

March 23, 2020

**TO:** Board of Directors  
**FROM:** Heller An Shapiro  
**RE:** FY20 Cancellation Projection

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As of January 31, 2020, revenue is \$622,408, which is 85% of the \$727,802 FY20 budgeted revenue.

Expenses are \$288,793, which is 40% of the \$726,227 FY20 budgeted expenses.

**Cash available in our reserve fund is: \$4,276**

**Foundation grants that came in after 1/31/20 include:**

Clark-Winchcole \$10,000  
Jockey Hollow Foundation \$4,000  
Dimick Foundation 3,500  
**TOTAL: \$17,500**

**Anticipated grant revenues include:**

William S. Abell \$25,000  
Paul M. Angell \$20,000  
MESH \$5,000  
Kelley Cares \$4,500  
NEA \$10,000  
**TOTAL: \$64,500**

We budgeted for an additional \$50,000 from individual donors.

AHCMC and MSAC funds (\$70-80,000) arrive July 1 and can be used to fund a portion of FY20 expenses.

Rental fees for classes (and possibly theatres) will be eliminated or greatly reduced.

The attached chart shows that the Alexandria Inclusive Theatre Company's single performance net is **(\$15,144)** which is about normal for 6 performances. It is possible that the rental fee (\$7,779) will be reduced or carried over to the FY21 performances.

In March 2020, the canceled partner classes and payment to Teaching Artists for canceled classes will result in lost revenue of **(\$9,127)**, of which **(\$4,349)** will be Teaching Artist fees. We already agreed to pay the Teaching Artists through the end of March. We will also complete the payment of stipends for the Inclusive Theatre Company and Cabaret artists.

If cancellations continue through all of April, the lost revenue will be an additional (\$13,700), of which (\$5,415) will be Teaching Artist fees.

**If cancellations end in April, total lost revenue is: (\$22,827), including (\$9,764) in Teaching Artist fees.**

In May 2020, if we perform one weekend of the Gaithersburg Inclusive Theatre Company shows, we will incur net lost revenue of (\$4,729). Classes might resume.

Scenario #1 is:

We will move rehearsals for the four remaining Inclusive Theatre Companies and Maryland Cabaret online for as long as necessary. All four scripts have been developed and recorded, and actors are practicing their lines, songs and dances. We are hopeful that at least one weekend of our Gaithersburg ITC May 1-3 or 8-10 performances will be performed live in front of an audience.

Cost for Zoom: \$149-\$224/year

Scenario #2 is:

If #1 is not possible, we can arrange for the four companies (Gaithersburg and Silver Spring) to share the stage on consecutive weekends during our June 12-14 and 19-21 dates at the Silver Spring Black Box.

If we have rehearsals running well online, we may be able to start classes online.

Scenario #3

If #1-2 are not possible, we may be able to live-stream and tape the performances on a closed set (without an audience).

At least one Alexandria ITC is interested in performing the same show in FY21, using the rehearsal time to refine the show, create new characters, and strengthen skills.

Many organizations are continuing to send focused fundraising appeals. For example, individual donations may come in through an appeal to support Teaching Artists, the TV raffle, and direct phone calls to donors.

ArtStream Projections for canceled programs as of 3/23/20

**Program Analysis March thru May 1st week**

**ArtStream Classes:**

Tuition Revenue  
 Venue Rental Payment-Beth El  
 Teaching Artists  
**Total net income**

March-20

April-20
Alexandria Spring Classes- Scenes from the Stage
\$ 795.00
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May-20
week 2 of ITC only? no new classes starting?

