out in the evening, so we have scheduled a Sunday matinee performance with a 2:00 p.m. curtain for every performance. The Sunday matinee is also a great value with subscription prices 15-25% lower than our evening series.

**Too expensive**

We do have preview subscriptions available for as little as \$20 - only \$4 per show!. And you don't have to pay cash for your tickets, we would be happy to charge your MasterCard, Visa, or Discover charge card.

**I didn't like last season.**

We are very interested in feedback. Can you tell me which play you did not like and why? I will certainly pass on your comments to our artistic staff. If not interested in subscribing...we do hope you will join us for one or more of our shows. Single tickets go on sale 6 weeks prior to each production.

### Thinking it over:

**I'll have to think it over.  
I haven't thought about it.  
I need to check with my spouse.**

Give the patron time. Offer to answer any questions they might have. Try to identify and deal with potential objections and arrange a time for a personal call-back.

### Scheduling problems:

**Can't make a commitment to a specific day.  
We travel a lot and don't know if we'll be in town.**

Season tickets are flexible. Subscribers may exchange tickets for another performance of the same play up to 24 hours in advance, based on availability. PTC does not issue refunds or offer compensation for missed performances.

### What are the benefits of season tickets?

- Quarterly newsletter
- Free and easy exchanges
- Guaranteed seating
- SAVINGS! Up to 60% off individual ticket prices.
- Early ordering capability for **Black Nativity**. Last year **Black Nativity** was sold out by early December.

### Is Black Nativity in the season - I've seen it 5 times!

NO, **Black Nativity** is not part of the season package. Subscribers do have first chance to order tickets.

### Do I have to go through The Connection again?

**NO!!** Subscribers tickets will be mailed for all shows (except **The Piano Lesson**) in August. Subscribers will no longer need to make a reservation for each production through the Connection. In fact, subscribers will never need to speak to The Connection. All date exchanges, questions, orders for friend, etc. will be handled by Penumbra box office staff.

### How do I pick my performance dates?

If you have specific date preferences, we will take note of them and do our best to accommodate your preferences. If you do not have specific preferences, you will be assigned to a date early in the run. If you are purchasing a double day package (example - Thurs/Sunday), please let us know which day you prefer.

### How is seating assigned?

Box Office personnel assign the best available seats based on performance day and time selected. Orders are assigned seating in the order they are received.

If you know a specific seat number, we will do our best to seat you there for the plays that are held at the Martin Luther King Center. If you don't know a specific seat, we will try to follow your preference for aisle or center. Exact seats cannot be guaranteed, but we will do our best.

**I haven't been pleased with treatment I've received from PTC staff.**

If there has been a problem, be sure to let us know. Changes in audience service are often made based on comments and reports of problems received from patrons.

**Are Penumbra productions suitable for children?**

Many of our productions are of an adult nature. If you have questions about a certain show regarding language, etc., call us. **Black Nativity**, of course, is suitable for the entire family.

**CLOSE**

**WOULD YOU LIKE TO USE VISA/MASTERCARD OR DISCOVER?**

If they say **NO**, try to overcome objection and close again reminding them of the savings. If still **NO**, ask if they would consider a small pledge donation to the theatre.

**Always: THANK YOU FOR YOUR TIME.**

If patron would like to pay by check, ask them to send their order in at their earliest convenience and notify them you are unable to process their order over the phone. **BUT**, you will be happy to answer any questions they may have.

**DO YOU PREFER CENTER OR AISLE SEATING? DOES ANYONE IN YOUR PARTY HAVE A MOBILITY, SIGHT OR HEARING IMPAIRMENT?**

We are also offering a 15% discount and priority seating for our Holiday production, **Black Nativity** at the World Theatre in St. Paul. Would you like to place your holiday order now? (Day, time, number of seats)

**NOW** that is: (state their season order and cost) and (state **Black Nativity** order and cost).

(Take this time to total up order so when they return with the credit card number, you can once again state the cost of their order and the total.)

**THANK YOU FOR YOUR CONTINUED SUPPORT.**

Your credit card statement will serve as your renewal confirmation. You should expect to receive your tickets in mid-August. **If you don't receive them by August 20, PLEASE contact our ticket office at 224-3180.**

We're happy you'll be joining us next season.

**THANK YOU AGAIN FOR YOUR SUPPORT AND HAVE AN ENJOYABLE SEASON!**

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1992-1993

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Version 7/22/92

**Total Subscriptions Sold 890**

**Total Subscription Income 40215**

**Open A5 Sold 16**

**Open A5 Income 1024**

**Open S5 Sold 3**

**Open S5 Income 156**

**Open 100% Sold 2**

**Open 100% Income 160**

**Fri.Sat A5 Sold 212**

**Fri.Sat A5 Income 12720**

**Fri.Sat S5 Sold 53**

**Fri.Sat S5 Income 2544**

**Fri.Sat 100% Sold 31**

**Fri.Sat 100% Income 2325**

**Thurs.Sun A5 Sold 146**

**Thurs.Sun A5 Income 8176**

**Thurs.Sun S5 Sold 57**

**Thurs.Sun S5 Income 2508**

**Thurs.Sun 100% Sold 13**

**Thurs.Sun 100% Income 910**

**Mat A5 Sold 79**

**Mat A5 Income 3160**

**Mat S5 Sold 46**

**Mat S5 Income 1472**

**Mat 100% Sold 14**

**Mat 100% Income 700**

**Preview Sold 218**

**Preview Income 4360**

**White Chocolate Sold 302**

**White Chocolate Income 3020**

**Black Nativity Sold 479**

**Black Nativity Income 6669**

**Contribution Income 2672**

91-92

757 Season Tickets Sold  
\$29,399 Season Ticket Income



PENUMBRA THEATRE  
1992-1993 BUDGET PROJECTIONS

Page 1

Description	Code 90-91 Gen Op	Last Minstrel Show	White Chocolate	Shakin The Mess	Black Nativity	Corner- Stone	Willie & Esther	Paino Lesson	Mainstage	Special Projects	Tour	Education	Total
501 Administrative Salaries	\$171,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,500	\$39,400	\$214,500
502 Technical Salaries	\$21,185	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$19,760	\$0	\$2,155	\$0	\$43,100
503 Artistic Salaries	\$0	\$15,180	\$0	\$8,100	\$18,900	\$9,030	\$6,240	\$18,810	\$0	\$0	\$600	\$0	\$76,860
504 Federal Tax W/H (11.3%)	\$21,785	\$1,715	\$0	\$915	\$2,136	\$1,020	\$705	\$2,126	\$2,233	\$0	\$639	\$4,452	\$37,726
505 FICA Tax (7.65%)	\$14,748	\$1,161	\$0	\$620	\$1,446	\$691	\$477	\$1,439	\$1,512	\$0	\$433	\$3,014	\$25,540
506 State Tax (5.25%)	\$10,121	\$797	\$0	\$425	\$992	\$474	\$328	\$988	\$1,037	\$0	\$297	\$2,069	\$17,528
507 MN Unemployment (2%)	\$3,856	\$304	\$0	\$162	\$378	\$181	\$125	\$376	\$395	\$0	\$113	\$788	\$6,677
508 Health Insurance	\$10,800	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,800
509 Equity Pension/Welfare	\$0	\$1,654	\$0	\$1,088	\$1,952	\$1,162	\$939	\$1,945	\$0	\$0	\$109	\$0	\$8,849
	<u>\$254,095</u>	<u>\$20,811</u>	<u>\$0</u>	<u>\$11,310</u>	<u>\$25,804</u>	<u>\$12,558</u>	<u>\$8,814</u>	<u>\$25,683</u>	<u>\$24,937</u>	<u>\$0</u>	<u>\$7,846</u>	<u>\$49,723</u>	<u>\$441,580</u>
520 Actors on Contract	\$0	\$35,420	\$0	\$18,900	\$44,100	\$21,070	\$14,560	\$43,890	\$0	\$1,000	\$1,400	\$0	\$180,340
521 Directors on Contract	\$0	\$11,100	\$0	\$5,000	\$10,150	\$7,000	\$4,500	\$7,200	\$0	\$1,500	\$1,000	\$0	\$47,450
522 Designers on Contract	\$0	\$6,400	\$0	\$4,600	\$3,700	\$4,800	\$4,800	\$5,100	\$0	\$700	\$0	\$0	\$30,100
523 Technical Contractors	\$0	\$6,550	\$700	\$5,000	\$8,550	\$6,550	\$8,300	\$12,700	\$0	\$500	\$100	\$0	\$48,950
524 Musical Contractors	\$0	\$42,875	\$0	\$0	\$10,720	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$53,595
525 Miscellaneous Contractors	\$0	\$4,350	\$400	\$1,000	\$1,480	\$2,760	\$1,000	\$4,300	\$0	\$500	\$0	\$0	\$15,790
526 Sets/Props	\$0	\$3,500	\$0	\$2,000	\$1,000	\$2,000	\$1,500	\$6,000	\$0	\$200	\$100	\$0	\$16,300
527 Lighting/Sound	\$0	\$1,500	\$0	\$1,700	\$800	\$1,700	\$1,000	\$6,600	\$0	\$0	\$0	\$0	\$13,300
528 Costumes	\$0	\$2,100	\$0	\$1,400	\$1,200	\$2,400	\$1,500	\$2,000	\$0	\$100	\$100	\$0	\$10,800
530 Travel/Lodging	\$0	\$11,550	\$0	\$4,800	\$600	\$4,300	\$3,400	\$4,500	\$0	\$0	\$2,000	\$0	\$31,150
531 Equipment Rental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$350	\$400	\$750
532 Facility Rental/Maint.	\$0	\$0	\$0	\$0	\$85,000*	\$0	\$0	\$86,500*	\$19,100	\$0	\$0	\$0	\$190,600
533 Royalties	\$0	\$3,500	\$0	\$4,100	\$900	\$2,400	\$4,800	\$5,000	\$0	\$0	\$0	\$0	\$20,700
534 Postage	\$0	\$3,465	\$1,425	\$1,425	\$4,113	\$3,265	\$3,265	\$4,113	\$18,410	\$300	\$100	\$0	\$39,881
535 Printing	\$0	\$3,700	\$1,650	\$3,200	\$7,450	\$3,200	\$3,200	\$7,450	\$30,000	\$500	\$200	\$0	\$60,550
536 Advertising/Promotion	\$0	\$6,435	\$1,678	\$2,363	\$4,163	\$2,420	\$2,420	\$4,220	\$19,213	\$300	\$200	\$0	\$43,412
537 Box Office Services	\$0	\$3,393	\$1,550	\$2,687	\$14,225	\$2,687	\$2,687	\$12,275	\$4,025	\$0	\$0	\$0	\$43,529
538 House Manager Services	\$0	\$1,785	\$357	\$1,428	\$1,785	\$1,428	\$1,428	\$1,785	\$0	\$0	\$0	\$0	\$9,996
539 Miscellaneous	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000	\$1,200	\$200	\$500	\$3,900
<b>TOTAL PRODUCTION</b>	<u>\$0</u>	<u>\$147,623</u>	<u>\$7,760</u>	<u>\$59,603</u>	<u>\$199,936</u>	<u>\$67,980</u>	<u>\$58,360</u>	<u>\$213,633</u>	<u>\$92,748</u>	<u>\$6,800</u>	<u>\$5,750</u>	<u>\$900</u>	<u>\$861,093</u>
550 Accounting Fees	\$3,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,000
551 Audit Fees	\$3,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,000
552 Legal Fees	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000
553 Payroll Fees	\$2,400	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,400
554 Misc. Professional Fees	\$8,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$8,000
555 Supplies	\$4,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,000
556 Telephone	\$5,568	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,568
557 Postage	\$2,400	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,400
558 Printing	\$1,200	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,200
559 Advertising/Promotion	\$6,436	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,436
560 Occupancy	\$18,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$18,000
561 Insurance	\$13,850	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$13,850
562 Travel/Lodging/Meals	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000
563 Staff Entertainment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
564 Dues/Subscriptions/Memb	\$3,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,000
565 Staff Development	\$4,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,000
566 Board Expenses	\$600	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$600
567 Maintenance Contracts	\$2,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000
568 Furniture/Equip Rental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
569 Depreciation	\$9,800	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$9,800
570 Penalty/Interest Exp	\$7,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,000
571 Bad Debt	\$1,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,500
572 Miscellaneous	\$2,400	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,400
<b>TOTAL ADMINISTRATIVE</b>	<u>\$108,154</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$108,154</u>
<b>GRAND TOTAL</b>	<u>\$362,249</u>	<u>\$168,434</u>	<u>\$7,760</u>	<u>\$70,913</u>	<u>\$225,740</u>	<u>\$80,538</u>	<u>\$67,174</u>	<u>\$239,316</u>	<u>\$117,685</u>	<u>\$6,800</u>	<u>\$13,596</u>	<u>\$50,623</u>	<u>\$1,410,827</u>

07-21-92

LOU B. — "WITH US"  
PAINFUL, BUT WILLING  
THINKING OF QUALITY  
REALISTIC

WE'D BE  
LOOKING  
@ BOTTOM  
LINE

PERFECTIONS ON EARNING  
SIDE

1. PIANO LESSON @ HQB  
NOT AS GOOD A BET AS  
BLACK NATIVITY TO  
MAKE BIG \$

1,410  
- 87  
-----  
1,323

2. COMBINE HOUSE MGR +  
BOX OFFICE  
POSITIONS

- 20  
-----  
1,303

3. DULUTH TRIP \$30,000/WK MINSTREL  
UNLESS SPONSOR SHOWS UP SHOW

- 30  
-----  
1,273

4.

