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REGULAR BOARD MEETING THOUSAND OAKS ALLIANCE FOR THE ARTS

Thursday, August 10, 2017 – 8:00 A.M.
Thousand Oaks Civic Arts Plaza – Acorn Room
2100 Thousand Oaks Blvd., Thousand Oaks, California

MISSION STATEMENT

To advance, support, and present visual and performing arts, cultural events, and arts education at the Bank of America Performing Arts Center.

VISION

A place where the arts thrive for all.

AGENDA

- 1. CALL TO ORDER**
- 2. ROLL CALL:** Chair Leanne Neilson, Vice-Chair Robert Biery, Treasurer John Bradley, Secretary David Mead, Board members Eloise Cohen and Judy Linton
- 3. PUBLIC COMMENTS**
- 4. MINUTES**
 - A. Approval of minutes from the July 13, 2017 Board meeting.
- 5. BOARD BUSINESS**
 - A. BOARD ADMINISTRATION**
 - i. Three-month Look Ahead at Potential Actions and Projects
 - B. COMMITTEES**
 - i. Ad Hoc Nominating Committee – Update
 - ii. Dr. Raymond Olson Performance Grants Committee - Update
 - iii. Ad Hoc Endowment Committee – Update
 - C. DEVELOPMENT**
 - i. Founders Reception Review and Approval of Final Budget
 - ii. Development Plan Discussion
 - iii. Donor Activity Reporting Software - Update
 - iv. Angels of the Alliance Update



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D. FINANCE

- i. Operating Budgets
 - a. Review Draft Budget for FY 2017-18
 - b. Discussion on FY 2016-17 P&L Report Format

E. PROGRAMMING

- i. CAP Presents programming
 - a. FY 2016-17 ticket sales
 - b. FY 2017-18 ticket sales
 - c. Review of future CAP Presents programming

F. FUTURE PROJECTS

- i. Approve Formation of Ad Hoc Committee for History Wall Project

6. BAPAC RESIDENT COMPANIES

- A. Advertising Support
- B. Resident Company Presentations to TOARTS Board

7. OTHER BUSINESS

8. EXECUTIVE DIRECTOR COMMENTS

- A. Strategic Planning Retreat – September 30, 2017 (8:00am – 12:00pm)
 - i. Agenda and Goals of Retreat
- B. New Board Member City Council Ratification scheduled for August 29, 2017
- C. Conflict of Interest Policy
- D. Primary Staff Liaison

9. BOARD MEMBER COMMENTS

10. AGENDA FOR NEXT MEETING

- A. August 18, 2017 (Special Meeting)
- B. September 14, 2017 (Regular Meeting)

11. ADJOURNMENT

Americans with Disabilities Act (ADA): In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting or other services in conjunction with this meeting, please contact the Cultural Affairs Department at 805-449-2700. Upon request, the agenda and documents in this agenda packet, can be made available in appropriate alternative formats to persons with a disability. Notification at least 48 hours prior to the meeting or time when services are needed will assist City staff in assuring that reasonable arrangements can be made to provide accessibility to the meeting or service.



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ACTION MINUTES

THOUSAND OAKS ALLIANCE FOR THE ARTS REGULAR BOARD MEETING

Thursday, July 13, 2017; 8:00 AM
Thousand Oaks Civic Arts Plaza – Acorn Room
2100 Thousand Oaks Blvd., Thousand Oaks, California

1. **CALL TO ORDER:** Meeting called to order at 8:03am in the Founders Room
2. **ROLL CALL:** Present – Chair Leanne Neilson, Vice-Chair Robert Biery, Treasurer John Bradley, Secretary David Mead, and Board Members Eloise Cohen and Judith Linton

Staff: John Adams, Tracy Noonan, Niki Richardson and Jonathan Serret; Additional staff present: Beth Neal

3. **PUBLIC COMMENTS:** None

4. **MINUTES:**

MOTION: Mead made motion to approve the minutes of the June 8, 2017 TOARTS Board Meeting, seconded by Biery; approved 6-0.

5. **OTHER BUSINESS**

- A. **TOARTS Board Strategic Planning Retreat**

- a. Scheduled for September 30, 2017; 8:00am – 12:00pm

- B. **TOARTS Special Board Meeting**

- a. Scheduled for August 18, 2017; 8:00am

6. **BOARD BUSINESS**

- A. **BOARD ADMINISTRATION**

- a. Record Retention Policy Approval

MOTION: Cohen made motion to approve Record Retention Schedule, as outlined by staff, seconded by Biery; approved 4-1, Mead absent and Bradley dissenting. Board to review for updates in January 2018.

