



APPROVED
BY THE CITY COUNCIL

SEP 11 1990

OFFICE OF THE
CITY CLERK

AG 90-181

DEPARTMENT OF PARKS
AND COMMUNITY SERVICES

CITY OF SACRAMENTO
CALIFORNIA

1231 I STREET
SUITE 400
SACRAMENTO, CA
95814-2977

ROBERT P. THOMAS
DIRECTOR

916-449-5200

G. ERLING LINGGI
ASSISTANT DIRECTOR

DIVISIONS:
CROCKER ART MUSEUM
GOLF
METROPOLITAN ARTS
MUSEUM AND HISTORY
PARKS
RECREATION
ZOO

WALTER S. UEDA
DEPUTY DIRECTOR

September 7, 1990

City Council
Sacramento, California

Honorable Members in Session:

SUBJECT: Sacramento Ballet Agreement for Arts Activities

SUMMARY

This report recommends that the Sacramento Metropolitan Arts Commission continue to monitor the progress of the Sacramento Ballet and that the City Council authorize and direct the City Manager to execute, on behalf of the City of Sacramento, an agreement with the Sacramento Ballet Association for \$30,000 to fund arts activities.

BUDGET AND FINANCE COMMITTEE ACTION

The attached report was approved by the budget and Finance Committee at their meeting of September 11, 1990.

RECOMMENDATION

It is recommended that the City Council authorize and direct the City Manager to execute, on behalf of the City of Sacramento, an agreement with the Sacramento Ballet for \$30,000 to fund arts activities.

Respectfully submitted,

Wendy Ceccherelli
Wendy Ceccherelli, Director
Metro Arts Division

Recommendation Approved:

Walter J. Slupe
WALTER J. SLUPE, City Manager

Robert P. Thomas
Robert P. Thomas, Director,
Parks and Community Services

KH3/SR-BALLET

September 11, 1990
All Districts

RESOLUTION NO. 90-165

ADOPTED BY THE SACRAMENTO CITY COUNCIL

ON DATE OF _____

RESOLUTION AUTHORIZING THE CITY MANAGER TO EXECUTE AN AGREEMENT BETWEEN THE CITY OF SACRAMENTO AND THE SACRAMENTO BALLET

BE IT RESOLVED BY THE COUNCIL OF THE CITY OF SACRAMENTO:

1. That the City Manager is hereby authorized and directed to execute, on behalf of the City of Sacramento, an agreement with the Sacramento Ballet for \$30,000 for funding of arts activities.

MAYOR

ATTEST:

CITY CLERK

KH3/SR-BALLET

APPROVED
BY THE CITY COUNCIL

SEP 11 1990

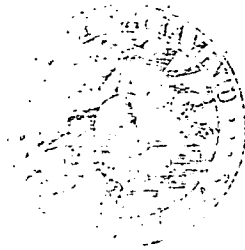
OFFICE OF THE
CITY CLERK

AG 90-181

FOR CITY CLERK USE ONLY

RESOLUTION NO.: _____ 2

DATE ADOPTED: _____



DEPARTMENT OF PARKS
AND COMMUNITY SERVICES

CITY OF SACRAMENTO
CALIFORNIA

1231 I STREET
SUITE 400
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WALTER S. UEDA
DEPUTY DIRECTOR

September 7, 1990

Budget and Finance Committee
Sacramento, California

Honorable Members in Session:

SUBJECT: Sacramento Ballet Agreement for Arts Activities

SUMMARY

This report recommends that the Sacramento Metropolitan Arts Commission continue to monitor the progress of the Sacramento Ballet and that the City Council authorize and direct the City Manager to execute, on behalf of the City of Sacramento, an agreement with the Sacramento Ballet Association for \$30,000 to fund arts activities.

BACKGROUND INFORMATION

In the 1990-91 budget process, the City appropriated \$30,000 as the third and final payment to the Sacramento Ballet to fund arts activities. The City of Sacramento has provided the Sacramento Ballet with \$30,000 a year for the last two years and charged the Sacramento Metropolitan Arts Commission with the responsibility to monitor the financial and programmatic plan of the Sacramento Ballet with regards to operations and debt reduction. The Arts Commission will make a final report to the City in April 1991 on the financial progress and health of the Sacramento Ballet, following review of the programmatic and financial plan and an audit of the most recently completed fiscal year. This report will address the impact of the annual \$30,000 allocation each from the City and County in reducing the accumulated debt and stabilizing the finances of the Sacramento Ballet. Last year in its review of the Ballet's plan, the Awards Committee of the Sacramento Metropolitan Arts Commission was told that "interns and board volunteers would supplement existing staff;

Budget and Finance Committee
Page two
September 7, 1990

\$40,000 of back debt had been repaid over the past three years; all existing board members have committed to stay on and eight new board members have been added; there will be a 2% increase in artistic personnel and 30% decrease in administrative personnel." Although the Sacramento Metropolitan Arts Commission considers the financial condition of the Sacramento Ballet to be tenuous, we felt the financial progress made to date and plans for the future were moving the ballet in the right direction. It is clear there is more funding necessary in order to adequately stabilize the Sacramento Ballet. The plan was accepted unanimously by the Awards Committee on August 11, 1989, and by the Sacramento Metropolitan Arts Commission on September 13, 1989 and is attached as Exhibit A.

FINANCIAL DATA

In the 1990-91 budget process, City Council allocated \$30,000 from the General Fund for the Sacramento Ballet Association to be administered through the Sacramento Metropolitan Arts Commission. The Arts Commission will authorize payment of the first \$27,000 upon execution of the agreement. The remaining \$3,000 will be authorized upon approval of the Sacramento Ballet's financial and programmatic plan for 1990-91 by the Arts Commission.

POLICY CONSIDERATIONS

The Sacramento Metropolitan Arts Commission has over a decade's experience in administering funds in support of the arts. City Council has supported the arts through the years by approving funds for the New Works Awards Program, a multi-cultural grants awards program, and support to arts groups such as the Sacramento Symphony and Sacramento Ballet.

MBE/WBE

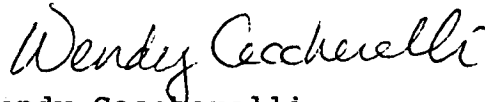
Every effort will be made to reach the City's MBE/WBE goals.

Budget and Finance Committee
Page Three
September 7, 1990

RECOMMENDATION

It is recommended that the Budget and Finance Committee approve this report and refer it to the full City Council for action. Further, it is recommended that the City Council authorize and direct the City Manager to execute, on behalf of the City of Sacramento, an agreement with the Sacramento Ballet for \$30,000 to fund arts activities.