PENUMBRA THEATRE COMPANY  
PROJECTED INCOME FY 1992-93

As of: July 21

## CONTRIBUTED INCOME

## Grants - Committed

U.S. West Foundation	\$10,000
Dayton-Hudson Foundation	\$10,000
IDS Financial Services	\$10,000
St. Paul Foundation	\$20,000
Northwest Area Foundation	\$55,000
Minnesota State Arts Board	\$7,500

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 \$112,500

## Grants - Expected

McKnight Foundation	\$80,000
Bush Foundation	\$50,000
First Bank System Foundation	\$5,000
AT & T Foundation	\$15,000
National Endowment for the Arts	\$11,000
General Mills Foundation	\$50,000
Jerome Foundation	\$18,000
Deluxe Corporation Foundation	\$5,000
St. Paul Companies	\$30,000

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 \$264,000

## Grants - Questionable

Arts & Economic Development Fund (City of St. Paul)	\$8,000
James Ford Bell Foundation	\$5,000
Bemis Company Foundation	\$5,000
Burlington Northern Foundation	\$2,000
Cargill Foundation	\$5,000
Carolyn Foundation	\$7,500
Cowles Media Foundation	\$10,000
Dain Bosworth Foundation	\$3,000
H.B. Fuller Company	\$3,000
Honeywell Foundation	\$10,000
Marbrook Foundation	\$2,000
Minnesota Timberwolves Foundation	\$1,000
NWNL Companies	\$1,500
Piper, Jaffray & Hopwood	\$3,000
Elizabeth C. Quinlan Foundation	\$1,500
Saunders Family Foundation	\$2,500
Soo Line Railroad	\$4,000
Tennant Company Foundation	\$3,500
Archie & Bertha Walker Foundation	\$8,000
Lila Wallace/Reader's Digest Fund	\$60,000
Williams Steel & Hardware	\$5,000

+NSP

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 \$150,500

## Individual Contributions

\$30,000

## TOTAL PROJECTED CONTRIBUTED INCOME

\$557,000

## TOTAL PROJECTED EARNED INCOME (Ticket Sales)

\$642,488

more Black NATV. + SUBSCRIP.

## GRAND TOTAL - PROJECTED INCOME

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 \$1,199,488
 

---

60% MINST, etc.

80% NATV

70% CHOC

\$51,000 SEASON



PENUMBRA THEATRE  
BALANCE SHEET  
JUNE 30, 1992

ASSETS

CURRENT ASSETS:

CHECKING	\$ 12,566
PRODUCTION CHECKING	38
SAVINGS	53,568
SAVINGS-RESTRICTED	320
CERTIFICATE OF DEPOSIT	20,980
ACTORS EQUITY-CD	6,000
PETTY CASH	5,418
ACCOUNTS RECEIVABLE	23,522
INTEREST RECEIVABLE	1,008
PREPAID EXPENSE	20,002
STAGE INVENTORY	451

\$17,000 FIPSE

TOTAL CURRENT ASSETS

143,872

EQUIPMENT:

FURNITURE & EQUIPMENT	41,117
STAGE FIXTURES & EQUIPMENT	2,604
LESS ACCUMULATED DEPRECIATION	12,098

EQUIPMENT-NET

31,622

TOTAL ASSETS

\$ 175,494

LIABILITIES AND FUND BALANCE

CURRENT LIABILITIES:

ACCOUNTS PAYABLE	\$ 20,727
FEDERAL & FICA WITHHELD	461
STATE TAXES WITHHELD	7
ACCUMULATED UNEMPLOYMENT	276
UNION DUES PAYABLE	204
HEALTH INSURANCE WITHHELD	106
OTHER SALARY WITHHOLDING	440
DEFERRED REVENUE	2,500
UNREDEEMED GIFT CERTIFICATES	(43)
COMMITTED GRANTS	10,000
SEASON TICKET SALES	28,058
ADVANCE TICKET SALES	251
MNAF	150,000

TOTAL CURRENT LIABILITIES

212,987

FUND BALANCE

126,365

CURRENT YEAR EXCESS (DEFICIT)

(163,858)

TOTAL FUND BALANCE

(37,493)

TOTAL LIABILITIES AND FUND BALANCE

\$ 175,494

50,000 OCT  
50,000 SEPT

PENUMBRA THEATRE  
ACTIVITY STATEMENT  
FOR THE PERIOD ENDED JUNE 30, 1992

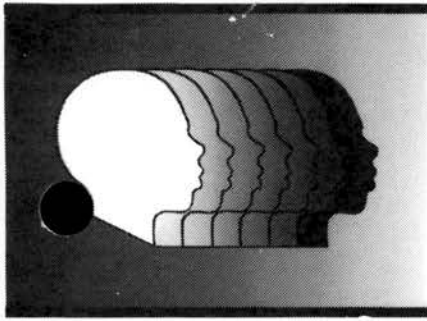
TITLE	CUR MTH ACTIVITY	CURRENT BUDGET	DIFFERENCE	TO-DATE BALANCE	ANNUAL BUDGET	REMAINING	
REVENUE							
CONTRIBUTIONS-CORP. & FOUND.	\$ 64,000	\$ 500	\$ 63,500	\$ 364,785	\$ 358,000	\$ (6,765)	450
CONTRIBUTIONS-INDIVIDUALS	(62,187)		(62,187)	20,252	22,000	1,748	35
CONTRIBUTIONS - IN KIND	(1,696)		(1,696)	16,600		(16,600)	-
GOVERNMENT AGENCY GRANTS	32,106		32,106	97,286	48,240	(49,046)	70
TICKET SALES	12,529	10,000	2,529	242,822	394,300	151,478	325
PROGRAM SERVICE FEES		10,000	(10,000)		30,000	30,000	
SPECIAL EVENTS-NET	(3,622)		(3,622)	6,097		(6,097)	
ROYALTY INCOME				29		(29)	
INVESTMENT INCOME	165		165	4,311		(4,311)	
MISCELLANEOUS INCOME				1,220		(1,220)	
<b>TOTAL REVENUE</b>	<b>41,295</b>	<b>20,500</b>	<b>20,795</b>	<b>753,402</b>	<b>852,540</b>	<b>99,138</b>	<b>958</b>
EXPENSE							
ARTIST SALARIES & CONTRACTS	(27,069)	25,515	(52,584)	354,006	401,717	47,711	
MANAGEMENT SALARIES	70,449	6,795	63,654	191,199	81,560	(109,639)	
PAIDROLL TAXES	4,378	1,427	2,951	30,111	23,286	(6,825)	
RINGE BENEFITS	3,044	1,289	1,755	24,076	28,536	4,460	
TRAVEL AND LODGING	125	300	(175)	26,833	8,500	(18,363)	
ROYALTIES	3,605	1,000	2,605	9,186	33,665	24,479	
PRODUCTION	(1,632)		(1,632)	70,729	19,600	(51,129)	
OCCUPANCY	3,070	1,835	1,235	49,042	34,250	(14,792)	
PROMOTION & MARKETING	(6,362)	900	(7,262)	68,278	79,799	11,521	
TELEPHONE	1,219	250	969	10,821	4,000	(6,821)	
INSURANCE	6,568	433	6,135	24,636	9,277	(15,359)	
PRINTING AND DUPLICATING	429	415	14	4,133	5,000	812	
POSTAGE	35	85	(50)	2,140	1,000	(1,140)	
DUES, SUBSCRIPTIONS & MEMBERSHIPS	1,390	40	1,350	3,454	500	(2,954)	
ADMIN. SUPPLIES & MATERIALS	1,063	165	898	2,330	2,000	(330)	
FINANCIAL SERVICE FEES	(5,870)	5,085	(10,955)	10,076	19,600	9,524	
BOX OFFICE SERVICES & FEES				1,433	2,260	767	
LEGAL FEES		85	(85)		6,000	6,000	
PROFESSIONAL FEES	3,533	335	3,198	15,596	12,300	(3,296)	
OTHER ADMINISTRATIVE	9,986	20	9,966	10,701	250	(10,451)	
BOARD EXPENSE	125		125	817		(817)	
FACILITY MAINTENANCE				1,580		(1,580)	
EQUIPMENT PURCHASES	(718)		(718)	832	29,500	28,668	
MISCELLANEOUS	496		496	5,145		(5,145)	
<b>TOTAL EXPENSE</b>	<b>72,365</b>	<b>45,974</b>	<b>26,391</b>	<b>917,259</b>	<b>802,540</b>	<b>(114,719)</b>	
<b>EXCESS REVENUE OVER EXPENSE</b>	<b>\$ (31,070)</b>	<b>\$ (25,474)</b>	<b>\$ (5,596)</b>	<b>\$ (163,858)</b>	<b>\$ 50,000</b>	<b>\$ 213,858</b>	

PENUMBRA THEATRE  
ACTIVITY STATEMENT  
FOR THE PERIOD ENDED JUNE 30, 1992

TITLE	CUR MTH ACTIVITY	CURRENT BUDGET	DIFFERENCE	TO-DATE BALANCE	TO DATE BUDGET	DIFFERENCE
VENUE						
CONTRIBUTIONS-CORP. & FOUND.	\$ 64,000	\$ 500	\$ 63,500	\$ 364,785	\$ 358,000	\$ 6,785
CONTRIBUTIONS-INDIVIDUALS	(62,187)		(62,187)	20,252	22,000	(1,748)
CONTRIBUTIONS - IN KIND	(1,696)		(1,696)	16,600		16,600
GOVERNMENT AGENCY GRANTS	32,106		32,106	97,286	48,240	49,046
TICKET SALES	12,529	10,000	2,529	242,822	394,300	(151,478)
PROGRAM SERVICE FEES		10,000	(10,000)		30,000	(30,000)
SPECIAL EVENTS-NET	(3,622)		(3,622)	6,097		6,097
ROYALTY INCOME				29		29
INVESTMENT INCOME	165		165	4,311		4,311
MISCELLANEOUS INCOME				1,220		1,220
<b>TOTAL REVENUE</b>	<b>41,295</b>	<b>20,500</b>	<b>20,795</b>	<b>753,402</b>	<b>852,540</b>	<b>(99,138)</b>
EXPENSE						
ARTIST SALARIES & CONTRACTS	(27,069)	25,515	(52,584)	354,006	401,717	(47,711)
MANAGEMENT SALARIES	70,449	6,795	63,654	191,199	81,560	109,639
ROLL TAXES	4,378	1,427	2,951	30,111	23,286	6,825
RINGE BENEFITS	3,044	1,289	1,755	24,076	28,536	(4,460)
RAVEL AND LODGING	125	300	(175)	26,883	8,500	18,383
ROYALTIES	3,605	1,000	2,605	9,186	33,665	(24,479)
RODUCTION	(1,632)		(1,632)	70,729	12,600	58,129
CCUPANCY	3,070	1,635	1,435	49,042	34,250	14,792
PROMOTION & MARKETING	(6,362)	900	(7,262)	68,278	79,799	(11,521)
ELEPHONE	1,219	250	969	10,821	4,000	6,821
NSURANCE	6,568	433	6,135	24,636	9,277	15,359
RINTING AND DUPLICATING	429	415	14	4,188	5,000	(812)
OSTAGE	35	85	(50)	2,140	1,000	1,140
UES, SUBSCRIPTIONS & MEMBERSHIPS	1,390	40	1,350	3,454	500	2,954
DMIN. SUPPLIES & MATERIALS	1,063	165	898	2,330	2,600	330
INANCIAL SERVICE FEES	(5,870)	5,085	(10,955)	10,076	19,600	(9,524)
ACILITY MAINTENANCE				1,580		1,580
OX OFFICE SERVICES & FEES				1,433	2,200	(767)
EGAL FEES		85	(85)		6,000	(6,000)
ROFESSIONAL FEES	8,533	335	8,198	15,596	12,300	3,296
OTHER ADMINISTRATIVE	9,986	20	9,966	10,701	250	10,451
BOARD EXPENSE	125		125	817		817
EQUIPMENT PURCHASES	(718)		(718)	832	29,500	(28,668)
MISCELLANEOUS	496		496	5,145		5,145
<b>TOTAL EXPENSE</b>	<b>72,365</b>	<b>45,974</b>	<b>26,391</b>	<b>917,259</b>	<b>802,540</b>	<b>114,719</b>
<b>EXCESS REVENUE OVER EXPENSE</b>	<b>\$ (31,070)</b>	<b>\$ (25,474)</b>	<b>\$ (5,596)</b>	<b>\$ (163,858)</b>	<b>\$ 50,000</b>	<b>\$ (213,858)</b>