- B. **COMMITTEES**

- a. Ad Hoc Nominating Committee – **No Action Taken**
 - b. Ad Hoc Investment Advisory Committee – **No Action Taken**
 - c. Dr. Raymond Olson Performance Grants Committee – **No Action Taken**



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C. DEVELOPMENT

- a. Angels Luncheon Debrief – **No Action Taken**
- b. Kids in the Arts *Noah's Ark* Debrief – **No Action Taken**
- c. Founders Services Report – **No Action Taken**
- d. Development Plan – **No Action Taken**
 - i. Special Events – TOARTS Board consensus to move forward with Founders Event in September
 - ii. Angels of the Alliance Plan FY 2017-18 – Review at August meeting

D. FINANCE

- a. Operating Budgets
 - i. Development Recommendations – **No Action Taken**
 - ii. End of FY 2016-17 P&L Report – **No Action Taken**; Review Format in August

E. PROGRAMMING

- a. CAP Presents Programming
 - i. FY 2016-17 ticket sales – **No Action Taken**
 - ii. FY 2017-18 ticket sales – **No Action Taken**
 - iii. Review of future CAP Presents programming – **No Action Taken**

F. FUTURE PROJECTS

- a. History Wall Project in Kavli Lobby – **No Action Taken**; Return in August to decide Ad Hoc Committee formation

7. EXECUTIVE DIRECTOR COMMENTS: No Action Taken

8. BOARD MEMBER COMMENTS: No Action Taken

9. AGENDA FOR NEXT MEETING: No Action Taken

10. ADJOURNMENT: Adjourned at 9:42 a.m. until 8:00 a.m. on August 10, 2017

2017 Fall Founders Reception Proposed Budget
based on 50 people attending

	Budget	Actual
Expenses	Amount	
Event rentals	\$ 2,000.00	
Founders Room rental	\$ 400.00	
Bar	\$ 1,250.00	
Catering	\$ 3,960.00	
Décor	\$ 500.00	
Invitations printing	\$ 350.00	
Reusable event materials	\$ 1,100.00	
Staff	\$ 500.00	
Founders Gift	\$ 750.00	
Miscellaneous	\$ 500.00	
Total Expenses	\$ 11,310.00	



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July 3, 2017

Board of Directors
TOARTS
2100 Thousand Oaks Blvd.,
Thousand Oaks, CA 91362

RE: Development Research Report

This three-part report provides you with an overview of my research, interviewee observations and recommendations for a development plan. Based on this report, if the Board approves my recommendations, I will then create a comprehensive development plan for approval by August 2017.

Part I: RESEARCH

Since starting work on May 1, 2017 I have conducted upward of 25 interviews with former board members and many Founders of Alliance for the Arts. I have also spoken with resident company staff and I have more interviews scheduled for dates past this report. I interviewed people who have been involved with the organization for a myriad of years ranging from very recently to right from the beginning; from 'heavily involved with the transition' to 'read about it in the paper.' Some had (and I quote) 'PTSD' from the stress of the past few years, and others had not been impacted in the least. Some have donated hundreds of thousands of dollars, and others probably the equivalent of that amount in terms of time and talent donated.

My primary goal for these interviews was to allow interviewees an opportunity to share their feelings, their passions for the organization, their concerns or issues if any and their vision for the future of the new TOARTS organization. I also wanted to learn whether they wished to stay involved.

Part II: INTERVIEWEE OBSERVATIONS

Very quickly a theme emerged. Some keywords/phrases used consistently were:

Community - Kids - Branding/Communication - Separation from City

- **COMMUNITY:**
 - Bring the community to the theatre en masse/Make TOCAP the focal point of the community
 - More opportunities to engage the community when you have more family friendly programming
 - Create a community around the theatre, make it a place where people want to hang out
 - Educate the community about the value of the arts.