Respectfully submitted,



Wendy Ceccherelli
Director, Metro Arts Division

Approved:



ROBERT P. THOMAS, Director
Parks and Community Services

Recommendation Approved:

JACK R. CRIST
Deputy City Manager

Contact person to answer questions:
Wendy Ceccherelli, Director
Metro Arts Division, 449-5558

September 11, 1990
All Districts

SACRAMENTO BALLET

EXHIBIT A

SACRAMENTO BALLET ASSOCIATION FINANCIAL DOCUMENTATION

Submitted to:

Sacramento Metropolitan Arts Commission
800 Tenth Street, Suite 2
Sacramento, CA 95814

Submitted by:

Sacramento Ballet Association
1812 J Street, Suite 22
Sacramento, CA 95814

Kathleen A. Randlett
President

G. Juri Britts
Executive Director

August 2, 1989

1812 J Street, Suite 22, Sacramento, CA 95814 916.444.2493

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Gloria Deukmejian
Honorary Patron

Violette Verdy
Honorary Patron

Barbara Crockett-Gallo
Founding Director

Ron Cunningham
Artistic Director

Kathleen A. Randlett
President

George J. Britts
Executive Director

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SACRAMENTO BALLET

August 2, 1989

Ms. Mary Lynn Perry
Arts Program Coordinator
Sacramento Metropolitan Arts Commission
800 Tenth Street, Suite 2
Sacramento, CA 95814

RE: Sacramento Ballet Financial Data

Dear Mary Lynn:

Thank you for your letter of July 25, 1989 requesting detailed financial data on the Sacramento Ballet. Per your request, attached please find one (1) copy each of the following:

- 1) 1989-90 Approved Budget
- 2) Unaudited Financial Report for 1988-89
- 3) Treasurer's Report
- 4) Repayment Plan for Current and Accumulated Deficit

I trust that this material addresses the requirement of the Sacramento Metropolitan Arts Commission's Award Committee, and that they will recommend releasing the encumbered 10% (\$3,000.00) for the next scheduled grant distribution payment to our Ballet from the City of Sacramento and similar amount being withheld from the County of Sacramento's loan.

If further information is needed, please do not hesitate to contact me.

Sincerely,

G. Juri Britts
Executive Director

GJB:kg

Attch.

-i-

1812 J Street, Suite 22, Sacramento, CA 95814 916.444.2493

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Executive Director

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I. Introduction and Overview

The Sacramento Ballet Association is pleased to respond back to the Sacramento Metropolitan Arts Commission's request for detailed financial information.

This report is in response to Ms. Mary Lynn Perry's, (Arts Program Coordinator for the Sacramento Metropolitan Arts Commission), request of July 25, 1989 for specific, detailed financial data related to the City of Sacramento's three-year gift, and County of Sacramento's three-year loan, to the Sacramento Ballet Association. Pending approval of this report, the 10% of encumbered monies (\$3,000 City grant, \$3,000 County loan), will be released to the Ballet Association.

The report is divided into four sections:

- 1) 1989 - 90 Board Approved Budget
- 2) Unaudited Financial Report for 1988-89
- 3) Treasurer's Report
- 4) Repayment Plan of 1989-89 Accumulated Deficit

Each section of respective financial data is preceded by a short, narrative introduction. This is for the convenience of the reader.

I. 1989-90 BOARD APPROVED BUDGET

At its June 15, 1989 Annual meeting, the Board of Directors of the Sacramento Ballet Association unanimously approved its Finance Committee's 1989-90 recommended budget. The annual budget for 1989-90 is \$744,484.00, lower than the previous year's approved budget by \$5,218.

The budget includes a projected surplus of \$4,516, which is earmarked for 1986-87 debt reduction.

The following pages include a projected cash-flow for the entire year (July 1, 1989 - June 30, 1990).

SUMMARY:	Prepaid	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Accounts	Actual plus	Total	Variance
REVENUE:	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Receivable	Projections	Budget	
Earned Income	70,336	6,250	5,250	39,114	85,850	67,200	239,600	3,900	4,400	6,400	24,400	1,900	400	0	555,000	550,000	5,000
Contributed Income	1,878	1,350	1,350	28,350	10,000	12,000	16,122	12,000	12,000	11,000	16,000	44,000	10,950	0	177,000	177,000	0
Other Income	0	0	1,000	0	0	4,000	2,000	10,000	0	0	5,000	0	0	0	22,000	22,000	0
Total Revenue	72,214	7,600	7,600	67,464	95,850	83,200	257,722	25,900	16,400	17,400	45,400	45,900	11,350	0	754,000	749,000	5,000
EXPENSES:															Accounts		
Personnel	0	10,678	11,085	24,289	25,074	37,611	29,795	24,666	24,666	28,675	19,873	21,232	14,408	2,000	274,052	277,625	(3,573)
General administration	748	4,555	4,555	4,555	4,341	4,341	4,341	4,341	4,341	4,341	4,341	4,180	4,049	4,110	57,140	57,140	0
Marketing	3,280	170	713	3,013	22,388	4,113	5,213	488	1,500	2,863	375	0	375	5,713	50,200	50,200	0
Development	0	0	0	750	2,500	2,500	3,300	500	250	1,500	0	0	0	0	11,300	11,300	0
Box Office	2,352	100	100	100	3,004	250	22,000	1,250	250	4,450	0	0	0	0	33,856	33,000	856
General production	930	3,666	4,696	2,696	4,046	3,996	4,096	3,496	3,496	3,496	2,646	2,096	2,346	0	41,700	48,700	(7,000)
Production	59	0	0	0	0	63,358	136,723	2,651	2,651	52,777	0	1,800	0	0	260,019	258,519	1,500
Contingency		667	667	667	667	667	667	667	667	667	667	667	667		8,000	8,000	0
Total Expenses	7,369	19,835	21,815	36,069	62,019	116,835	206,134	38,058	37,820	98,768	27,901	29,975	21,845	11,823	736,267	744,484	(8,217)
Cumulative surplus (deficit)	64,845	52,610	38,395	69,790	103,621	69,986	121,574	109,416	87,995	6,627	24,126	40,051	29,556	17,733	17,733	4,516	13,217
=====																	
Beginning cash in bank		29,852	17,043	(17,745)	40,076	64,916	19,448	68,536	29,880	7,341	(74,527)	(57,862)	(11,437)				
This month's surplus (deficit)	64,845	(12,235)	(14,215)	31,395	33,831	(33,635)	51,588	(12,158)	(21,420)	(81,368)	17,499	15,925	(10,495)				
1988-89:															TOTAL	as of	as of
Income received		1,927	1,927	1,927	1,927										7,706	7,706	0
Symphony paid					(8,418)										(8,418)	8,418	0
Cal Central paid															0	28,071	28,071
Other bills paid		(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(618)						(7,618)	15,237	7,619
1987-88:																	
Symphony paid						(12,333)		(12,333)			(12,334)				(37,000)	73,744	36,744
Cal Central paid		(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(12,665)						(18,665)	18,665	0
Other bills paid		(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)		(6,000)	16,758	10,758
1993-91:																	
Income received											12,000	31,000	28,000		71,000		
Loans:																	
River City loan			(20,000)													(20,000)	
Sacramento County				27,000		3,000										30,000	
Ending cash	29,852	17,043	(17,745)	40,076	64,916	19,448	68,536	29,880	7,341	174,527	(57,862)	(11,437)	5,568				