Sept. 20 '92  
Board of Directors





# PENUMBRA

## THEATRE COMPANY

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

Lou Bellamy Founder / Artistic Director

Managing Director Maurine D. Knighton

### 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  
Mary Winchell

### Board of Directors

Cassius Ellis, M.D.,  
Chairman  
James C. Adams  
James Bransford  
James Carufel  
Phyllis Harvin  
Ezell Jones  
Kathleen Kingman  
Judge LaJune Lange  
Reuben Larson  
John Milton, M.D.  
Janet Morgan  
Mary Thornton Phillips, Ph.D.  
Janice Plimpton  
David Taylor, Ph.D.  
Janabelle Taylor  
Wilbur Thomas  
Stewart Widdess

### Board of Advisors

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

MEETING OF THE BOARD OF DIRECTORS  
Sunday, September 20, 1992  
Hallie Q. Brown Library

### Agenda

- I. Call to Order
- II. Reading and Approval of Minutes
- III. Managing Director's Report
- VI. Committee Reports
  - A. Program
  - B. Business and Finance
  - C. Marketing
  - D. Resource
  - E. Facilities
  - F. Separation

- V. Unfinished Business
  1. *Maurine Knighton*
- VI. New Business
  1. *Jan Olenstein*

*Committee Convention - member*  
*committee meeting*  
*Separation of resources*

*Budget 92-93:*

# PENUMBRA THEATRE COMPANY SOURCES OF SUPPORT

## I. MAJOR DONORS 1991 - 1992\*

<u>Source</u>	<u>Amount</u>
Minnesota State Arts Board	\$ 7,500
National Endowment for the Arts	15,500
The St. Paul Companies	50,000
U.S. West Foundation	10,000
Land O'Lakes Foundation	1,500
Dayton-Hudson Foundation	10,500
IDS Financial Services	10,000
St. Paul Foundation	20,000
Northwest Area Foundation	70,000
Jerome Foundation	18,000
Bigelow Foundation	10,000
First Bank System Foundation	3,000
General Mills Foundation	15,000
Arts & Economic Development Fund (City of St. Paul)	15,000
The McKnight Foundation	50,000
3M Foundation	7,500
TOTAL	<u>\$306,000</u>

## II. MAJOR DONORS 1992 - 1993\*

U.S. West Foundation	\$ 10,000
Dayton - Hudson Foundation	10,000
IDS Financial Services	10,000
St. Paul Foundation	20,000
Northwest Area Foundation	55,000
Minnesota State Arts Board	7,500
The McKnight Foundation	75,000
AT & T Foundation	10,000
General Mills Foundation	40,000
TOTAL	<u>\$237,500</u>

## III. PENDING REQUESTS

The Bush Foundation	\$100,000
Jostens Foundation	15,000
First Bank System Foundation	5,000
National Endowment for the Arts	11,000
The St. Paul Companies	75,000
Lila Wallace/Reader's Digest Fund (4 yrs)	250,000
TOTAL	<u>\$456,000</u>

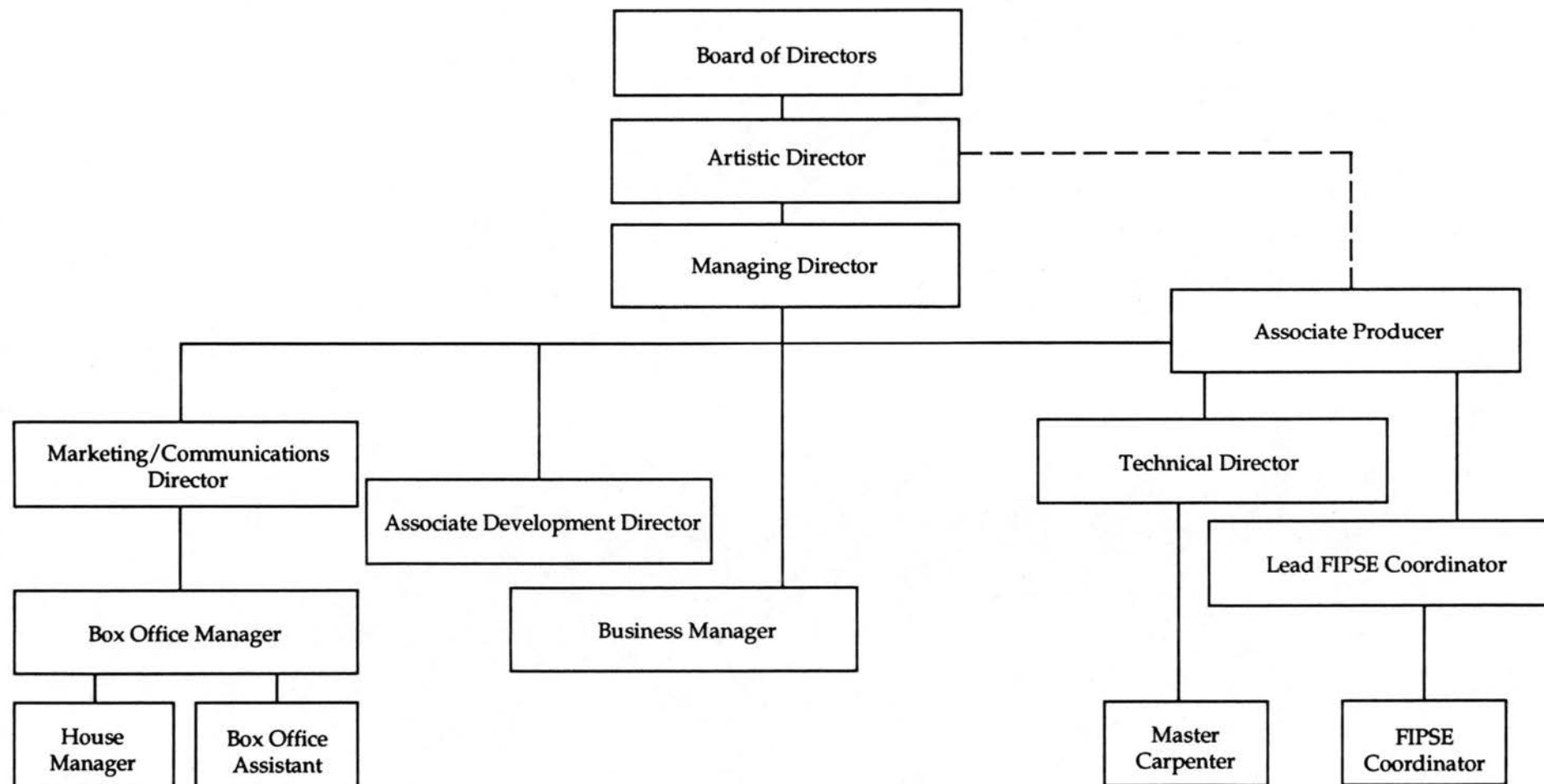
## IV. SOURCES TO BE APPROACHED

Arts & Economic Development Fund (City of St. Paul)	Northern States Power Company
James Ford Bell Foundation	NWNL Companies
Bemis Company Foundation	Piper, Jaffray & Hopwood
Burlington Northern Foundation	Elizabeth C. Quinlan Foundation
Cargill Foundation	Rockefeller Foundation
Carolyn Foundation	Saunders Family Foundation
Cowles Media Foundation	Shubert Foundation
Dain Bosworth Foundation	Soo Line Railroad
Ford Foundation	Tennant Company Foundation
H.B. Fuller Company	Archie & Bertha Walker Fnd.
Honeywell Foundation	Williams Steel & Hardware
Knight Foundation	Aggregate board contributions & solicitations
Marbrook Foundation	
Minnesota Timberwolves Foundation	

\*Penumbra Theatre Company's fiscal year begins July 1 & ends June 30.

9/16/92

PENUMBRA THEATRE COMPANY  
Organizational Chart  
1992/1993



Penumbra Theatre Company  
Board of Directors' Retreat  
Minutes of June 27, 1992

Dr. Ellis opened the meeting at 9:05 a.m.

Board members present included Cassius Ellis, Mary T. Phillips, Rueben Larson, Wilbur Thomas, David Taylor, Jim Carufel, Jim Adams, Stewart Widdess, Jim Bransford, Janabelle Taylor, Phyllis Harvin, Jan Plimpton, and John Milton. Staff members present included Lou Bellamy, Maurine Knighton, Ervin Dixon, Rick Thompson, Sue Cook, Paula Sanders and Rowena Aubrey.

New board members were welcomed by Dr. Ellis and advised as to the length of the normal board meetings and the approximate time. Dr. Ellis shared with us how he came to be involved with Penumbra. Lou shared with us his artistic vision and history of Penumbra. Each of the board and staff members introduced themselves.

It was brought to the attention of the board that Joe Kingman will officially begin his work with Penumbra mid-September. Until that time, Joe will assist us with soliciting funding, as his time permits.

Proposed committee assignments are as follows:

Business and Finance Committee

Mary Phillips, Jan Plimpton, Wilbur Thomas and Jim Adams

Facilities

Jim Adams, Janet Morgan, and LaJune Lange

Marketing

John Milton, Janabelle Taylor and Stew Widdess

Personnel

LaJune Lange and Reuben Larson

Program

David Taylor and Jim Bransford

Resource Committee

Phyllis Harvin, Terry Hoffman, Jim Carufel, Ezell Jones, and Kathy Kingman

Maurine Knighton informed the board that Hazel O'Leary resigned from the board, but joined Penumbra's Advisory Board. The need to identify someone who will help with by-laws and other legal matters was acknowledged.



Minutes Board of Directors Retreat  
page 2

Mary Phillips also had remarks regarding the business and financial need to pay for growth, the need for long term planning so not to have to make loans. To give direction for telemarketing, fundraising, and grantmaking as some grants have a deadline which occurs once a year.

Jan brought up that the Board has not approved the budget for 1992/1993. A total balance of \$712,000 with expenditures at \$834,000 was brought to the boards attention. The loan from MNEF of \$150,000 was stated to be a trade off to Black Nativity.

The separation from Hallie Q. Brown was discussed. Dr. Ellis has spoken to the Director, Mr. Williams. Everyone seemed to be in agreement that we do need to procede with the separation agreement while maintaining a good relationship with HQB. It was mentioned that there is a need to determine just how much money is needed to wrap-up the separation agreement. It was also mentioned that we could wait until we are in better fiscal shape to continue.

There appears to be a decrepency between HQB's books and our books in the amount of an \$73,000 overpayment to Penumbra. It was not uncovered in our audit, so our auditors would like to see HQB's books. Erv mentioned that Jeff Cook has copies of the separation agreement and hopefully he will produce them soon. There is scheduled a July 1 meeting with Judge Lange in her office at 4:30 p.m. to discuss the separation.