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- What do you want the community to think about when they think TOARTS? What do you plan to do for the community?
- Collaborate with others in the community who offer community/kids programming.
- It's not just about the physical building, it's about what it stands for in the community.
- Expand beyond Conejo Valley. This is a County-wide treasure, not a CV one.
- Community needs to see TOCAP as an entity separate from City Hall - or else fundraising will be a challenge.
- **KIDS**
 - Do more than bring Title I kids to two ballet performances a year.
 - Enhance arts education for K-12 community; next generation artists and patrons.
 - Expand arts outreach to more than just Title I schools. Arts has been cut for all public schools and it is our responsibility to close the gap.
 - This allows parents of kids who attend public schools to be exposed to TOARTS. Potential donors/participants.
 - Utilize resident companies and their access to professional artists to bring more arts to the schools.
 - Don't reinvent the wheel or duplicate services already being offered in schools. Simply collaborate.
- **BRANDING/COMMUNICATION/MARKETING**
 - Educate people about the social and economic impact of the Arts on a community.
 - Strong messaging about the support from the city; and donations do not go to the city.
 - Educate theatre goers about the history and legacy to give them a sense of belonging.
 - Strong purpose and programs and then good communication pieces to support
 - Branding is critical; who are you? What do you want to be known for? How will you get your message to the masses?
 - Historically the messaging/events have been geared to elite/upper socioeconomic strata. To appeal to the community at large, you need to have different messaging and events. These go hand in hand.
 - Market TOCAP all over VC and Malibu. it is not just a Conejo Valley resource, rather a Regional resource.
- **SEPARATION FROM THE CITY IMPORTANT FOR FUNDRAISING**
 - People will not give to a government entity. It is important to show that the city does not control TOARTS.
 - Raising money will be a challenge if people continue to think of CAP as just City Hall, especially now with the merger.

Part III: RECOMMENDATIONS

SUMMARY

Dr. Raymond Olson and his colleagues had a vision for Conejo Valley. They envisioned a place that we would call our own. A place where we would gather, perform, exhibit and be proud of. And here we are today at the Civic Arts Plaza (CAP). Enjoying the fruits of their forward thinking vision.



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TOARTS is now the **largest arts organization** in Ventura County and as such has an obligation to the community to promote the Arts and truly help the Arts thrive both here at the CAP as well as in the community at large. We can and **MUST** do more than has been historically done.

If Dr. Olson hadn't painted the vision, the CAP wouldn't be here today. We now get to cast a vision for the future. To ensure that **the Arts thrive** for our grandchildren, and for generations not yet born. To create **future arts lovers, arts professionals and arts patrons**. It must start now!

TOARTS has the opportunity to use CAP as a symbol of the Arts in the Ventura County. It's not so much just the facility as much as it is what it truly embodies in the community! A shining light, a beacon, **a symbol of a community where the arts thrive for all**.

The Alliance for the Arts historically had a unique situation where it had an inverted donor pyramid; i.e. many high net worth major donors who donated large sums of money in exchange for Founders benefits vs. a smaller less established base of annual membership donors. Traditionally, these smaller annual membership donors provide annual contributions of anywhere from \$50 - \$25,000.

The Alliance for the Arts has always desired to engage the community, in cleaning out the offices, I have found many studies and documents done over the years that support this understanding of the importance of the Arts and the potential to be a powerful socio-economic engine driver. However, the fundraisers and events historically hosted have catered to a small section of the community; those with means. This excludes a large strata of society. Based on this, and on the information gleaned from the interviews conducted, below are my recommendations for fund development over the next 18 months (July 1, 2017 - December 31, 2018).

1. MARKETING/COMMUNICATION

We need to urgently create materials that tell our Brand story. A large part of what we do has to be to educate people about the importance of the Arts in a community. This idea of a Social Economy (*see handout by CreativeWorks/Tracy Hudak*) has to be permeated within the community in order to truly get people to understand the value of the Civic Arts Plaza and make it a recognizable symbol of prosperity in the community. After all, if the Arts thrive, the economy/business prospers, overall health of the community improves, poverty levels are not as poignant and everyone benefits.

Below are some collateral pieces that I believe are vital to the success of TOARTS early on:

- a. Website - the first thing a prospective donor will do is go to a website to do their research about whether they will be a major donor. This is also the key piece to tell the brand story.
- b. Collaboration with the City of TO: Our message needs to address the generosity of the City of Thousand Oaks in providing overhead and administrative support for TOARTS, thereby providing the nonprofit with the unique opportunity to purely focus on raising money to fund programs. That is, 100% of donations support programs. This is exciting to donors. We need to ensure they understand this well.
- c. Annual membership - \$50 - \$1,000
- d. 21st Century Visionary Leaders Membership - \$1,000 - \$50,000
- e. Naming Opportunities - \$250,000+



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f. Event calendar

2. EVENTS

Keeping **community** as the focus of our efforts means that the events we host should be aligned with the needs of the community. As such for the next 18 months, it is my recommendation that we focus on having **community-minded** events that are low to no cost for the public to attend. The idea is to change the paradigm that people have about the Civic Arts Plaza. The vision is to make it more accessible, make them have a sense of belonging, pride and ownership that this is *THEIR* theatre. I will address fundraising at a later section of this brief.