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EARNED INCOME	Prepaid	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Accounts	Actual plus	Total	Variance	
	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Receivable	Projections	Budget		
Subscription sales	70,336	6,000	3,000	15,664											95,000	95,000	0	
Single tickets:																		
Fall Ballet				3,000	36,000										39,000	39,000	0	
Nutcracker				800	42,000	65,000	237,200								345,000	345,000	0	
Spring Ballet										2,500				23,000	23,000	0		
Touring fees									2,000	2,000				2,000	6,000	6,000	0	
Outreach fees								2,500	1,000	500				500	5,000	5,000	0	
Program advertising			2,000	18,000	6,000										26,000	26,000	0	
Scenery/costume rental				400	400	400	400	400	400	400				4,000	4,000	0		
Handling fees		250	250	250	450	800	1,000							3,000	3,000	0		
School tuition				1,000	1,000	1,000	1,000	1,000	1,000	1,000				1,000	1,000	9,000	4,000	5,000
	70,336	6,250	5,250	39,114	85,850	67,200	239,600	3,900	4,400	6,400	24,400	1,900	400	0	555,000	550,000	5,000	
UNEARNED INCOME																		
Individuals		1,350	1,350	350	1,500	3,500	3,500	3,500	3,500	2,500	2,500	3,500	2,950		30,000	30,000	0	
Corporate gifts	1,878			1,000	4,000	4,000	5,122	4,000	4,000	4,000	4,000	4,000	4,000		40,000	40,000	0	
Foundation grants					4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500		40,000	40,000	0	
Government grants:																		
CAC											5,000	5,000			10,000	10,000	0	
SMAC												27,000			27,000	27,000	0	
City of Sacramento				27,000			3,000								30,000	30,000	0	
Miscellaneous															0	0	0	
	1,878	1,350	1,350	28,350	10,000	12,000	16,122	12,000	12,000	11,000	16,000	44,000	10,950	0	177,000	177,000	0	
OTHER INCOME																		
Guild contribution								10,000			5,000				15,000	15,000	0	
Special events			1,000			4,000	2,000								7,000	7,000	0	
	0	0	1,000	0	0	4,000	2,000	10,000	0	0	5,000	0	0	0	22,000	22,000	0	
TOTAL REVENUE	72,214	7,600	7,600	67,464	95,850	83,200	257,722	25,900	16,400	17,400	45,400	45,900	11,350	0	754,000	749,000	5,000	

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PERSONNEL	Prepaid	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Accounts	Actual plus	Total	Variance
		Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Payable			
Wages & salaries:						(3)						(3)					
Artistic Director		3,385	3,385	3,385	3,385	5,077	3,385	3,385	3,385	3,385	3,385	5,077	3,385		44,000	44,000	0
Artistic Assistant				600	600	600	600	600	600	600	600	600	600		4,800	4,800	0
Production Coordinator		248	248	2,678	2,678	4,017	2,678	2,678	2,678	2,678	2,678	4,017			27,276	24,000	3,276
Wardrobe				900	900	1,350	900	900	900	900	900	1,350			9,000	9,000	0
Resident Company				4,280	8,560	12,840	8,560	8,560	8,560	8,560	4,280				64,200	66,000	(1,800)
Executive Director		2,692	2,692	2,692	2,692	4,038	2,692	2,692	2,692	2,692	2,692	4,038	2,692	2,000	37,000	37,000	0
Box Office Manager		725	725	725	725	1,088	725	725	725	725	725	1,088	725		9,425	9,425	0
Box Office Assistant						638									1,276	1,276	(1)
Office Manager		1,308	1,308	1,308	1,308	1,962	1,308	1,308	1,308	1,308	1,308	1,962	1,308		17,000	17,000	0
Prog advertising commission			364	364	364	546	362								2,000	0	2,000
Clerical Assistant		500	500	500	500	750	500	500	500	500	500	750	500		6,500	6,500	0
Payroll tax expense		1,063	1,107	2,092	2,605	3,949	2,682	2,562	2,562	2,562	2,048	2,194	1,033		26,457	26,280	177
Insurance:health		757	757	757	757	757	757	757	757	757	757	757	757		9,084	14,868	(5,784)
Insurance:workmens comp				4,009			4,009						4,009		16,034	17,476	(1,442)
		0	10,678	11,085	24,289	25,074	37,611	29,795	24,666	24,666	28,675	19,873	21,232	14,408	274,052	277,625	(3,573)
GENERAL ADMINISTRATION																	
Interest expense		1,068	1,068	1,068	854	854	854	854	854	854	854	854	854	4,110	15,000	15,000	0
Business manager		800	800	800	800	800	800	800	800	800	800	800	800		9,600	9,600	0
Office rental		690	690	690	690	690	690	690	690	690	690	690	690		8,280	8,280	0
Telephone		597	597	597	597	597	597	597	597	597	597	597	597		7,160	7,160	0
Office supplies	295	434	434	434	434	434	434	434	434	434	434	434	434		5,500	5,500	0
Postage		292	292	292	292	292	292	292	292	292	292	292	292		3,500	3,500	0
Insurance	453	292	292	292	292	292	292	292	292	292	292	131		3,500	3,500	0	
Admin Staff travel		147	147	147	147	147	147	147	147	147	147	147	147		1,760	2,000	(240)
Parking		120	120	120	120	120	120	120	120	120	120	120	120		1,440	1,200	240
Maintenance & repairs		83	83	83	83	83	83	83	83	83	83	83	83		1,000	1,000	0
Dues & publications		33	33	33	33	33	33	33	33	33	33	33	33		400	400	0
		748	6,555	4,555	4,341	4,341	4,341	4,341	4,341	4,341	4,341	4,180	4,049	4,110	57,140	57,140	0

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BOX OFFICE	Prepaid	July Budget	Aug Budget	Sept Budget	Oct Budget	Nov Budget	Dec Budget	Jan Budget	Feb Budget	Mar Budget	Apr Budget	May Budget	June Budget	Accounts Payable	Actual plus Projections	Total Budget	Variance
Box office fees (5%)					1,400		10,000			2,600					14,000	14,000	0
Credit card discount	496	100	100	100	204	250	5,000	1,250	250	250					8,000	8,000	0
Ushers					1,400		7,000			1,600					10,000	10,000	0
Ticket printing/mailling	1,856														1,856	1,000	856
	2,352	100	100	100	3,004	250	22,000	1,250	250	4,450	0	0	0	0	33,856	33,000	856