Other possible expansion situations were discussed with the suggestion of Janet Morgan's husband whom is an architect, assisting us with what possible changes can be made with the space we have now. Other possibilites that were presented were the old Faust Theater on Univeristy Ave & Dale. Downtown was mentioned in that the Mayor and others are looking to use Penumbra as the "seed" for a downtown cultural arts corridor. Lou mentioned that Penumbra needs to stay in the community, not downtown.

David Taylor mentioned that the Board in the past has functioned more as staff than Board members. The Boards function should be to set policy while the staff does the day to day work. There needs to be constant communication with the staff in order to avoid the Board doing busy work. David also mentioned that the function of the Program Committee is education, to help people understand what we do.

Minutes Board of Directors Retreat  
page 3

Phyllis Harvin presented a check for \$10,000 from U.S. West, which was accepted by Maurine.

Ervin Dixon brought up the need to format and implement policy for the board members that can be used during board meetings. Two related issues are (1) budget operating procedures (2) Board policy issues. Erv also mentioned that Penumbra is faced with a three prong challenge (1) Survival (2) teamwork (3) positioning the theater

Wilbur Thomas reveled his reason for his leave of absence and commented on the need to have a vision on what else should come out of what is being done now. Should we have a greater touring department? How far should we take the tour outside of the Twin Cities? We have great ideas but we need to balance with income. There is also a need to document our suscess and failures to help us grow.

Sue Cook informed the board that a computerized journal, grant tickler files and a detailed donor tracking system has been installed and that it will take a year before these systems are functional. Also included are a working file system, chart of accounts and implementing a draft voucher for production expenses.

Next full Board meeting is scheduled for Septemter.

The meeting was adjourned at 12:10 p.m.

CONTENTS

	<u>PAGE</u>
INDEPENDENT AUDITORS' REPORT	1
EXHIBIT A: Statement of Support, Revenue and Expense and Changes in Fund Balances - For the Year Ended June 30, 1992 with Comparative Totals for 1991	2
EXHIBIT B: Statement of Functional Expense - For the Year Ended June 30, 1992 with Comparative Totals for 1991	3
EXHIBIT C: Balance Sheet - June 30, 1992 with Compar- ative Totals for 1991	4
EXHIBIT D: Statement of Cash Flows - For the Year Ended June 30, 1992 with Comparative Totals for 1991	5
NOTES TO FINANCIAL STATEMENTS	6-12

Independent Auditors' Report

Board of Directors  
Penumbra Theatre Company, Inc.  
St. Paul, Minnesota

We have audited the accompanying balance sheet of Penumbra Theatre Company, Inc. as of June 30, 1992 and the related statements of support, revenue and expense and changes in fund balance, functional expense, and cash flows for the year then ended. These financial statements are the responsibility of the Organization's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the aforementioned financial statements present fairly in all material respects, the financial position of Penumbra Theatre Company, Inc. as of June 30, 1992, and the results of its operations and its cash flows for the year then ended in conformity with generally accepted accounting principles.

Certified Public Accountants

Minneapolis, Minnesota  
September 4, 1992

PENUMBRA THEATRE COMPANY, INC.  
STATEMENT OF SUPPORT, REVENUE AND EXPENSE  
AND CHANGES IN FUND BALANCES  
FOR THE YEAR ENDED JUNE 30, 1992  
WITH COMPARATIVE TOTALS FOR 1991

	1992			1991
	Current Funds	Equipment	Total	Total
	Unrestricted	Restricted	Fund	All Funds
Support and Revenue:				
Support:				
Contributions (Including In-Kind Contributions of \$16,433 in 1991) - Note 7	\$360,091	\$ 46,000	\$406,091	\$421,560
Special Events (Net of Direct Costs of \$1,100 in 1992 and \$1,278 in 1991)	8,543		8,543	13,042
United Way				10,194
Total Support	368,634	46,000	414,634	444,796
Grants from Governmental Agencies		83,862	83,862	34,034
Revenue:				
Ticket Sales	226,522		226,522	498,132
Program Service Fees				2,400
Investment Income	4,880		4,880	10,932
Miscellaneous Income	220		220	1,976
Total Revenue	231,622		231,622	513,440
Total Support and Revenue	600,256	129,862	730,118	992,270
Expenses:				
Program Services:				
Mainstage	547,449	67,000	\$ 4,882	619,331
Touring	12,735	1,500	214	11,662
Education	12,475	54,062	1,083	33,428
Total Program Services	572,659	122,562	6,179	683,640
Support Services:				
Management and General	136,360	7,300	1,329	144,989
Fundraising	36,184		719	37,519
Total Support Services	172,544	7,300	2,048	191,047
Total Expense	745,203	129,862	8,227	874,687
Excess (Deficiency) of Support and Revenue over Expense	(144,947)		(8,227)	(153,174)
Other Changes in Fund Balance:				
Pre-Operation Transfer - Note 8				(6,200)
Fund Transfers For:				
Equipment Purchases	(3,034)		3,034	
Fund Balances - Beginning of Year - Note 9	76,178		35,205	111,383
Fund Balances - End of Year	<u>\$ (71,803)</u>	<u>\$ -</u>	<u>\$ 30,012</u>	<u>\$ (41,791)</u>
				<u>\$111,383</u>

The accompanying Notes to Financial Statements  
are an integral part of this statement.



PENUMBRA THEATRE COMPANY, INC.  
STATEMENT OF FUNCTIONAL EXPENSE  
FOR THE YEAR ENDED JUNE 30, 1992  
WITH COMPARATIVE TOTALS FOR 1991

	1992				1991			
	Program Services			Total Program Services	Support Services		Total All Services	Total All Services
	Mainstage	Touring	Education		Management and General	Fund- raising		
Salaries	\$189,734	\$ 8,302	\$ 42,108	\$240,144	\$ 51,640	\$ 27,945	\$ 79,585	\$277,815
Payroll Taxes	17,775	778	3,945	22,498	4,838	2,618	7,456	26,330
Employee Benefits	19,506	854	4,329	24,689	5,309	2,873	8,182	26,741
Total Personnel Costs	227,015	9,934	50,382	287,331	61,787	33,436	95,223	330,886
Contract Services	219,919	1,325	13,557	234,801	14,836		14,836	296,211
Professional Fees					10,076		10,076	22,259
Production Expenses	38,489	291	954	39,734			39,734	43,021
Supplies	312			312	4,698	247	4,945	2,445
Telephone	842			842	9,589	505	10,094	3,145
Postage and Mailing	12,775			12,775	4,833	254	5,087	11,997
Occupancy	23,103			23,103	15,947	839	16,786	54,784
Printing and Design	34,056			34,056	7,585		7,585	22,616
Equipment Rental and Maintenance	6,473	350	283	7,106			7,106	3,533
Insurance	6,132	268	1,361	7,761	1,669	903	2,572	3,926
Travel and Lodging	23,506	2,017		25,523	1,778		1,778	11,811
Advertising	9,777			9,777	1,057		1,057	14,772
Royalties	9,385	50		9,435			9,435	36,039
Ticket Service	502			502	931		931	7,766
Dues and Subscriptions	1,561			1,561			1,561	370
Interest Expense					2,626		2,626	
Miscellaneous	602			602	6,248		6,248	5,194
Total Expense before Depreciation	614,449	14,235	66,537	695,221	143,660	36,184	179,844	870,775
Depreciation - Note 3	4,882	214	1,083	6,179	1,329	719	2,048	3,912
Total Expense	\$619,331	\$ 14,449	\$ 67,620	\$701,400	\$144,989	\$ 36,903	\$181,892	\$874,687

The accompanying Notes to Financial Statements  
are an integral part of this statement.

PENUMBRA THEATRE COMPANY, INC.  
BALANCE SHEET  
JUNE 30, 1992  
WITH COMPARATIVE TOTALS FOR 1991

	1992			1991
	Current Funds		Equipment	Total
	Unrestricted	Restricted	Fund	All Funds
				Total All Funds
<u>ASSETS</u>				
Current Assets:				
Cash and Cash Equivalents	\$ 67,935	\$ 320		\$ 68,255
Certificates of Deposit	27,855			27,855
Accrued Interest Receivable	658			658
Grants Receivable		10,682		10,682
Prepaid Expenses	24,338			24,338
Due from Other Funds	3,502			3,502
Total Current Assets	124,288	11,002		135,290
Furniture and Equipment - Net - Note 3			\$ 30,012	30,012
				35,205
TOTAL ASSETS	\$124,288	\$ 11,002	\$ 30,012	\$165,302
				\$185,316
<u>LIABILITIES AND FUND BALANCES</u>				
Current Liabilities:				
Accounts Payable	\$ 15,057			\$ 15,057
Accrued Salaries	2,619			2,619
Payroll Taxes Accrued and Withheld				3,529
Employee Benefits Payable	106			106
Deferred Revenue - Note 5	28,309	\$ 7,500		35,809
Notes Payable - Note 4	150,000			150,000
Due to Other Funds		3,502		3,502
Total Current Liabilities	196,091	11,002		207,093
Fund Balances	(71,803)		\$ 30,012	(41,791)
				111,383
TOTAL LIABILITIES AND FUND BALANCES	\$124,288	\$ 11,002	\$ 30,012	\$165,302
				\$185,316

The accompanying Notes to Financial Statements  
are an integral part of this statement.

PENUMBRA THEATRE COMPANY, INC.  
STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED JUNE 30, 1992  
WITH COMPARATIVE TOTALS FOR 1991

	1992			1991
	Current Funds	Equipment	Total	Total
	Unrestricted	Restricted	All Funds	All Funds
<u>Increase in Cash and Cash</u> <u>Equivalents</u>				
Cash Flows from Operating Activities:				
Excess (Deficiency) of Support and Revenue over Expense	\$ (144,947)		\$ (8,227)	\$ 117,583
Total Adjustments - Note 10	(3,806)	\$ (18,680)	(8,227)	23,359
Net Cash Provided (Used) by Operating Activities	(148,753)	(18,680)	(167,433)	140,942
Cash Flows from Investing Activities:				
Purchases of Furniture and Equipment	(3,034)		(3,034)	(24,365)
Purchases of Certificates of Deposit	(21,855)		(21,855)	(26,000)
Proceeds from Redemptions of Certificates of Deposit	20,000		20,000	
Net Cash (Used) by Investing Activities	(4,889)		(4,889)	(50,365)
Cash Flows from Financing Activities:				
Proceeds from Issuance of Short-term Debt	170,000		170,000	
Principal Payments on Short- term Debt	(20,000)		(20,000)	
Net Cash Provided by Financing Activities	150,000		150,000	
Net Increase (Decrease) in Cash and Cash Equivalents	(3,642)	(18,680)	(22,322)	90,577
Cash and Cash Equivalents - Beginning of Year	71,577	19,000	90,577	
Cash and Cash Equivalents - End of Year	\$ 67,935	\$ 320	\$ 68,255	\$ 90,577

The accompanying Notes to Financial Statements  
are an integral part of this statement.



PENUMBRA THEATRE COMPANY, INC.  
NOTES TO FINANCIAL STATEMENTS  
JUNE 30, 1992

1. Summary of Significant Accounting Policies

Organizational Purpose

Penumbra Theatre Company, Inc. was founded in 1976 by the present Artistic Director. Since that time, Penumbra has added an important new dimension of cultural and artistic experience to the State of Minnesota. The Company has, for almost sixteen years, developed programs and productions which are both proactive and culturally based. These efforts have become paradigms for our community as it prepares for a more pluralistic and culturally diverse future by allowing it to use art to criticize, problem solve and teach. Penumbra has become a forum for artistic exploration, as well as a cultural depository for the community.

Penumbra's mission is to produce professional productions that are artistically excellent, thought-provoking, relevant, entertaining and presented from an African American perspective.

During its artistic season, Penumbra offers experiential training for the professional actor, director, choreographer and designer taught from an African American perspective. Every summer, Penumbra professionals work with about twenty-five junior high and high school students in a six week interdisciplinary workshop; "Towards an African American Aesthetic." We sponsor a national playwrights' competition for writers who address the African American experience and workshop and produce the winning play as part of our mainstage season.

The Organization's programs are as follows:

Mainstage - Main Stage productions are the primary focus of the Penumbra Theatre Company. The subject matter is often about the immediate community. It presents the African American experience in the Twin Cities' community, the audience, and the performing and literary arts community at large. The theatre's commitment is illustrated through the works produced, as well as The Cornerstone Competition, a national play writing competition.