Below is a description of the type of events and the recommended schedule for the period 7/1/17 - 12/31/18. This is a mix of events for the Angels, the Founders, new members as well as a couple of high impact fundraisers both for the Angels and TOARTS. The recurring TOARTS events are designed over time to be low cost both financially and staff time, and high impact for the community. Note, the names are all placeholder names. Nothing is final until approved by the Board, at which point, budgets will be provided.

Founders Receptions: Both opening and closing the season, we would tie the reception to a CAP Presents show. Founders would buy their own tickets to the show, we would host a VIP hors d'oeuvres and wine/beer reception in advance of show time, allowing them to mix and mingle with each other. If we were able to secure a meet and greet with the artist, we would add that in as an after-show feature.

TOCAP Food Truck Fest: Food trucks, free to attend, on the lawns of the Civic Arts Plaza, sell wine and beer, set up a portable box office, provide live entertainment by local bands and/or our resident companies (we would pay just a stipend), invite families to bring their own lawn chairs/picnic blankets and enjoy an evening out.

TOARTS Holiday Open House: Free to the community, billed as a mixer, in the lobby of the Kavli or on the outside patio by the water fountains. Light hors d'oeuvres, no host bar, box office open for ticket sales.

We Love Our Donors Brunch: Gratitude brunch for our donors. Also an opportunity to provide an update to the members.

Angels New Member Social: Recruiting reception for the Angels.

Angels ASK event: Scheduled for October 4, this event is a 1-hour complimentary to attend luncheon hosted at the Scherr Forum. We provide lunch, we show them a compelling video, tell them about the good work the Angels do for Kids and the Arts and ASK them for money. Only way to attend is to be invited by a table host or to host a table. Training on this will be provided. This formulaic event has statistically been proven to raise upward of \$50,000 in a room of 200 people. It also exposes a different audience to the organization as the invitation is to go to people who are NOT familiar with the organization.



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21st Century Visionaries Lunch: same event as the Angels ASK event, just for the entire organization instead of just the Angels.

Visionary House Party: If we could recruit 10 people to host a small intimate gathering at their house once per month; we would help coordinate some light catering and wine/beer. This would be an opportunity to showcase TOARTS, promote our programs and ask for money with minimal staff/volunteer impact. We could collaborate with our resident companies (as well as with our grant recipients) to provide light entertainment, which allows us to highlight the exceptional talent here at the CAP.

September 2017 <ul style="list-style-type: none"> • Founders Season Opening Reception • Angels New Member Social 	May 2018 <ul style="list-style-type: none"> • TOCAP Food Truck Fest • Thank you reception for Table Hosts
October 2017 <ul style="list-style-type: none"> • TOCAP Food Truck Fest (Halloween themed) • Angels ASK event 	June 2018 <ul style="list-style-type: none"> • TOCAP Food Truck Fest • Founders Season Closing Reception • Visionary House Party
November 2017 <ul style="list-style-type: none"> • Thank you event for Angels Table Hosts 	July 2018 <ul style="list-style-type: none"> • TOCAP Food Truck Fest • Visionary House Party
December 2017 <ul style="list-style-type: none"> • TOARTS Holiday Open House 	August 2018 <ul style="list-style-type: none"> • TOCAP Food Truck Fest • Visionary House Party
January 2018 <ul style="list-style-type: none"> • TOCAP Food Truck Fest 	September 2018 <ul style="list-style-type: none"> • TOCAP Food Truck Fest • Founders Season Opening Reception • Angels New Member Social • Visionary House Party
February 2018 <ul style="list-style-type: none"> • TOCAP Food Truck Fest • We LOVE our Donors Gratitude Brunch/State of the Arts 	October 2018 <ul style="list-style-type: none"> • TOCAP Food Truck Fest (Halloween themed) • Angels ASK event • Visionary House Party
March 2018 <ul style="list-style-type: none"> • TOCAP Food Truck Fest • Angels Luncheon 	November 2018 <ul style="list-style-type: none"> • Visionary House Party
	December 2018