MARKETING																	
Public Relations Intern				200	300	500	500		250	250					2,000	2,000	0
Subscription brochure	856												5,713		6,569	6,000	569
Single ticket mailer				700	3,500				731						4,931	5,500	(569)
Mailing/postage	2,424	170	600		600		600		406						4,800	4,800	0
Advertising				2,000	2,000	2,000	2,000			2,000					10,000	10,000	0
Tour promotion Newsletter						1,000	1,000				375		375		2,000	2,000	0
Misc. marketing			113	113	113	113	113	113	113	113					1,500	1,500	0
Promotional events					1,000	500									1,500	1,500	0
Season program					14,500		1,000			500					16,000	16,000	0
	3,280	170	713	3,013	22,388	4,113	5,213	488	1,500	2,863	375	0	375	5,713	50,200	50,200	0

DEVELOPMENT																	
Printing & postage				750	1,500	1,500	1,000	500	250	500					6,000	6,000	0
Green room expense						500	1,300			500					2,300	2,300	0
Special events					1,000	500	1,000			500					3,000	3,000	0
	0	0	0	750	2,500	2,500	3,300	500	250	1,500	0	0	0	0	11,300	11,300	0

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GENERAL PRODUCTION	Prepaid	July Budget	Aug Budget	Sept Budget	Oct Budget	Nov Budget	Dec Budget	Jan Budget	Feb Budget	Mar Budget	Apr Budget	May Budget	June Budget	Accounts Payable	Actual plus Projections	Total Budget	Variance
Studio rental		2,500	1,500		800	800	800	800	800	800	800	800	800		11,000	18,000	(7,000)
Warehouse rental		1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125		13,500	13,500	0
Shoes			1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000					8,000	8,000	0
Rehearsal pianist			400	400	400	400	400	400	400	400					3,200	3,200	0
Photography/video					500		500				500				1,500	1,500	0
Maintenance & repairs		100	100	100	100	100	100	100	100	100	100	100	100		1,200	1,200	0
Equipment purchase			500			500									1,000	1,000	0
Auditions	930	70													1,000	1,000	0
Artistic staff travel		42	42	42	42	42	42	42	42	42	42	42	42		500	500	0
Dues & publications		29	29	29	29	29	29	29	29	29	29	29	29		350	350	0
Artistic discretionary fund													250		250	250	0
Piano tuning					50		100				50				200	200	0
	930	3,666	4,696	2,696	4,046	3,996	4,096	3,496	3,496	3,496	2,646	2,096	2,346	0	41,700	48,700	(7,000)
PRODUCTION																	
Stagehands/wardrobe					4,500	25,000				4,500					36,000	36,000	0
Stage manager					500	1,000				500					2,000	2,000	0
Extra tech labor					500	1,000				200					1,700	1,700	0
Payroll tax expense		0	0	0	900	3,240		0	0	624		0	0		4,764	4,764	0
Insurance/workmens comp		0	0	0	344	1,237		0	0	238		0	0		1,819	1,819	0
IATSE benefits		0	0	0	520	2,000		0	0	360		0	0		2,880	2,880	0
Guest dancers					8,000	1,000				6,400					15,400	15,400	0
Lighting designer fee					1,500	2,000				1,500					5,000	5,000	0
Designer/conductor travel					537	537				537					1,611	3,111	(1,500)
Conductor fee					3,000	5,000				3,000					11,000	11,000	0
Orchestra					25,317	58,909				23,668					107,894	107,894	0
Royalties/music					2,500					2,000					4,500	4,000	500
Orchestra parts					2,500										2,500	0	2,500
Theatre rental					4,000	23,000				4,000					31,000	31,000	0
Scenery & props					1,000	3,500				250					4,750	4,750	0
Costume & makeup & wigs					1,500	2,000				1,750					5,250	5,250	0
Lighting rental & labor					3,000	6,000				2,000					11,000	11,000	0
Royalties/choreography															0	0	0
Trucking/shipping	59				241	300				300					900	900	0
Truck rental					300	300				250					850	850	0
Equipment rental					300	300				300					900	900	0
Printing/supplies					400	400				400					1,200	1,200	0
Tour								746	746						1,492	1,492	0
Outreach								1,905	1,905						3,810	3,810	0
Festival											1,800				1,800	1,800	0
	59	0	0	0	0	63,358	136,723	2,651	2,651	52,777	0	1,800	0	0	260,019	258,519	1,500

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III. UNAUDITED FINANCIAL REPORT FOR 1988-89

The Sacramento Ballet Association's Business Manager, Ms. Gaylin Rezek, recently completed our year-end balance sheet for the period July 1, 1988 through June 30, 1989.

Total approved expenses for the year were to be \$749,702.00. The Association ended the 1988-89 fiscal year with a relatively small deficit of only \$15,818.69, in comparison to 1987-88.

This minor deficit is a break in the escalating deficit trend for the Ballet Association and definitely shows a significant improvement in the areas of cost containment, aggressive ticket sale revenue and increase in unearned income. The following table shows the deficit trend line.

TABLE 1

<u>1986-87</u>	<u>1987-88</u>	<u>1988-89</u>	<u>1989-90</u>
(\$90,180)	(\$268,034)	(\$15,818)	\$4,516

The succeeding pages include an unaudited income statement for the period July 1, 1988-June 30, 1989.

SACRAMENTO BALLET ASSOCIATION
BALANCE SHEET
June 30, 1989

ASSETS

Current assets:

CASH IN CHECKING	29,944.97
CASH IN CHECKING (GUILD)	2,913.10
PETTY CASH	200.00

Total current assets	32,958.07
----------------------	-----------

Non-current assets:

OFFICE EQUIPMENT	937.14
COSTUMES & SETS	18,441.30
(ACCUM DEPRECIATION)	(18,150.23)
DEPOSITS	1,500.00

Total non-current assets	2,728.21
--------------------------	----------

Other assets:

ACCOUNTS RECEIVABLE	3,611.51
ALLOWANCE FOR DOUBTFUL ACCTS	(919.00)
GRANTS RECEIVABLE	4,678.00
PREPAID EXPENSES	9,223.06
EMPLOYEE ADVANCE RECEIVABLE	0.00

Total other assets	16,693.57
--------------------	-----------

Total assets	52,379.85
	=====

LIABILITIES AND FUND BALANCE

Accounts payable 1987/88:	
ACCOUNTS PAYABLE	15,757.54
CAL CENTRAL	19,565.23
SYMPHONY	73,743.57