Touring - Shows on tour broadens the community base. Its purpose is to inform the less aware or less sophisticated about the African American experience, and demonstrate the challenges of racial pluralism and equity being faced around the world.

Education - Evolves out of both the Main Stage, Outreach and Touring Program. It is the vehicle for the evaluation and development of performing artists and interns. The Understudy and Training Program, as well as the Summer Institute, encourage future artists, and rewards professionalism and creativity.

PENUMBRA THEATRE COMPANY, INC.  
NOTES TO FINANCIAL STATEMENTS  
JUNE 30, 1992

1. Summary of Significant Accounting Policies (continued)

Fund Accounting

In order to observe the limitation and restrictions placed on resources available to the Penumbra Theatre Company, Inc., the accounts are maintained in accordance with the principles of fund accounting. This is the procedure whereby resources are classified for accounting and reporting purposes into funds established according to their nature and restriction. A description of the funds is as follows:

Current Unrestricted Fund - Accounts for resources over which the Board of Directors has discretionary control and are used in carrying out the operations of the organization.

Current Restricted Fund - Accounts for those resources currently available for use but only in accordance with the instructions of the donor.

Equipment Fund - Accounts for the investment in furniture and equipment used in organization's operations.

Cash and Cash Equivalents

For purposes of the statement of cash flows, the organization considers all highly liquid debt instruments purchased with an original maturity of three months or less to be cash equivalents.

Investments

Penumbra Theatre Company, Inc. carries its certificates of deposit at the lower of cost or market value.

Doubtful Accounts

No allowance for doubtful accounts has been provided as all grants receivable are considered collectable.

Furniture and Equipment

All major expenditures for furniture and equipment are capitalized at cost. Contributed items are recorded at fair market value at date of donation. Depreciation is provided through the use of the straight-line method.

PENUMBRA THEATRE COMPANY, INC.  
NOTES TO FINANCIAL STATEMENTS  
JUNE 30, 1992

1. Summary of Significant Accounting Policies (continued)

Contributions

All contributions are considered to be available for unrestricted use unless specifically restricted by the donor. Amounts received which are designated for future periods or restricted by donor are recorded as deferred revenue until the appropriate future period or the donor restriction is satisfied, respectively.

Government Grants and Contracts

Government grants and contract funds are recorded as revenue when earned. Revenue is earned when eligible expenditures, as defined in each grant or contract, are made. Funds received but not yet earned are shown as deferred revenue. Expenditures under government contracts are subject to review by the granting authority. To the extent, if any, that such a review reduces expenditures allowable under these contracts, Penumbra Theatre Company, Inc. will record such disallowance at the time the final assessment is made.

Functional Allocation of Expense

Salaries and related expenses are allocated based on job descriptions and the best estimates of management. Expenses, other than salaries and related expenses, which are not directly identifiable by program or supporting service are allocated based on the best estimates of management.

Income Tax

The Organization has a tax-exempt status under Section 501(c)(3) of the Internal Revenue Code and Minnesota Statute 290.05. As of June 30, 1990 the Organization was classified as an organization that is not a private foundation under an Internal Revenue Service advance ruling. The advance ruling period ends June 30, 1994 at which time it is expected that the Internal Revenue Service will find the organization to be a publicly supported organization.

2. Significant Concentrations of Credit Risk and Investment Credit Risk

Penumbra Theatre Company, Inc. provides services within the Twin Cities area. Grants receivables are from local governments or institutions.

PENUMBRA THEATRE COMPANY, INC.  
NOTES TO FINANCIAL STATEMENTS  
JUNE 30, 1992

3. Furniture and Equipment

Penumbra Theatre Company, Inc. owns the following assets as of June 30, 1992:

	<u>June 30,</u>		<u>Estimated</u>
	<u>1992</u>	<u>1991</u>	<u>Useful Lives</u>
Furniture and Equipment	\$ 42,151	\$ 39,117	3-5 years
Accumulated Depreciation	<u>12,139</u>	<u>3,912</u>	
	<u>\$ 30,012</u>	<u>\$ 35,205</u>	

Depreciation expense of \$8,227 and \$3,912 was recorded for the years ended June 30, 1992 and 1991, respectively.

4. Notes Payable

The breakdown of notes payable is as follows:

	<u>June 30,</u>	
	<u>1992</u>	<u>1991</u>
11% Installment Note payable to the Minnesota Nonprofits Assistance Fund. Interest payable monthly. Principal is payable as follows:		
October 15, 1992	\$ 50,000	
November 15, 1992	50,000	
December 15, 1992	150,000	

Secured by furniture and equipment.

\$150,000    \$ -

Principal Payments required are as follows:

<u>Due in the Year Ending June 30,</u>	
1993	<u>\$150,000</u>

PENUMBRA THEATRE COMPANY, INC.  
NOTES TO FINANCIAL STATEMENTS  
JUNE 30, 1992

5. Deferred Revenue

Deferred revenue consists of amounts from the following contribution as of:

	<u>June 30,</u>	
	<u>1992</u>	<u>1991</u>
Ticket Sales	\$ 28,309	
U.S. West	5,000	
Playwrights' Center	2,500	
St. Paul Companies		\$ 25,000
Dayton Hudson Foundation		20,000
Jerome Foundation		9,000
City of St. Paul		10,000
	<u>\$ 35,809</u>	<u>\$ 64,000</u>

6. Leased Facilities

The Organization currently leases office space on a month-to-month basis. The rental expense for the years ended June 30, 1992 and 1991 was \$31,042 and \$18,842, respectively.

7. In-Kind Contributions

Penumbra Theatre Company, Inc. records in-kind contributions at fair market value, if significant and measurable, at date of donation. In-kind contributions include the following as of:

	<u>June 30,</u>	
	<u>1992</u>	<u>1991</u>
Furniture and Equipment		\$ 14,752
Printing Services		595
Contract Services		475
Supplies		611
	<u>\$ -</u>	<u>\$ 16,433</u>

Additionally, the organization receives small donations of costumes and props, which are not subject to valuation.



PENUMBRA THEATRE COMPANY, INC.  
NOTES TO FINANCIAL STATEMENTS  
JUNE 30, 1992

8. Pre-Operation Transfer

Penumbra Theatre Company, Inc. began operations July 1, 1990. Operations prior to this date were a component of Hallie Q. Brown Community Center, Inc. Where feasible, activities and resources were transferred to Penumbra Theatre Company, Inc. at that date. As part of the separation, the following transfers took place:

Penumbra Theatre Company, Inc.:	
Operating Deficit - 01/01/89 - 12/31/89	\$ (24,204)
Operating Profit - 01/01/90 - 06/30/90	13,929
Certificate of Deposit Balance	<u>4,075</u>
Pre-Operation Transfer to Hallie Q. Brown	<u>\$ (6,200)</u>

As of June 30, 1992, the separation agreement between Hallie Q. Brown Community Center, Inc. and Penumbra Theatre Company, Inc. had not been finalized, as there is a dispute as to amounts payable or receivable between the organizations. The organizations have entered into a settlement as follows:

9. Correction of an Accounting Error

The Board of Directors has adopted the policy to recognize production related income and expenses in the fiscal year of the production's commencement. Accordingly, the June 30, 1991 financial statements have been restated to record the ticket sales revenue (\$16,638) and production related expenses (\$31,620) associated with the Joe Turner production, which ended in fiscal year 1992. The effect of the adjustments was to reduce fund balance by \$14,982.

PENUMBRA THEATRE COMPANY, INC.  
NOTES TO FINANCIAL STATEMENTS  
JUNE 30, 1992

10. Cash Flow Operating Adjustments

Adjustments to Reconcile Excess (Deficiency) of Support and Revenue over Expense to Net Cash Provided (Used) by Operating Activities are as follows:

	1992			1991
	Current Funds		Equipment	Total
	<u>Unrestricted</u>	<u>Restricted</u>	<u>Fund</u>	<u>All Funds</u>
Depreciation			\$ 8,227	\$ 8,227
In-Kind Contributions of Furniture and Equipment				\$ 3,912
Pre-Operation Transfer				(14,752)
Increases (Decreases) in Current Liabilities:				(6,200)
Accounts Payable	\$ 10,279			10,279
Accrued Salaries	2,619			2,619
Payroll Taxes Accrued and Withheld	(3,529)			(3,529)
Employee Benefits Payable	(1,520)			(1,520)
Deferred Revenue	(16,691)	\$(11,500)		(28,191)
Due to Other Funds		3,502		3,502
Decreases (Increases) in Current Assets:				
Accrued Interest Receivable	350			350
Grants Receivable	20,000	(10,682)		9,318
Prepaid Expenses	(11,812)			(11,812)
Due from Other Funds	(3,502)			(3,502)
Total Adjustments	<u>\$ (3,806)</u>	<u>\$(18,680)</u>	<u>\$ 8,227</u>	<u>\$(14,259)</u>
				<u>\$ 23,359</u>



