

**OREGON SHAKESPEARE FESTIVAL  
OPERATING BUDGET SUMMARY**

|  | <i>2006<br/>Actual</i> | <i>2007<br/>Actual</i> | <i>2008<br/>Actual</i> | <i>2009<br/>Actual</i> | <i>2010<br/>Budget</i> |
|--|------------------------|------------------------|------------------------|------------------------|------------------------|
| <b>EARNED INCOME</b>                     |                        |                        |                        |                        |                        |
| Ticket Revenue - Plays                   | \$14,603,000           | \$15,487,517           | \$15,796,842           | \$17,098,086           | \$17,053,300           |
| Ticket Revenue - Other                   | 190,300                | 205,933                | 171,791                | 168,852                | 147,500                |
| Concessions                              | 303,400                | 311,526                | 311,723                | 334,688                | 312,900                |
| Development Events                       | 55,600                 | 65,694                 | 166,221                | 81,490                 | 65,700                 |
| Publications                             | 64,900                 | 63,440                 | 57,940                 | 58,127                 | 64,600                 |
| Education Programs                       | 221,100                | 222,725                | 225,079                | 213,112                | 235,100                |
| Advertising                              | 240,300                | 202,905                | 226,896                | 176,615                | 208,700                |
| Interest and Dividends                   | 282,000                | 215,557                | (295,167)              | 87,303                 | 70,600                 |
| Endowment Income                         | 1,345,600              | 1,494,061              | 1,578,596              | 1,476,226              | 1,324,900              |
| Other Income                             | 585,400                | 455,925                | 518,767                | 615,213                | 300,300                |
| Total Earned Income                      | <u>\$17,891,600</u>    | <u>\$18,725,282</u>    | <u>\$18,758,689</u>    | <u>\$20,309,711</u>    | <u>\$19,783,600</u>    |
| <b>OPERATING EXPENSES</b>                |                        |                        |                        |                        |                        |
| Artistic                                 | \$7,498,000            | \$8,302,915            | \$8,828,985            | \$9,342,327            | 9,379,100              |
| Production                               | 5,756,800              | 5,987,320              | 6,409,339              | 6,780,001              | 6,599,600              |
| Marketing and Communications             | 1,932,600              | 2,552,199              | 2,672,828              | 2,308,883              | 2,346,200              |
| Education Programs                       | 707,100                | 836,448                | 833,152                | 828,801                | 857,300                |
| Development                              | 1,040,100              | 820,966                | 847,644                | 751,792                | 833,500                |
| Box Office                               | 1,316,800              | 1,332,506              | 1,385,729              | 1,450,748              | 1,422,400              |
| Physical Plant                           | 1,060,200              | 1,101,056              | 1,144,005              | 1,014,776              | 1,026,700              |
| General Administration                   | 2,303,300              | 2,573,759              | 2,839,737              | 2,802,201              | 2,713,200              |
| House Management                         | 284,000                | 281,043                | 302,262                | 307,455                | 304,400                |
| Concessions                              | 212,000                | 221,008                | 219,091                | 230,497                | 227,700                |
| General Equipment                        | 166,900                | 130,304                | 137,378                | 149,893                | 150,300                |
| Depreciation                             | 442,400                | 566,895                | 570,907                | 557,820                | 574,200                |
| Compensation Plan Reserve                | -                      | -                      | -                      | -                      | 300,000                |
| Contingency                              | 96,500                 | -                      | 10,000                 | 35,000                 | 55,000                 |
| Total Operating Expenses                 | <u>\$22,816,700</u>    | <u>\$24,706,422</u>    | <u>\$26,201,058</u>    | <u>\$26,560,194</u>    | <u>\$26,789,600</u>    |
| <b>EARNINGS GAP</b>                      | <b>(\$4,925,100)</b>   | <b>(\$5,981,140)</b>   | <b>(\$7,442,369)</b>   | <b>(\$6,250,483)</b>   | <b>(\$7,006,000)</b>   |
| <b>CONTRIBUTED INCOME</b>                |                        |                        |                        |                        |                        |
| Memberships                              | \$3,818,900            | \$4,199,418            | \$4,626,990            | \$4,452,655            | \$4,370,100            |
| Other Operating                          | 366,000                | 416,210                | 429,119                | 424,389                | 372,700                |
| Support Groups                           | 201,800                | 205,325                | 205,100                | 78,050                 | 108,100                |
| Government Grants                        | 245,300                | 213,700                | 279,201                | 339,394                | 356,000                |
| Foundations                              | 353,500                | 439,245                | 662,335                | 774,347                | 934,100                |
| Corporations                             | 345,700                | 456,982                | 394,139                | 450,701                | 440,000                |
| Subtotal                                 | <u>\$5,331,200</u>     | <u>\$5,930,881</u>     | <u>\$6,596,884</u>     | <u>\$6,519,536</u>     | <u>\$6,581,000</u>     |
| Artistic Opportunities Fund              |                        |                        |                        |                        | 425,000                |
| Total Contributed Income                 | <u>\$5,331,200</u>     | <u>\$5,930,881</u>     | <u>\$6,596,884</u>     | <u>\$6,519,536</u>     | <u>\$7,006,000</u>     |
| <b>NET ADDITION / (LOSS) TO RESERVES</b> | <u>\$406,100</u>       | <u>(50,259)</u>        | <u>(845,485)</u>       | <u>269,053</u>         | <u>-</u>               |

**PRODUCTION STATISTICS**

|   |                |                |                |                |
|---|----------------|----------------|----------------|----------------|
| # Plays Produced                        | 11.0           | 11.0           | 11.0           | 11.0           |
| # of Performances                       |                |                |                |                |
| Angus Bowmer Theatre                    | 397            | 398            | 406            | 407            |
| New Theatre                             | 268            | 268            | 263            | 263            |
| Elizabethan Theatre                     | 108            | 108            | 114            | 114            |
| Total Performances                      | <u>773</u>     | <u>774</u>     | <u>783</u>     | <u>784</u>     |
| Total Capacity                          | 443,836        | 447,818        | 451,711        | 460,801        |
| % of Capacity                           | 87.3%          | 90.4%          | 88.7%          | 89.0%          |
| Total Attendance                        | <u>387,474</u> | <u>404,735</u> | <u>400,851</u> | <u>410,034</u> |
| Average Ticket Price (Total Attendance) | \$37.69        | \$38.27        | \$39.41        | \$41.70        |