Total accounts payable 87/88	109,156.74
Accounts payable 1988/89:	
ACCOUNTS PAYABLE	15,076.54
CAL CENTRAL	29,071.41
SYMPHONY	3,418.00

Total accounts payable 88/89	51,565.95
Other current liabilities:	
PREPAID SUBSCRIPTIONS	70,336.00
GRANTS APPL TO FUTURE PERIOD	1,978.27

Total other current liab.	72,214.27
Long-term liabilities:	
LOAN PAYABLE - RIVER CITY	100,000.00
LOAN PAYABLE - COUNTY OF SAC	30,000.00
NOTES & INTEREST PAYABLE-BOARD	54,939.00

Total long-term liabilities	194,939.00
Fund balances:	
ACCU DEFICIT - PAST YEARS	(359,737.42)
CURRENT YEAR	(15,618.69)

Total fund balances	(375,356.11)
Total liab & fund balances	52,379.65

SACRAMENTO BALLET ASSOCIATION
 INCOME STATEMENT
 For the Period Ended June 30, 1989

	Income	Year to Date

Earned income:		
SUBSCRIPTIONS		73,598.00
FALL BALLET		35,303.40
NUTCRACKER		326,110.33
SPRING BALLET		19,396.85

Total ticket sales		454,408.58
TOUR - ROSEVILLE		2,197.18
TOUR - GRASS VALLEY		3,250.00
OUTREACH FEES		4,825.00
PROGRAM ADVERTISING		27,575.40
SCENERY/COSTUME RENTAL		6,326.05
SCHOOL TUITION		3,947.00
INTEREST INCOME		301.34
HANDLING FEES		3,402.80

Total other income		51,824.77
Total earned income		506,233.35
 Contributed income:		
INDIVIDUALS		33,223.82
CORPORATE		59,195.00
FOUNDATIONS		31,197.50
CALIFORNIA ARTS COUNCIL		22,139.00
SAC METROPOLITAN ARTS COMM		26,468.00
CITY OF SACRAMENTO		30,000.00
GUILD CONTRIBUTION		17,247.62
FALL PRE-SHOW DINNER		227.50
NUTCRACKER PRE-SHOW DINNER		281.00
SPRING PICNIC		3,923.59
MISCELLANEOUS		3,747.92

Total contributed income		227,650.95
Total income		733,884.30

SACRAMENTO BALLET ASSOCIATION
 INCOME STATEMENT (cont'd)
 For the Period Ended June 30, 1989

	Year to Date
Expenses	

Personnel:	
ARTISTIC DIRECTOR	33,005.00
GENERAL MANAGER	31,605.22
BOX OFFICE/TOUR MANAGER	19,354.00
PRODUCTION COORDINATOR	20,553.20
STAGE MANAGER	3,350.00
OFFICE MANAGER	15,002.00
CLERICAL	125.00
WARDROBE	8,993.00
RESIDENT COMPANY	64,255.00
SCHOOL FACULTY	1,000.00
PAYROLL TAX EXPENSE	19,672.77
INSURANCE-HEALTH	5,794.04
INSURANCE-WORKMEN'S COMP	7,995.97

Total personnel	230,705.20
General & administrative:	
BUSINESS MANAGER	9,600.00
OFFICE RENTAL	6,979.00
PARKING	1,622.05
TELEPHONE	6,785.29
INSURANCE - LIABILITY	3,439.51
MAINTENANCE & REPAIR	603.30
OFFICE SUPPLIES	5,875.51
LEGAL & ACCOUNTING	0.00
POSTAGE	3,907.97
TRAVEL - ADMINISTRATIVE	1,598.82
MEETINGS & CONFERENCES	547.37
DUES & PUBLICATIONS	901.94
INTEREST EXPENSE	17,016.66
PENALTIES	1,518.08
RELOCATION EXPENSE	2,377.02
STAFF MOVING EXPENSES	0.00
DEPRECIATION	3,726.00
MISCELLANEOUS	640.84

Total general & adm.	67,039.36
Box office:	
BOX OFFICE FEES	12,476.60
CREDIT CARD DISCOUNT	6,485.13
USHERS	9,414.91
TICKETS	2,469.59

Total box office	30,846.23

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Year to
Date

(continued)
Marketing:

Season promotion:

BROCHURE	6,110.92
MAILING/POSTAGE	2,500.00
PRINT ADVERTISING	3,657.70
RADIO ADVERTISING	2,825.75

Single ticket promotion:

POSTCARD/MAILER	3,993.72
RADIO ADVERTISING	1,955.00
PRINT ADVERTISING	3,800.90

Other marketing costs:

GROUP SALES EXPENSE	306.91
TOUR PROMOTION	4,463.90
NEWSLETTER	1,372.94
MAILING LIST PURCHASE	665.82
PROFESSIONAL SERVICES	12,221.64
PRESS CLIPPING SERVICE	290.16
MARKETING MISC	422.86

Season program:

SEASON PROGRAM	28,472.59
ADVERTISING SALES EXPENSE	3,828.85

Total marketing	<u>76,889.66</u>
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Development:

BROCHURE	3,978.57
MAILING/POSTAGE	1,632.55
PRINTING	3,714.47
GIFTS/GREEN ROOM EXPENSE	1,679.58

Total development	<u>11,005.17</u>
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General Production

STUDIO RENTAL & SUPPLIES	18,453.88
WAREHOUSE RENTAL	10,734.55
AUDITIONS	47.98
REHEARSAL PIANIST	2,600.00
SHOES	5,874.35
PIANO TUNING	180.00
TRAVEL - ARTISTIC	2,180.26
PHOTOGRAPHY/VIDEO	1,712.19
EQUIPMENT PURCHASE	687.76

Total general production 42,470.91

Production expenses:

GUEST ARTISTS	4,125.00
SET DESIGNER	2,000.00
LIGHTING DESIGNER	4,800.00
STAGEHANDS/WARDROBE	37,960.89
IAATSE	2,698.79
PAYROLL TAX EXPENSE	4,331.33
DESIGNER/CONDUCTOR TRAVEL	4,445.25
MUSIC DIRECTOR	13,600.00
ORCHESTRA	135,367.50
ROYALTIES/MUSIC	2,873.00
ORCHESTRA PARTS	2,781.29
THEATRE RENTAL	29,344.53
SCENERY	5,538.53
PROPERTIES	739.36
COSTUMES	11,815.16
WARDROBE/SHOES	0.00
LIGHTING RENTAL	14,217.26
ROYALTIES/CHOREOGRAPHY	5,650.00
TRUCKING/SHIPPING	0.00
AUTO/TRUCK RENTAL	416.58
EQUIPMENT RENTAL	2,520.76
TOUR	1,096.56
OUTREACH	940.03
FESTIVAL	3,494.62

Total production expenses 290,746.44

Total expenses 749,702.99

Surplus/(deficit) (115,818.69)

Handwritten signature or initials

IV. TREASURER'S REPORT

The Sacramento Ballet Association Treasurer's Report is attached. This report, includes: Update on 1989-90 season subscription sales (80% of goal); list of liabilities and fund balance; list of board loans; and, list of accounts payable.