PENUMBRA THEATRE  
1992-1993 EXPENSE PROJECTIONS

Ver: August 6, 1992

Description	Total	LMS	WC	SMM	BN	CCW	W&E	TPL	Tour	Education	Gen Op/ Admin
501 Administrative Salaries	\$218,000	\$25,063	\$2,387	\$11,935	\$33,419	\$13,128	\$11,935	\$21,483	\$9,275	\$50,650	\$38,725
502 Technical Salaries	\$39,600	\$4,640	\$728	\$3,636	\$10,188	\$4,002	\$3,638	\$6,548	\$2,155	\$1,295	\$2,770
503 Equity Salaries	\$74,330	\$12,650	\$0	\$8,100	\$18,900	\$9,030	\$6,240	\$18,810	\$600	\$0	\$0
504 Workers' Comp	\$15,000	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
505 FICA Tax (7.65%)	\$25,393	\$3,240	\$238	\$1,811	\$4,782	\$2,001	\$1,669	\$3,583	\$920	\$3,974	\$3,174
507 MN Unemployment (2%)	\$6,639	\$847	\$62	\$473	\$1,250	\$523	\$436	\$937	\$241	\$1,039	\$830
508 Health Insurance	\$10,800	\$1,587	\$151	\$756	\$2,117	\$832	\$756	\$1,361	\$540	\$540	\$2,160
509 Equity Pension/Welfare	\$8,849	\$1,654	\$0	\$1,088	\$1,952	\$1,162	\$939	\$1,945	\$109	\$0	\$0
<b>TOTAL PERSONNEL</b>	<b>\$398,610</b>	<b>\$51,181</b>	<b>\$5,067</b>	<b>\$29,299</b>	<b>\$74,108</b>	<b>\$32,178</b>	<b>\$27,113</b>	<b>\$56,167</b>	<b>\$15,340</b>	<b>\$58,998</b>	<b>\$49,159</b>
520 Actors on Contract	\$175,770	\$31,850	\$0	\$18,900	\$44,100	\$21,070	\$14,560	\$43,890	\$1,400	\$0	\$0
521 Directors on Contract	\$43,450	\$8,600	\$0	\$5,000	\$10,150	\$7,000	\$4,500	\$7,200	\$1,000	\$0	\$0
522 Designers on Contract	\$29,400	\$6,400	\$0	\$4,600	\$3,700	\$4,800	\$4,800	\$5,100	\$0	\$0	\$0
523 Technical Contractors	\$61,900	\$6,550	\$700	\$5,000	\$22,000	\$6,550	\$8,300	\$12,700	\$100	\$0	\$0
524 Musical Contractors	\$50,395	\$39,675	\$0	\$0	\$10,720	\$0	\$0	\$0	\$0	\$0	\$0
525 Miscellaneous Contractors	\$15,290	\$4,350	\$400	\$1,000	\$1,480	\$2,760	\$1,000	\$4,300	\$0	\$0	\$0
526 Sets/Props	\$15,950	\$3,350	\$0	\$2,000	\$1,000	\$2,000	\$1,500	\$6,000	\$100	\$0	\$0
527 Lighting/Sound	\$13,300	\$1,500	\$0	\$1,700	\$800	\$1,700	\$1,000	\$6,600	\$0	\$0	\$0
528 Costumes	\$10,700	\$2,100	\$0	\$1,400	\$1,200	\$2,400	\$1,500	\$2,000	\$100	\$0	\$0
530 Travel/Lodging/Meals	\$24,600	\$0	\$0	\$4,800	\$600	\$4,300	\$3,400	\$4,500	\$2,000	\$0	\$5,000
531 Equipment Rental	\$750	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$350	\$400	\$0
532 Theater Rental	\$60,204	\$2,452	\$2,452	\$2,452	\$43,552	\$2,452	\$2,453	\$2,453	\$0	\$1,938	\$0
533 Royalties	\$20,700	\$3,500	\$0	\$4,100	\$900	\$2,400	\$4,800	\$5,000	\$0	\$0	\$0
534 Postage	\$23,387	\$3,738	\$357	\$2,440	\$6,561	\$2,585	\$2,441	\$4,111	\$100	\$100	\$954
535 Printing	\$36,326	\$5,839	\$999	\$3,613	\$9,459	\$3,844	\$3,613	\$7,114	\$200	\$200	\$1,445
536 Advertising/Promotion	\$25,754	\$3,981	\$1,276	\$2,614	\$5,910	\$2,656	\$2,557	\$5,172	\$200	\$200	\$1,188
537 Box Office Services	\$13,425	\$1,570	\$574	\$1,054	\$5,995	\$1,054	\$1,054	\$2,124	\$0	\$0	\$0
538 House Management Services	\$18,647	\$1,577	\$0	\$1,304	\$11,100	\$1,304	\$1,577	\$1,785	\$0	\$0	\$0
539 Commissions	\$20,456	\$374	\$37	\$197	\$19,083	\$196	\$196	\$373	\$0	\$0	\$0
540 Miscellaneous	\$2,800	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$200	\$500	\$0
550 Accounting Fees	\$3,000	\$441	\$42	\$210	\$588	\$231	\$210	\$378	\$150	\$150	\$600
551 Audit Fees	\$3,000	\$441	\$42	\$210	\$588	\$231	\$210	\$378	\$150	\$150	\$600
552 Legal Fees	\$5,000	\$735	\$70	\$350	\$980	\$385	\$350	\$630	\$250	\$250	\$1,000
553 Payroll Fees	\$2,400	\$353	\$34	\$168	\$470	\$185	\$168	\$302	\$120	\$120	\$480
554 Misc. Professional Fees	\$3,000	\$441	\$42	\$210	\$588	\$231	\$210	\$378	\$150	\$150	\$600
555 Supplies	\$3,700	\$588	\$56	\$280	\$784	\$308	\$280	\$504	\$150	\$150	\$600
556 Telephone	\$5,567	\$818	\$78	\$390	\$1,091	\$429	\$390	\$701	\$278	\$278	\$1,114
560 Occupancy	\$18,000	\$2,646	\$252	\$1,260	\$3,528	\$1,386	\$1,260	\$2,268	\$900	\$900	\$3,600
561 Insurance	\$6,850	\$1,007	\$96	\$480	\$1,341	\$527	\$480	\$863	\$343	\$343	\$1,370
562 Staff Entertainment	\$500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500
563 Dues/Subscriptions/Memb	\$3,500	\$514	\$49	\$245	\$686	\$270	\$245	\$441	\$175	\$175	\$700
564 Staff Development	\$2,500	\$367	\$35	\$175	\$490	\$193	\$175	\$315	\$125	\$125	\$500
565 Board Expenses	\$600	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$600
566 Maintenance Contracts	\$2,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000
567 Furniture/Equip Rental	\$750	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$750
568 Depreciation	\$9,800	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$9,800
569 Penalty/Interest Exp	\$7,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,000
570 Bad Debt	\$1,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,500
<b>TOTAL OPERATING</b>	<b>\$741,871</b>	<b>\$136,057</b>	<b>\$7,891</b>	<b>\$66,452</b>	<b>\$209,744</b>	<b>\$73,747</b>	<b>\$63,529</b>	<b>\$127,880</b>	<b>\$8,541</b>	<b>\$6,129</b>	<b>\$41,901</b>
<b>TOTAL PERSONNEL &amp; OPERATING</b>	<b>\$1,140,481</b>	<b>\$187,238</b>	<b>\$12,958</b>	<b>\$95,751</b>	<b>\$283,852</b>	<b>\$105,925</b>	<b>\$90,642</b>	<b>\$184,047</b>	<b>\$23,881</b>	<b>\$65,127</b>	<b>\$91,060</b>
<b>ADMINISTRATIVE ALLOCATION</b>	<b>\$0</b>	<b>(\$16,391)</b>	<b>(\$1,821)</b>	<b>(\$8,195)</b>	<b>(\$23,676)</b>	<b>(\$9,106)</b>	<b>(\$8,195)</b>	<b>(\$16,391)</b>	<b>(\$1,821)</b>	<b>(\$5,464)</b>	<b>(\$91,060)</b>
<b>TOTAL EXPENSES</b>	<b>\$1,140,481</b>	<b>\$170,847</b>	<b>\$11,136</b>	<b>\$87,556</b>	<b>\$260,176</b>	<b>\$96,819</b>	<b>\$82,447</b>	<b>\$167,656</b>	<b>\$22,060</b>	<b>\$59,663</b>	<b>\$0</b>

PENUMBRA THEATRE COMPANY  
PROJECTED INCOME FY 1992-93

As of: Aug. 5,

CONTRIBUTED INCOME

<i>Grants - Committed</i>	
U.S. West Foundation	\$10,000
Dayton-Hudson Foundation	\$10,000
IDS Financial Services	\$10,000
St. Paul Foundation	\$20,000
Northwest Area Foundation	\$55,000
Minnesota State Arts Board	\$7,500
A T & T Foundation	\$10,000
Fund for Improvement of Post-Secondary ED (FIPSE)	\$30,000
	-----
	\$152,500

<i>Grants - Expected</i>	
McKnight Foundation	\$80,000
Bush Foundation	\$50,000
First Bank System Foundation	\$5,000
National Endowment for the Arts	\$11,000
General Mills Foundation	\$40,000
Jerome Foundation	\$18,000
Deluxe Corporation Foundation	\$5,000
St. Paul Companies	\$30,000
MN Arts Experience (Summer Max)	\$18,600
	-----
	\$257,600

<i>Grants - Questionable</i>	
Arts & Economic Development Fund (City of St. Paul)	\$5,000
James Ford Bell Foundation	\$5,000
Bemis Company Foundation	\$5,000
Burlington Northern Foundation	\$2,000
Cargill Foundation	\$5,000
Cowles Media Foundation	\$10,000
Dain Bosworth Foundation	\$3,000
H.B. Fuller Company	\$3,000
Honeywell Foundation	\$10,000
Marbrook Foundation	\$2,000
NWNL Companies	\$1,500
Northern States Power Company	\$10,000
Piper, Jaffray & Hopwood	\$3,000
Elizabeth C. Quinlan Foundation	\$1,500
Tennant Company Foundation	\$3,500
Archie & Bertha Walker Foundation	\$8,000
Lila Wallace/Reader's Digest Fund	\$60,000
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	\$137,500

<i>Individual Contributions</i>	\$30,000
<i>Sponsorships</i>	\$75,000

TOTAL PROJECTED CONTRIBUTED INCOME	\$652,600
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TOTAL PROJECTED EARNED INCOME (Ticket Sales)	\$599,938
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GRAND TOTAL - PROJECTED INCOME	\$1,252,538
=====	=====

## RESOLUTION

Bank line of credit

Be it resolved that:

- authorization is granted to establish a secured line of credit with Western Bank, the primary funds depository for the Penumbra Theatre Company.
- this credit is not to exceed \$30,000
- this credit is restricted, such that the Treasurer will have direct oversight and review responsibility
- once initiated, The Board of Directors will be advised at its next quarterly meeting and the plan for re-payment presented for approval

Also be it resolved that the Business and Finance Committee will review the financial status of the Penumbra Theatre Company monthly to anticipate and wherever possible prevent a checking overdraft by monitoring:

- Budgeted to actual expenditures
- Projected to actual revenue
- Quarterly forecast of revenue and expenditures

For the Penumbra Board of Directors

approved by the Executive Committee

\_\_\_\_\_  
Cassuis Ellis Chair

\_\_\_\_\_  
Vice Chair

\_\_\_\_\_  
Jan Plimpton, Treasurer

\_\_\_\_\_  
Kathy Kingman, Secretary

\_\_\_\_\_  
David Taylor, Program Comm

\_\_\_\_\_  
Mary Phillips, Bus & Fin

\_\_\_\_\_  
Resource Committee

\_\_\_\_\_  
Personnel Committee

Marketing Report  
9/18/92

The Last Minstrel Show

As of Thursday, *The Last Minstrel Show* reached in \$57,757 total sales (combined subscription/single ticket sales). I am projecting an additional \$15,609 in sales through October 4. If the show is extended for two weeks, I project an additional \$27,455. The total additional projected ticket revenue for *Minstrel* is \$43,064 with the two week extension.

According to a preliminary report, as of Thursday, we had 1087 season subscribers. For *The Last Minstrel Show* this equals \$9,837 or \$375 under goal. Subscription goal will be reached on this show, if it has not already. In single ticket sales, we reached \$47,950 or \$315 over goal.

PENUMBRA THEATRE  
BALANCE SHEET  
JULY 31, 1992

ASSETS

CURRENT ASSETS:

REGULAR CHECKING	\$ 16,680
PRODUCTION CHECKING	422
SAVINGS	32,716
RESTRICTED SAVINGS	314
INVESTMENTS	20,980
ACTOR'S EQUITY CD	6,000
PETTY CASH	5,418
ACCOUNTS RECEIVABLE	5,916
INTEREST RECEIVABLE	1,008
PREPAID EXPENSE	23,838
STAGE INVENTORY	451

TOTAL CURRENT ASSETS 113,744

EQUIPMENT:

PTC - FURNITURE & EQUIPMENT	41,269
PTC - STAGE FIXTURES	2,604
LESS ACCUMULATED DEPRECIATION	12,793

EQUIPMENT-NET 31,080

TOTAL ASSETS \$ 144,824

LIABILITIES AND FUND BALANCE

CURRENT LIABILITIES:

ACCOUNTS PAYABLE	\$ 6,147
FEDERAL WITHHOLDING TAXES	547
FICA WITHHOLDING TAXES	1,028
MN TAXES WITHHELD	241
ACCRUED MN UNEMPLOYMENT	276
EQUITY DUES PAYABLE	229
OTHER EMPLOYEE DEDUC. PAYABLE	249
DEFERRED INCOME	9,957
MNAF PAYABLE	150,000

TOTAL CURRENT LIABILITIES 168,675

FUND BALANCE (45,080)

CURRENT YEAR EXCESS (DEFICIT) 21,230

TOTAL FUND BALANCE (23,851)

TOTAL LIABILITIES AND FUND BALANCE \$ 144,824

PENUMBRA THEATRE  
ACTIVITY STATEMENT  
TOTAL AGENCY  
FOR THE PERIOD ENDED JULY 31, 1992

TITLE	CUR MTH ACTIVITY	TO-DATE BALANCE
REVENUE		
403 EDUCATION	700	700
408 GOVERNMENT FUNDS	5,740	5,740
412 FOUNDATIONS GRANTS	250	250
413 GOVERNMENT GRANTS	7,300	7,300
414 INDIVIDUAL CONTRIBUTIONS	1,929	1,929
415 SEASON TICKET SALES	42,206	42,206
416 INDIVIDUAL TICKET SALES	11,143	11,143
417 GROUP TICKET SALES	968	968
442 INTEREST INCOME	150	150
443 MISCELLANEOUS INCOME	200	200
	-----	-----
TOTAL REVENUE	70,584	70,584
	-----	-----