**Inclusive Theatre Companies:**

Tuition Revenue-month of March  
 Ticket Sales  
 Ad Sales  
 Concessions  
 Merchandise Sales  
**Total Revenues**

Alexandria ITC-2nd week
\$ 2,963.33
\$ 110.00
\$ 530.00
\$ -
\$ 750.00
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<b>\$ 4,353.33</b>

Gaithesburg ITC-1st Week
\$ 3,000.00
\$ 4,500.00
\$ 500.00
\$ 400.00
\$ 750.00
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<b>\$ 9,150.00</b>

Teaching Artists

*Other Expenses incurred:*

Concessions  
 Venue Rental Payment-estimate  
 ASL Interpretation  
 Filming  
 Total Expenses

\$ (10,600.00)
\$ (125.00)
\$ (7,779.00)
\$ (394.00)
\$ (600.00)
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<b>\$ (19,498.00)</b>
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<b>\$ (15,144.67)</b>

\$ (7,600.00)
\$ (125.00)
\$ (5,260.00)
\$ (394.00)
\$ (500.00)
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<b>\$ (13,879.00)</b>
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<b>\$ (4,729.00)</b>

**Contract/Partner Classes**

Billed Classes  
 Non-billed Classes (loss of income)  
 Teaching Artists Payables

Analysis #1-pay artists
\$ 5,255.25
\$ (6,780.00)
\$ (3,254.00)
\$ (4,349.00)
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<b>\$ (9,127.75)</b>

Analysis #1-pay artists
\$ -
\$ (8,285.00)
\$ -
\$ (5,415.00)
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<b>\$ (13,700.00)</b>

Teaching Artists pending payments on cancelled classes

**Net Income**

**Contract/Partner Classes**

Billed Classes  
Non-billed Classes (loss of income)  
Teaching Artists Payables

Teaching Artists no payments on cancelled classes

**Net Income**

Analysis #2-do not pay TAs

\$ 5,255.25  
\$ (6,780.00)  
\$ (3,254.00)  
\$ -  

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\$ (4,778.75)

Analysis #2-do not pay TAs

\$ -  
\$ (8,285.00)  
\$ -  
\$ -  

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\$ (8,285.00)

## **ArtStream Business Continuity Plan As of March 23, 2020**

1. **A communications plan** including who you are reaching out to, how you do so, and what you say.
  - a) The ArtStream Community - emails regarding general closure information, connect and engage around need/outreach to families
  - b) Families, ArtStreamers – emails, phone regarding cancellations; access to internet/video platforms; connect and engage around videos and ArtStream activities
  - c) Ticketholders – emails, phone regarding how to donate/request a refund
  - d) Partners – options for classes, cancellation policies
  - e) Teaching Artists – email, phone regarding how/when they will be paid; request for involvement with videos and online programming
  - f) Volunteers – email, phone regarding involvement in new online programming; recognition of their important role; keep involved
  - g) Donors – thank you for support, check on their safety, encourage continued support, keep connected
  - h) Grantors – update on plans to continue programs, ensure funding is secure
  - i) Board – email, phone request support and guidance; update on plans
  - j) Vendors – theatres, classroom rentals: phone and email to determine payments due and schedules
  - k) Staff – email, in-person, Teams network; creating telework and safety plans
  
2. A list of the **most essential things your organization needs to keep doing** as you weather this storm (these can be as simple as processing payroll or moving to a remote worker policy).
  - a) Processing payroll for staff and invoices for Teaching Artists
  - b) Checking the mail and processing checks, vendor payments
  - c) Frequent, clear and quick communication to keep community connected
  - d) Evaluate, adjust, pivot

- e) Coordinate teleworking staff
- f) Assess the costs for new/current activities
- g) Sign on to online service and learn how to use it, train Teaching Artists
- h) Manage budgeting and expense/revenue reporting
- i) Continue web development project

3. **Identifying which programs and services you simply can't continue** during this period. Within the context of COVID-19, ask yourself which programs could put your community at risk.

- a) In-person rehearsals and classes, partner programs
- b) Assess staffing levels as needed
- c) Mailings

4. An understanding of and **plan for how you will resume normal business.**

- a) Re-open office
- b) Update donors, grantors, ArtStream community regularly
- c) Assess how virtual classes work and whether they should continue at some level
- d) Re-use videos as training library for new teaching artists and volunteers, social media resource
- e) Prepare for (or re-assess) 2020 Gala and Dance Party September 13, 2020
- f) Outreach to expand classes, follow up with prior contacts and reschedule planned programs
- g) Promote ITC/CAB performances, video of prior performances, classes
- h) Maintain and strengthen expanded online community