This report was presented to the Sacramento Ballet Association by its Treasurer, at the July 25, 1989 monthly board meeting.

SACRAMENTO BALLBT ASSOCIATION

Season ticket sales

INCOME

	87/88	88/89	Cum totals % of total	89/90	Cum totals % of goal	Needed to meet goal
4/28		5,571.00	5,571 8%	11,367.00	11,367 12%	
5/3		2,462.00	8,033 11%	12,521.00	23,888 25%	
5/10	19,097.00	7,312.00	15,345 21%	7,612.00	31,500 33%	
5/17		4,797.00	20,142 27%	5,775.00	37,275 39%	
5/24				4,908.00	42,183 44%	
5/31		11,477.00	31,619 43%	7,699.00	49,882 53%	
6/7				8,382.00	58,264 61%	
6/14		6,748.00	38,367 52%	5,478.00	63,742 67%	
6/21		2,094.00	40,461 55%	4,363.00	68,105 72%	
6/28				744.00	68,849 72%	
7/5		3,238.00	43,699 59%	800.00	69,649 73%	
7/12				4,676.00	74,325 78%	
7/19		2,972.00	46,671 63%	1,765.00	76,090 80%	
7/26						
8/2		1,145.00	47,816 65%			
8/18		3,493.00	51,309 69%			
8/26	16,927.00	2,462.00	53,771 73%			
9/2		4,982.00	58,753 80%			
9/9		3,687.00	62,440 85%			
9/16		2,470.00	64,910 88%			
9/23		2,202.00	67,112 91%			
9/30		2,986.00	70,098 95%			
10/7		(130.00)	69,968 95%			
10/10		3,194.00	73,162 99%			
10/13		672.00	73,834 100%			
	36,024.00	73,834.00		76,090.00	95,000	(18,910.00)

Note

* As you evidenced by this chart, at the same time last year (July 19th), season subscription payment was at 63% of the targeted goal. At the same time this year, we are at 80% of our targeted goal. If we continue to sell season subscriptions at this rate, we will easily exceed our projections for this year.

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SACRAMENTO BALLET ASSOCIATION
 Season ticket sales
 NUMBER OF TICKETS SOLD

	87/88	Cum totals 88/89	% of total	89/90	Cum totals	% of goal	Needed to meet goal
4/28		126	126	246	246		
5/3		29	155	255	501		
5/10	501	194	349	110	611		
5/17		109	458	122	733		
5/24			458	161	894		
5/31		268	726	160	1054		
6/7			726	183	1237		
6/14		156	882	113	1350		
6/21		57	939	113	1463		
6/28			939	20	1483		
7/5				22	1505		
7/12		102	1041	87	1592		
7/19		42	1083	38	1630		
7/26							
8/2		42	1125				
8/18	5	105	1230				
8/26	467	29	1259				
9/2		118	1377				
9/9		90	1467				
9/16		68	1535				
9/23		57	1592				
9/30		71	1663				
10/7		-3	1660				
10/10		90	1750				
10/13		18	1768				
=====							
	973	1,768		1,630	2,300		(670)
	37.02	41.76		46.68	41.30		

LIABILITIES AND FUND BALANCE

Accounts payable 1987/88:	
ACCOUNTS PAYABLE	15,757.54
CAL CENTRAL	18,555.23
SYMPHONY	73,743.67

Total accounts payable 87/88	109,166.74
Accounts payable 1988/89:	
ACCOUNTS PAYABLE	15,076.54
CAL CENTRAL	29,071.41
SYMPHONY	3,418.00

Total accounts payable 88/89	51,565.95
Other current liabilities:	
PREPAID SUBSCRIPTIONS	70,356.00
GRANTS APPL TO FUTURE PERIOD	1,878.27

Total other current liab.	72,214.27
Long-term liabilities:	
LOAN PAYABLE - RIVER CITY	100,000.00
LOAN PAYABLE - COUNTY OF SAC	30,000.00
NOTES & INTEREST PAYABLE-BOARD	64,339.00

Total long-term liabilities	194,369.00
Fund balances:	
ACCUM DEFICIT - PAST YEARS	(359,737.42)
CURRENT YEAR	(15,618.69)

Total fund balances	(375,356.11)
Total liab & fund balances	52,379.85
	=====

SACRAMENTO BALLET ASSOCIATION
 Board loans payable

Name	Date	Amount	Total	Interest payable @ 6/30/88	Interest payable 7/1/88-6/30/89
Randlett	9/25/87	25,000			
	12/1/87	(10,000)			
	2/10/88	3,000			
	2/26/88	1,000			
	3/10/88	10,000			
	3/24/88	3,000			
	3/31/88	(1,700)			
	4/8/88	4,000			
		523			
			44,928	1,973.96	3,594.24
McCann	2/26/88	1,000			
	4/8/88	1,000			
	8/88	(2,000)			
			0	49.92	0.00
Samuels	2/26/88	700			
			700	21.25	56.00
Srenz	2/26/88	500			
			500	15.00	40.00
Priest	2/26/88	1,000			
			1,000	30.00	90.00
Keilholz	4/5/88	1,000			
			1,000	20.64	90.00
Tsakopoulos	8/88	15,000			
	1/89	(5,000)			
			10,000		900.00
			58,128	2,111	4,750

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SACRAMENTO BALLET ASSOCIATION
 Accounts Payable
 20-Jul-89

1987/88	TOTAL	Jan	Feb	Mar	Apr	May	June
Bmnett O'Sullivan	10,617.90	10,617.90					
Gallo Enterprises	5,000.00			1,500.00	3,500.00		
Paulette Bruce-Miller	413.84						413.84
Meta Research	376.00			376.00			
Society des Auteurs	350.00			350.00			
	16,757.74	10,617.90	0.00	2,226.00	3,500.00	0.00	413.84

1988/89	TOTAL	Jan	Feb	Mar	Apr	May	June
Bruce-Miller, Paulette	2,329.29	2,329.29					
Le Clercq	2,000.00	2,000.00					
Gwen Amos (subscription)	1,619.98	1,619.98					
EZAP	1,500.75	1,500.75					
Boosey & Hawke	1,373.00				1,373.00		
Capitol Plaza	1,334.00	1,334.00					
Tom's Printing	1,228.66	1,228.66					
KFBE/EABE	1,125.00	1,125.00					
Gwen Amos (development)	668.30	668.30					
Dan Pool	650.00						650.00
State Fund	607.00						607.00
Taffy's	294.06	246.52		25.64	9.30	(30.30)	42.90
MCI	125.31						125.31
Palmer Photographic	73.21						73.21
Sansha	48.98				48.98		
Sue West	45.00						45.00
Sac Val	34.00						34.00
Federal Express	20.00						20.00
	15,076.54	12,052.50	0.00	25.64	1,431.28	(30.30)	1,597.42

V . REPAYMENT PLAN FOR 1986-89 DEFICIT OVERALL STRATEGY

The Sacramento Ballet Association Board of Director's endorsed the Finance Committee's 1989-90 budget, which is projecting a \$4,160 surplus by June 30, 1990. These funds will be earmarked for retiring the 1986-97 debt.