PENUMBRA THEATRE  
ACTIVITY STATEMENT  
TOTAL AGENCY  
FOR THE PERIOD ENDED JULY 31, 1992

TOTAL REVENUE	\$ 70,584	\$ 70,584
EXPENSE		
PERSONNEL EXPENSE		
501 ADMINISTRATIVE SALARIES	24,106	24,106
502 TECHNICAL SALARIES	3,180	3,180
503 EQUITY SALARIES	1,659	1,659
504 WORKERS COMPENSATION	(129)	(129)
505 FICA TAXES	160	160
506 MN UNEMPLOYMENT	296	296
TOTAL PERSONNEL EXPENSE	29,271	29,271
OPERATING EXPENSE		
520 ACTORS ON CONTRACT	2,575	2,575
522 DESIGNERS ON CONTRACT	1,400	1,400
523 TECHNICAL CONTRACTORS	560	560
524 MUSICAL CONTRACTORS	9,586	9,586
525 MISC. CONTRACTORS	2,407	2,407
526 SETS AND PROPS	(1,390)	(1,390)
528 COSTUMES	500	500
531 EQUIPMENT RENTAL	(990)	(990)
532 THEATRE RENTAL	175	175
534 POSTAGE	220	220
535 PRINTING	3,000	3,000
538 HOUSE MGR SERVICES	300	300
539 COMMISSIONS	249	249
554 MISC. PROFESSIONAL FEES	(1,500)	(1,500)
555 SUPPLIES	132	132
556 TELEPHONE	60	60
561 INSURANCE EXPENSE	(8)	(8)
562 STAFF ENTERTAINMENT	300	300
564 STAFF DEVELOPMENT	17	17
566 MAINTENANCE CONTRACTS	99	99
568 DEPRECIATION EXPENSE	278	278
569 PENALTY AND INTEREST EXPENSE	2,115	2,115
TOTAL OPERATING EXPENSE	20,084	20,084
TOTAL EXPENSE	49,355	49,355
EXCESS/(DEFICIT) REVENUE OVER EXPENSE	\$ 21,230	\$ 21,230

Report on retreat  
Policy! Process  
Budget  
WANN

# dates for committee meetings for the year  
sent to maureen mcknight

### Report from retreat

- need to communicate seriousness of financial issues
- policy issues need attention  
(Separation - needs to be resolved)

# Resource Committee - Special Events plan  
funds for purchasing tables  
etc.

7/31/92

1992-'93 Ticket Sales Projections

## I. SUBSCRIPTIONS

1,100 at avg. \$46.41/each

\$ 51,051

## II. SINGLE TICKET SALES

<u>production</u>	<u># of shows</u>		<u>avail. seats</u>		<u>avg. tkt. \$</u>		<u>% of capacity</u>		
White Chocolate	4	X	250	X	\$13.61	X	50	=	\$ 6,805
Last Minstrel	35	X	250	X	13.61	X	40	=	47,635
Shakin'the Mess...	21	X	250	X	13.61	X	50	=	35,726
Black Nativity*	36	X	900	X	14.60	X	70	=	331,128
Cornerstone	21	X	250	X	13.61	X	50	=	35,726
Willie & Esther	21	X	250	X	13.61	X	50	=	35,726
Piano Lesson	33	X	250	X	13.61	X	50	=	56,141
SUB-TOTAL SINGLE TICKET SALES									\$548,887

TOTAL PROJECTED TICKET SALES\$599,938

\*Black Nativity projections are sharply increased over last year and account for the large gain in total sales expected during 1992-'93. This is due to two factors: a house size that is roughly tripled (from 316 last year to 900 this year); and slightly increased ticket prices (up an average of \$4/each).

1990-'91 Black Nativity revenue was \$105,331, with net income of \$23,975. 1991-'92 Black Nativity revenue was \$133,314, with net income of \$30,849. 1992-'93 projected net income is \$87,967.

PENUMBRA THEATRE  
1992-1993 INCOME PROJECTIONS

Ver: August 6, 1992

Description	Total	Last Minstrel Show	White Chocolate	Shakin The Mess	Black Nativity	Corner- Stone	Willie & Esther	Piano Lesson	Tour	Education	Gen Op/ Admin
<b>CONTRIBUTED INCOME</b>											
Secured Grants									\$5,000	\$0	\$5,000
U.S. West Foundation	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000
Dayton-Hudson Foundation	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000
IDS Financial Services	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$20,000
St. Paul Foundation	\$20,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$55,000
Northwest Area Foundation	\$55,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,500
MN State Arts Board	\$7,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A T & T Foundation	\$10,000	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fund for Improvement of Post-Secondary Education (FIPSE)	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$30,000	\$0
Subtotal	\$152,500	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000	\$0	\$107,500
Expected Grants											\$80,000
McKnight Foundation	\$80,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000
Bush Foundation	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000
First Bank System Foundation	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$11,000
National Endowment for the Arts	\$11,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$40,000
General Mills Foundation	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$18,000
Jerome Foundation	\$18,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000
Deluxe Corporation Foundation	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$30,000
St. Paul Companies	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$18,600	\$0
MN Arts Experience (Summer Max)	\$18,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$257,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$239,000
Questionable Grants											\$5,000
City of St. Paul (AEDF)	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000
James Ford Bell Foundation	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000
Bemis Company Foundation	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000
Burlington Northern Foundation	\$2,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000
Cargill Foundation	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000
Cowles Media Foundation	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,000
Dain Bosworth Foundation	\$3,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,000
H.B. Fuller Company	\$3,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000
Honeywell Foundation	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000
Marbrook Foundation	\$2,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,500
NWNL Companies	\$1,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000
Northern States Power Company	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,000
Piper, Jaffray & Hopwood	\$3,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,500
Elizabeth C. Quinlan Foundation	\$1,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,500
Tennant Company Foundation	\$3,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$8,000
Archie & Bertha Walker Foundation	\$8,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$60,000
Lila Wallace/Reader's Digest Fund	\$60,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$137,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$137,500
Individuals Sponsorships	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$30,000
	\$75,000	\$0	\$0	\$0	\$50,000	\$0	\$0	\$25,000	\$0	\$0	\$0
Subtotal	\$105,000	\$0	\$0	\$0	\$50,000	\$0	\$0	\$25,000	\$0	\$0	\$30,000
TOTAL CONTRIBUTED INCOME	\$652,600	\$10,000	\$0	\$0	\$50,000	\$0	\$0	\$25,000	\$5,000	\$0	\$514,000
<b>EARNED INCOME</b>											
Season Ticket Sales	\$51,051	\$10,210	\$0	\$10,210	\$0	\$10,210	\$10,210	\$10,211	\$0	\$0	\$0
Individual Ticket Sales	\$548,887	\$47,635	\$6,805	\$35,726	\$331,128	\$35,726	\$35,726	\$56,141	\$0	\$0	\$0
TOTAL EARNED INCOME	\$599,938	\$57,845	\$6,805	\$45,936	\$331,128	\$45,936	\$45,936	\$66,352	\$0	\$0	\$0
GRAND TOTAL PROJECTED INCOME	\$1,252,538	\$67,845	\$6,805	\$45,936	\$381,128	\$45,936	\$45,936	\$91,352	\$5,000	\$0	\$514,000





PENUMBRA THEATRE COMPANY  
Board of Directors Meeting  
October 29, 1992

Board members present:

Jim Adams, Jim Carufel, Phyllis Harvin, Terry Hoffman, Kathy Kingman, Reuben Larson, John Milton, Janet Morgan, David Taylor, Janabelle Taylor, Stew Widdess

Board members absent:

Cassius Ellis (emergency surgery); Jim Bransford, Jan Plimpton, Wilbur Thomas (conflicts, arrived as meeting adjourned); Ezell Jones, LaJune Lange

Staff members present:

Lou Bellamy, Sue Cook, Maurine Knighton

I. CALL TO ORDER

In Chairman Ellis's absence, David Taylor convened the meeting at 5:12 pm.

II. MINUTES

The minutes of the 6/27/92 and 9/20/92 Board meetings were approved as submitted.

III. MANAGING DIRECTOR'S REPORT

Maurine Knighton reported that since the last meeting Penumbra has received two significant grants, \$80,000 from the Bush Foundation and \$10,000 from Dayton Hudson. She needs help from the Resource Committee so that she can devote more time to pursue funding, which will include some national travel. The Resource Committee has not yet coalesced, and it is imperative that this be accomplished as soon as possible.

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Maurine and selected Board members will meet soon with the auditors to



review our associations with individual contractors and potential IRS exposure.

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Sue Cook reported:

Last Minstrel Show - box office receipts, \$115,057 vs. \$47,635 projected; audience attendance, 10,758 for 47 performances, average attendance per performance, 80% of house.

Shakin' the Mess Outta Misery - current ticket sales \$17,823 vs. total projections of \$35,736.

Black Nativity - \$62,098 sales to date, \$331,128 projected.

Penumbra's October loan payment of \$50,000 to the MN Nonprofit Assistance Agency (original loan amount of \$150,000) was made early, and the November payment should be made early as well.

September income over expenses was \$92,757.

#### V. ELECTION OF OFFICERS

The Nominating Committee offered the following slate of candidates for 1992-93:

Chairperson - David Taylor  
Vice Chairperson, Personnel - Reuben Larson  
Secretary - Kathy Kingman  
Treasurer - Jim Carufel

Jim Adams moved and Phyllis Harvin seconded that the Board approve the slate with the stipulation that the Chairperson return to the Board with suggestions of members to fill Vice Chairperson (to assist the Chair) and Vice Chairperson, Resource Development, slots at a subsequent meeting. Motion passed unanimously. Officers' terms are effective immediately.

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Though we continue to face urgent space needs for storage and classrooms, the Unidale location does suit Lou's strong desire to keep PTC in this community.

Jim and Janet recommended that the Board agree to the four- to six-month commitment but that we not stop pursuing other options to meet the theater's needs in the meantime. David Taylor moved and Terry Hoffman seconded that the Board accept Jim's and Janet's recommendation. Motion passed unanimously. Erv Dixon will be PTC's contact with the developers.

## VIII. MARKETING

At the beginning of last week, a mailing was sent to all single ticket buyers of Last Minstrel Show offering three- or four-play packages for the rest of this season. On Monday and Tuesday of this week, there was a telemarketing effort at Dayton's resulting in 37 new subscribers. This effort will be extended to 11/4 and 11/5/92, 6:-8:00 pm, downtown Minneapolis Dayton's, 11th floor, and perhaps the following week as well. Maurine and Stew Widdess requested participation of Board members.

A Black Nativity quilt has been commissioned to exhibit in Dayton's window display.

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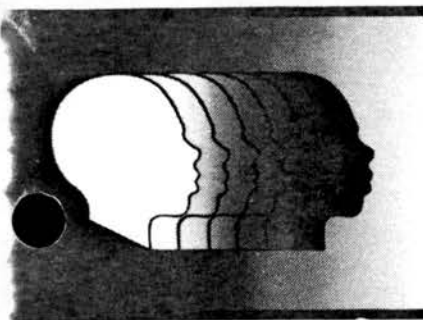
Because of the success of Last Minstrel Show, there was discussion of reviving the run. Various options are being considered.

Chair David Taylor adjourned the meeting at 6:18 pm.

Respectfully submitted,

*Kathy Kingman*

Kathy Kingman  
Secretary



# PENUMBRA

## THEATRE COMPANY

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

ou Bellamy Founder / Artistic Director

Managing Director Maurine D. Knighton

### Company

ou Bellamy  
erry Bellamy  
race Bond  
enny S. Cannon  
oe Carter  
ara Ceaser  
ames Craven  
dna Duncan  
assan Al-Amin  
bdul Salaam El Razzac  
enise Ellis  
athryn Gagnon  
V.J.E. Hammer  
eitu Ken Jones  
Beverly Mahto  
ia Mann-Evans  
arion McClinton  
tis Montgomery  
laude Purdy  
ebecca Rice  
ruce Thompson  
Richard D. Thompson  
ewis Whitlock, III  
ames A. Williams  
Wilson  
Winchell

### Board of Directors

assius Ellis, M.D.,  
Chairman  
ames C. Adams  
ames Bransford  
ames Carufel  
hyllis Harvin  
zell Jones  
athleen Kingman  
udge LaJune Lange  
Reuben Larson  
ohn Milton, M.D.  
Janet Morgan  
Mary Thornton Phillips, Ph.D.  
Janice Plimpton  
David Taylor, Ph.D.  
anabelle Taylor  
Wilbur Thomas  
Stewart Widdess

### Board of Advisors

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

MEETING OF THE BOARD OF DIRECTORS  
Thursday, October 29, 1992  
Hallie Q. Brown Library

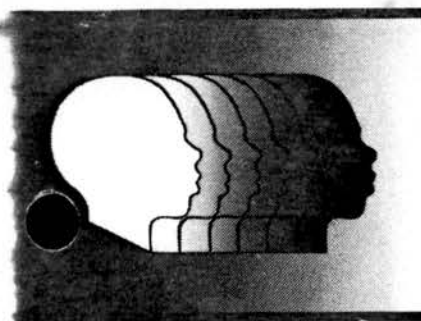
### Agenda

- I. Call to Order
- II. Reading and Approval of Minutes
- III. Managing Director's Report
- IV. Election of Officers
- V. Unfinished Business
- VI. New Business

*- Insurance agreement*

*Facilities Committee*

*Telemarketing  
4-6 PM  
downtown, Dakota  
6-8 PM  
Wednesday - Thursday  
11th floor*



# PENUMBRA

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eitu Ken Jones  
everly Mahto  
a Mann-Evans  
arion McClinton  
tis Montgomery  
aude Purdy  
ebecca Rice  
ruce Thompson  
ichard D. Thompson  
ewis Whitlock, III  
ames A. Williams  
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John Wright, Ph.D.