Further, the Finance Committee recommended that for the following two years (1990-91 and 1991-92), the Ballet's budget be frozen at the 1989-90 level of \$744,484.

Additionally, each year, for the following two years, the Ballet Board of Directors will need to raise an additional \$71,000 over the regular unearned income goal for the Association. This sum, \$142,000, will be used exclusively to retire the balance of the cumulative debt, with the exception of Board loans and the County of Sacramento loan. We will reach this debt reduction goal by a combination of factors: continued cost-containment; receipt of in-kind services; ticket trade for service; stronger board fundraising (we have increased our board by seven new members, thereby potentially increasing our targeted unearned income goal by 30%).

If all projections are met, then all creditors, with the exception of Sacramento Ballet Association members and County of Sacramento, will have been paid by June 30, 1992. At that time, a plan will be devised for repayment of these final two groups of creditors.

Cost Containment

The Ballet Association is continuing to pursue an aggressive policy of cost containment. In this regard, it has terminated its lease with the YWCA for rehearsal space, (\$1,500/month + \$100/month maintenance = \$1,600) and negotiated a two-year lease with the Eastern Star Hall at 27th and K Streets in Sacramento for \$800/month. Net savings for the next year will be \$9,600!

This September, we will be paying down our River City Bank Loan by \$20,000. This will reduce our monthly interest to the bank by 20%.

The Ballet Association is working closely with the Sacramento Symphony in reducing costs for their services for the next year. Tentatively, a 30% reduction in symphonic costs will be realized over last year's costs. The Ballet Association will continue to work with Sacramento Symphony management in seeking creative ways to keep symphonic costs at a reasonable level for the Ballet for the next two years, so that we can achieve the full debt repayment schedule as proposed.

The following pages include a copy of the Sacramento Ballet's goals and objectives for the 1989-90 season, as collectively agreed upon at our Strategic Long Range Planning Retreat at Homewood California on May 13, 1989. This retreat was facilitated by volunteer, outside consultants, Heidi Kolbe and Dennis Jones. The key goals agreed upon can be found on page 29, and they are in priority order, the following:

1. Balance the Budget
2. Pay off the Debt
3. Maintain and Elevate Artistic Standards

The report follows.

SACRAMENTO BALLET ASSOCIATION
GOALS AND OBJECTIVES FOR 1989-90 SEASON

Developed by:

The Sacramento Ballet Association Board of Directors
at their Strategic Long Range Planning Retreat
at Fluer Du Lac
Homewood, California

May 13, 1989

Kathleen Randlett, President
Ron Cunningham, Artistic Director
George Britts, Executive Director

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ATTACHMENT

Resumes of Facilitators
Heidi Kolbe and Dennis Jones of the Kolbe Company

AGENDA

Sacramento Ballet Association Strategic Long Range Planning Retreat

Fleur Du Lac
Lake Tahoe, California
Saturday May 13, 1989

DISCUSSION ITEM	RESPONSIBLE PERSON	TIME
1. Introductions	George Britts Executive Dir. S.B.A.	10:45-10:50 AM
2. Facilitation Process	Heidi Kolbe Kolbe Company	10:50-10:55 AM
3. Agenda/Group Accept- ance or Modification	Dennis Jones Kolbe Company	10:55-11:00 AM
4. Long Range Vision (Describe in one sentence what the ballet will look like in ten years)	Dennis Jones	11:00-11:15 AM
5. Goals: Develop a prioritized list of goals including: working definition; brainstorming list; prioritized goals.	Heidi Kolbe	11:15-11:45 AM
6. Objectives for next 12 months (Develop a list of objectives in support of high priority goals in triads. Working definition; 1 objective for each high priority goal; clean up objec- tives.	Dennis Jones	11:45-12:20 PM
7. Prioritize Objectives (Identify those objectives into the highest importance and easiest to implement: easy/hard sort; importance sort; review easy/important group)	Heidi Kolbe	12:20-12:30 PM
8. Next Steps (Poll participants on which objective they wish to work on)	Heidi Kolbe	12:30-12:35 PM
9. Closure (Review process, summarize and close)	Heidi Kolbe	12:35-12:45 PM

FACILITATION CORNERSTONES

- * Focus on Front of Room
- * Be Open and Honest
- * Equal Voice = Equal Respect
- * Be Non-Judgemental of self and others
- * Be Clear
- * Have HIGH Perspective
- * Perception = Reality
- * Confidentiality

S.M.A.R.T. Process

Objective: Outcome to be achieved

Specific

Measurement

Achievability

Relevance

Timing

WHAT WILL THE SACRAMENTO BALLET LOOK LIKE IN 10 YEARS?

- Group 1: To become an outstanding regional performing and touring company with full houses and a positive cash flow
- Group 2: Nationally known and internationally recognized touring ballet company that supports the creation of new work and that has a balanced budget and it's own facility
- Group 3: An internationally recognized, fiscally sound, well established ballet company with properly owned and maintained facilities that is at least on par with other major arts organizations in Sacramento
- Group 4: A performing and training ballet company with high artistic standards that serves the community's artistic needs with a national reputation and that is financially stable

GOALS

<u>Agreed Upon Goal</u>	<u># of Votes</u>
1) Balanced Budget	10
2) Pay Off the Debt	11
3) Maintain/Elevate Artistic Standards	12
4) \$ \$ \$	2
5) Est. Dancer Trng. Program/School	5
6) Upgrade Facilities/Equipment	6
7) Better Performance Attendance	8
8) Larger Audience Share	0
9) 60% Subscribed	7
10) More Performing Opportunities	4
11) Expand Corporate Endowment	1
12) One or More Community Where We Are Resident	2
13) More Community Involvement	5
14) Large Community-Based Volunteer Organization	2
15) Work with City/Developer/Others for New Performing and Rehearsal Space	4
16) Well Established Fundraising Activities	3
17) Breadth of Teaching for Dancers	0
18) Expand Company Size	4
19) Expand Staff Size	4
20) Exceed Symphony Budget for Dancers	0
21) Salaries (Dancers/Staff) on par with Comparable Dance Companies	4
22) Strengthen Board's Ability to Fundraise	6
23) Strengthen Board with More Key Members	7

SACRAMENTO BALLET ASSOCIATION

1989-90 SEASON GOALS

1. Balanced Budget

- a.) Pursue 35th Anniversary Plan and successfully approach 4 new companies who will donate \$5,000 each by Sept. 1989
- b.) Exceed dollar amounts by 10% in the budget for corporate and individual donations
- c.) Provide one day training session for board members to develop and implement fundraising plan by July 30th

2. Pay Off the Debt

- a.) Become 40% subscribed in the 1989-90 season without diminishing single ticket sales
- b.) Have "Retire the Debt" fundraisers to raise at least \$5,000 by June 30, 1989
- c.) To expand the Board with experienced fundraising people with access to decision makers and to assign someone on the Board to be fund developer by September 1, 1989

3. Maintain and Elevate Artistic Standards

- a.) To hire an Assistant Artistic Director to compliment and enhance the teaching of the apprentices and professional company by September 1, 1989
- b.) To retain 50% of the professional dancers that the Artistic Director wishes to keep for the 1989-90 season
- c.) To have 1 local and 1 international tour during the 1990-91 season
- d.) To have 2 additional resident locations for 1990-91

fac·il·i·tate (fā-sil'ē-tā), v.: 1. A process which generates ideas, solutions and agreements to complex problems and motivates teams to work together productively. 2. To lessen the labor of; to brainstorm; to assist.

fac·il·i·ta'tor (fā-tū'tēr), n.: 1. Heidi Kolbe. 2. One who motivates and energizes a group for action by leading meetings for peak production. 3. One who coaches teams for successful transition in times of organizational change.

HEIDI KOLBE

Heidi Kolbe specializes in leading people to achieve winning solutions. She has led groups in problem solving since 1973 and was a principal in the Sacramento County Facilitation Cadre. She has provided facilitation services for public and private groups including:

El Dorado County Board of Supervisors and Planning Commission
Sacramento County Health Department
Sacramento County Planning Task Force
American Management Association program
International Association of Treasurer-Tax Collectors, County Clerks, Recorders and Election Officials
Governor's Task Force on Dispute Resolution
California County Recorders Association
City of Sacramento
Sacramento County Management Development Committee
Children's Agenda Statewide Conference
Sacramento County Systems and Data Processing
Weight Watchers International
American Society for Training and Development
Sacramento County Planning Department
Sacramento County District Attorney
Sacramento County Property Data Base Committee
Los Rios Community Colleges

Heidi has two undergraduate degrees and has done graduate work in Government. She combines her education with 15 years of public agency management.

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fac-il-i-ta'tor (-tăt'ēr), n.: 1. Heidi Kolbe. 2. One who motivates and energizes a group for action by leading meetings for peak production. 3. One who coaches teams for successful transition in times of organizational change.

DENNIS JONES

Dennis Jones has an undergraduate degree in psychology and a Master's degree in counseling. He is a licensed marriage, family and child counselor and has extensive experience in crisis intervention, mediation and family theory. Dennis has facilitated meetings for more than nine years. He has received training from Facilitation Associates and Interaction Associates and was a principal in the Sacramento County Facilitation Cadre.

He has facilitated for public and private groups including:

- Dispute Resolution Advisory Committee
- American Management Association Program
- Sacramento Municipal Court Management Training
- Saint Peters Lutheran Church
- Countywide Personnel System review
- Sacramento County Planning Department
- Sacramento County Clerk-Recorder
- Joint Courthouse Construction Committee
- Management Development Committee

Dennis has more than 19 years experience in public agency management.

CITY OF SACRAMENTO

REGRANTING PROGRAM / 1990-1991 CONTRACT

This Agreement is made and entered into the _____ day of _____, 1990, by and between the City of Sacramento, a municipal corporation (hereinafter referred to as "City"), and the Sacramento Ballet Association, a nonprofit corporation (hereinafter referred to as "Contractor").

Whereas, the City is now implementing a funding program in support of local arts organizations, and;

Whereas grant funds have been allocated to the Sacramento Ballet Association.

Now, therefore, the parties mutually agree as follows:

1. City shall pay to Contractor the sum of \$30,000 as follows: \$27,000.00 upon execution of this agreement; and \$3,000.00 upon approval, by the Sacramento Metropolitan Arts Commission, of a programmatic and financial plan covering Sacramento Ballet Association's operations and debt reduction for a minimum of twelve months from the date submitted. This plan shall be submitted within sixty (60) days of the execution of this agreement. The Arts Commission will make a final report to the City in April 1991 on the financial progress and health of Contractor, following review of the plan and an audit of the most recently completed fiscal year. All sums granted hereunder shall be used only for purposes outlined in the programmatic and financial plan. Contractor agrees to accept said sum as full payment for the rendering of services therein enumerated.
2. Contractor shall keep all accurate and detailed books and records in connection with the services performed under this agreement, in order that the City's Director of Finance may properly audit all expenditures made pursuant to this agreement.
3. Contractor further agrees that the City's Director of Finance shall at all times have access to all books, records and accounts kept by Contractor in connection with all sums expended under this agreement, for the purpose of making an audit of all expenditures made by contractor in the performance of this agreement.

4. Contractor certifies that any goods or services provided and any persons employed pursuant to this agreement shall be without discrimination based on sex, color, religion, national origin, ancestry, handicap or sexual orientation.
5. Contractor and the agents and employees of Contractor, in the performance of this agreement, shall act in an independent capacity and not as officers or employees or agents of the City.
6. This agreement requires a match of funds by the Sacramento Ballet Association.

In witness whereof, the parties hereto execute this agreement as of the day and year first above written.

City of Sacramento,
A Municipal Corporation

By _____
Walter J. Slipe, City Manager

Sacramento Ballet Association

By _____

Attest:

City Clerk

Approved as to Form:

DEP Deane B. Ball
City Attorney

kw4/ballet



OFFICE OF THE
CITY CLERK
SPECIALIZED SERVICES

CITY OF SACRAMENTO
CALIFORNIA

CITY HALL
ROOM 303
915 I STREET
SACRAMENTO, CA
95814-2671

916-449-8200

September 28, 1990

Sacramento Ballet Association
Sierra 2
2791 24th Street #16
Sacramento, CA 95818

On September 11, 1990, the Sacramento City Council adopted Resolution No. 90-765 authorizing the execution of Agreement No. 90-181 regarding the Regranting Program.

Enclosed, for your records, is one fully certified copy of said agreement and authorizing resolution.

Sincerely,

Virginia Henry
Assistant City Clerk

jb/8.3

Enclosures