### MEMORANDUM

TO: Members of Penumbra's Board of Directors

FROM: Maurine D. Knighton *mdk*

RE: OCTOBER 29, 1992, BOARD OF DIRECTORS MEETING

DATE: October 26, 1992

Enclosed please find materials pertinent to the upcoming meeting of Penumbra's Board of Directors. The materials included are as follows:

1. Minutes of 9/20/92 board meeting
2. Packet from 9/20/92 board meeting\*
3. Agenda for 10/29/92 board meeting
4. Slate of nominees for election of officers
5. 1992-'93 committee goals\*\*
6. Board member data sheet

- \* only included in the envelopes of those absent from the 9/20/92 board meeting
- \*\* only included for committee chairs

Please complete the board member data sheet and turn it in at the meeting. It will assist us in determining the optimal times for future meetings, and it will also allow us to update our files with any needed corrections to names, addresses, etc.

Also, please call Rowena Aubrey to let her know whether or not you plan to attend the meeting.

I apologize for the delay in forwarding these materials to you. Thank you for your interest, and I look forward to seeing you Thursday evening.

enclosures

Board of Directors Meeting  
September 20, 1992

Present: David Taylor, Jim Bransford, Terry Hoffman, Wilbur Thomas, Janabelle Taylor, Stew Widdess, Jim Carufel, Jan Plimpton, LaJune Lange, Janet Morgan, Lou Bellamy, Maurine Knighton, Brigitte Parenteau and Sue Cook.

Absent: Cassius Ellis, Phyllis Harvin, Ezell Jones, Mary Phillips and Jim Adams.

I. CALL TO ORDER

The meeting was called to order at 4:30 p.m. David Taylor presiding.

II. READING AND APPROVAL OF MINUTES

The minutes of the June 27, 1992, meeting were distributed. It was decided tha they should be read after the meeting for approval at the next board meeting.

III. MANAGING DIRECTOR'S REPORT

Staff Changes

Paula Sanders, Associate Marketing Director, resigned her position on August 18. Jean Thill, who was with us as a summer intern, returned to school. Brigitte Parenteau who formerly at the Minnesota Opera has joined us as Marketing Director. Tony Martin, our new Box Office Manager, comes to us from the Guthrie Theatre.

Financial Development

Penumbra has received grants from General Mills for \$80,000. \$135,000 over two years from The McKnight Foundation, and \$2,500 from Target Stores. Also "The Last Minstrel Show" opening night fund-raiser brought in \$4,275.

Marketing

The 1992/1993 season subscription sales goal has been met. Subscription orders are still being received, so total sales will surpass our expectations. Also single ticket buyers are being enticed to become season subscribers by pushing lobby sales.

Revenue for The Last Minstrel Show is anticipated to be near \$100,000. This \$100,000 figure reflects season and single



ticket sales. The projected amount was around \$47,000 for single tickets.

The question of the cost of the extension of the "Last Minstrel Show" was raised, which was determined to be around \$6,500 per week. Revenue for the extension is at \$4,300.

Questions were raised regarding the moving of the show to another location or other venues. To make a decision on a long term extension, factors such as rental of a theatre with its own box office, the availability of the actors, and how an extension would affect our next production were considered. Another issue raised was that our subscribers should not be inconvenienced by moving "Shakin" to another location or extending "Minstrel" into the "Shakin" time-frame because of the problems we have already experienced in the box office. The decision to extend in-house through October 18 was made.

An organizational chart and a financial report were distributed during the meeting (see attached).

#### IV. COMMITTEE REPORTS

##### A. Program Committee:

David Taylor and Jim Bransford indicated that they had met once and that they had some information that would be brought up in new business.

##### B. Finance Committee:

The Finance Committee distributed a packet of information including financial statements and balance sheets for the months of July-September. September expenses are \$102,992 and income \$182,300 (see attached).

In reviewing some of the figures on the spread sheets, a question was raised regarding the increased projection of sales for Black Nativity over the 1991/'92 season. This was accounted for by increasing both the seating capacity and the price of tickets for the show. The question of the probability of moving "The Piano Lesson" to a larger seating capacity should we have a large demand was raised, for which the answer given was yes, that is why Piano Lesson is at the end of the season.

The Finance Committee proposed that the Board of Directors adopt the budget on the expense side of \$1,144,081 for the



Board of Directors Meeting  
September 20, 1992  
page 3

fiscal year 1992-'93. The budget was approved by the Board of Directors. Expenses for the 1990/'91 season totaled \$883,000. Although the 1992/'93 season expenses are greater than the previous year, the increase is directly related to

changes that the Board felt necessary to be independent and a first class theatre. There are other objectives and goals which will need additional funding to be discussed in the future.

The question was raised regarding what would happen if our figures don't pan out down the road, how would we justify our expenses, which was answered with the possibility of cutting out one of the shows for the season.

Black Nativity sales were discussed, including whether or not there would be enough sales to fill a larger capacity theatre. It was determined that because of the large number of persons we had to turn away the previous seasons and with the marketing push that is in process there should not be a problem.

A board resolution to obtain a line of credit not to exceed \$30,000 from Western Bank was submitted and approved.

The 1992/'93 audit draft was distributed for review, with any questions or changes to be directed to Janet Plimpton. It was also mentioned that the auditors plan to finalize the audit at the end of the month.

C. Marketing Committee:

The committee will be expanded to include some individuals outside the board, such as public relations, special events and video productions experts to document all of the productions for marketing purposes. The committee is working to increase ticket sales through direct mailings, ads in Twin City Reader, Spokesman and Insight publications. Telemarketing will be done in a conference room at Dayton's for season ticket subscriptions. Board members were also asked to sell 20 subscriptions each. Gift certificates were suggested as a way of selling more season packages.

D. Resource Committee:

The committee has not met. Maurine Knighton spoke regarding expanding the committee to include individuals outside of the board to gain additional expertise. The committee is tentatively scheduled to meet at the end of the month or the

Board of Directors Meeting  
September 20, 1992  
page 4

first part of October. Maurine Knighton has been working on financial development.

E. Facilities:

The committee toured the facility and determined that Penumbra is in great need of expansion. In trying to make a determination such factors as Lou Bellamy's opinion, what is probable, and the community were considered. It seemed that

expansion on this site would be the most advantageous solution. Suggestions were made to contact the Park Board to see about more land and whether or not we can expand up. No further progress has been made at this point.

F. Separation:

LaJune Lange and Erv Dixon met with Denise Ellis who agreed to look over the separation agreement on a pro bono basis, if we can obtain the document from Jeff Cook. The question of the \$80,000 debt was raised along with several possible methods of reducing the deficit. A suggestion was made to include a board member who has more history of the separation issue on the committee. A copy of the separation agreement has been requested from Hallie Q. Brown.

David Taylor commented on the need for each committee to meet at least once a month and to communicate with Maurine Knighton on a bi-weekly basis for updates.

V. UNFINISHED BUSINESS:

Committee assignments and meeting dates were discussed. Jan Plimpton suggested that the Full Board meet every other month instead of every third month. It was voted that a special meeting to elect officers be scheduled in October. It was also brought to everyone's attention that with the large amount of work needed to be accomplished in the near future that Executive Committee meetings during the lunch hour are not filling that need.

VI. NEW BUSINESS:

A suggestion was made to the Board to secure the services of an attorney.

A question was also raised as to the method of how to elect new members. In the past a nominating committee has been used. It was also mentioned that if necessary a change of

Board of Directors Meeting  
September 20, 1992  
page 5

the by-laws may be in order to facilitate the election process.

The meeting was adjourned.

PENUMBRA THEATRE COMPANY  
Board of Directors Meeting  
October 29, 1992

Board members present:

Jim Adams, Jim Carufel, Phyllis Harvin, Terry Hoffman, Kathy Kingman, Reuben Larson, John Milton, Janet Morgan, David Taylor, Janabelle Taylor, Stew Widdess

Board members absent:

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II. MINUTES

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Chair David Taylor adjourned the meeting at 6:18 pm.

Respectfully submitted,

*Kathy Kingman*

Kathy Kingman  
Secretary



# 'Shakin' the Mess Outta Misery' remembers special black women

By Peter Vaughan/Staff Writer

Shay Youngblood's "Shakin' the Mess Outta Misery" at Penumbra Theatre is a memory play that flows gently through the lives and histories of a handful of black Southern women.

## A review

While a couple of the women remain cloudy figures on the edge of Daughter's life, most of them emerge as vital individuals who retained their pride and self-respect

## Shakin' the Mess Outta Misery

**Who:** Penumbra Theatre Company. Directed by Robbie McCauley

**Where:** Martin Luther King Center, 270 N. Kent St., St. Paul

go" and "You must always honor your ancestors."

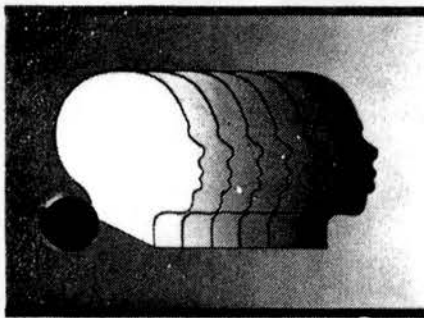
Penumbra's production, directed by Robbie McCauley, stresses memory as the key ingredient of the play. It unfolds slowly and takes time to assert its strengths on Lori Sullivan-Worthman's spare but effective set, which is dominated by a gauzy

performances. Tonia Jackson's Daughter is a beguiling mix of child-like innocence edged with a budding maturity. Patti Shaw's Big Mama bristles with pride and courage. April Anderson lends Aunt Mae fire and humor. Marvette Knight succeeds as both the sensuous Maggie and a dour, but kind undertaker.



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# PENUMBRA THEATRE COMPANY

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

Lou Bellamy Founder / Artistic Director

Managing Director Maurine D. Knighton

## The Company

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Terry Bellamy  
Horace Bond  
Benny S. Cannon  
Joe Carter  
Dara Ceaser  
James Craven  
Edna Duncan  
Hassan Al-Amin  
Abdul Salaam El Razzaz  
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  
Mary Mitchell

October 29, 1992

## Arts Midwest

Minority Arts Administration Fellowships  
Jane Lane Ewart, Senior Program Director  
528 Hennepin Avenue, Suite 310  
Minneapolis, Minnesota 55403

Dear Ms. Ewart:

On behalf of the Board of Directors of Penumbra Theatre Company, I am pleased to forward this letter of support for the enclosed application to the Arts Midwest Minority Arts Administration Fellowship Program. The objectives of this program match closely with those of Penumbra -- each year, we provide more employment and training opportunities to African American artists than any other Twin Cities theater.

## Board of Directors

Cassius Ellis, M.D.,  
Chairman  
James C. Adams  
James Bransford  
James Carufel  
Phyllis Harvin  
Ezell Jones  
Kathleen Kingman  
Judge LaJune Lange  
Reuben Larson  
John Milton, M.D.  
Janet Morgan  
Mary Thornton Phillips, Ph.D.  
Janice Plimpton  
David Taylor, Ph.D.  
Janabelle Taylor  
Wilbur Thomas  
Stewart Widdess

Ms. Brown is an impressive individual with the skills and talents necessary to excel as an arts administrator. Indeed, she has already accomplished much in this arena. Her artistic background clearly enhances her arts administration abilities. We look forward to serving as one of the two host organizations for her fellowship.

Sincerely,

**David V. Taylor**  
Chairperson, Board of Directors

## Board of Advisors

Ervin P. Dixon  
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