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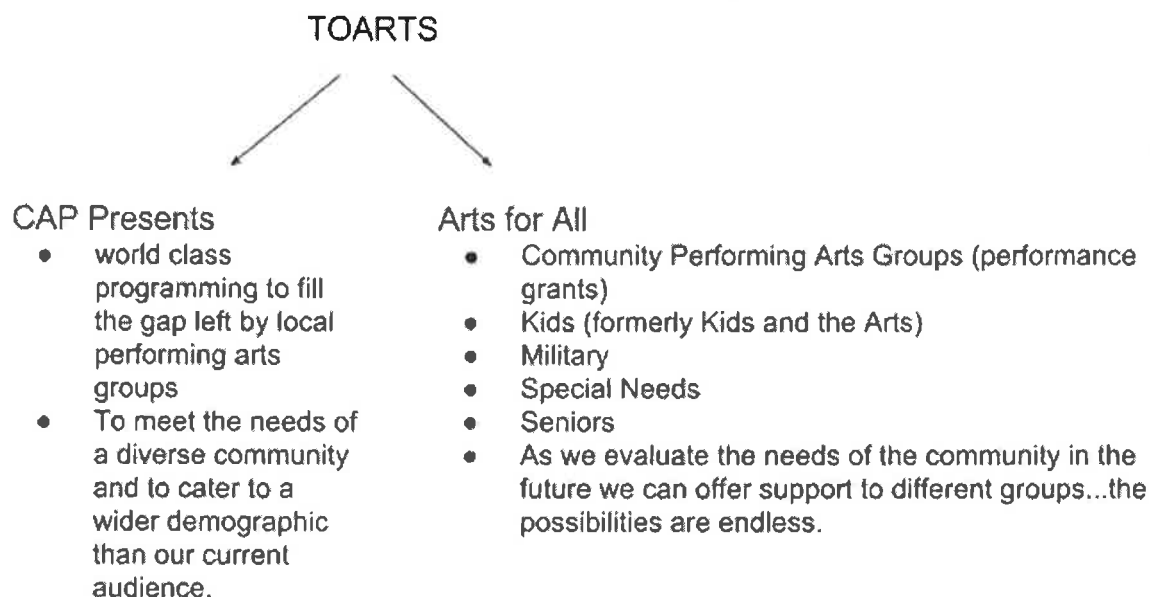
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<p>April 2018</p> <ul style="list-style-type: none"> • TOCAP Food Truck Fest • TOARTS 21st Century Visionaries ASK Event • Angels Luncheon Wrap Celebration 	<ul style="list-style-type: none"> • TOARTS Open House holiday reception
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3. PROGRAMS

TOARTS has the unique opportunity to use 100% of donations for programs. This is something that the community and donors can get behind! It is an age old dilemma among nonprofits about how much is too much to spend on overhead. TOARTS programs can be divided up as follows:



Kids and the Arts; the program created by the Alliance for the Arts provides us with a great starting point to provide Arts education to the children of Ventura County. **Arts for All Kids** would expand on this. The idea is to utilize existing resources (resident companies) and support/create robust arts education programs for local schools where arts education is ongoing throughout the school year. New West Symphony has an award winning education program which we can look to collaborate on, and the same can be done to create educational opportunities in musical theatre (Cabrillo) and ballet (Pacific Festival Ballet), and eventually expand to other art forms (visual, fine, etc.) as well.

The goal will be to create/support turnkey programs that are eventually easy to execute; where TOARTS may act as a facilitator and truly collaborate with existing resources in the community to help the arts thrive all throughout the community. This in turn brings the spotlight back on CAP. If TOARTS is successful in helping the arts thriving in the community, this raises the value that the community places on the arts, which organically brings attention back to CAP as the **preeminent place in the County** to attend and perform arts programming.



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4. FUNDRAISING

**Thousand Oaks Alliance for Arts
FY 2017-18 Budget (Proposed)**

		Informational Purposes Only		
		Budget YE 6-30-18	Actual YE 6-30-17	Comments
Revenue (Excluding Programs/Events)				
	Donations Business		\$37,442	
	Donations Individual	\$26,500	\$1,500	Per John B
	Founder's Credits		\$6,000	
	Grants - Unrestricted	\$25,000	\$11,000	Per John B
	Membership	\$10,500	-\$12,000	Per John B
	Gifts in Kind		\$50,000	
	Change in Value		\$3,919	
	Life Insurance		\$16,921	
	Charitable Trust		\$4,950	
	Pledges Receivable		-\$300	
	Founder Credit			
Total Revenue (excluding programs)		\$62,000	\$119,433	
Expense (Excluding Program/Events)				
Admin	Salary and Benefits	\$81,000	\$121,426	Based on Niki's current PR
	Contract Services			
	Accounting		\$26,013	
	Audit	\$10,000	\$8,879	LSL Contract
	Computer/IT		\$212	
	Donor Management			
	Legal		\$45,975	
	Other		\$20,000	
Insurance				
	Liability		\$0	
	Directors/Officers	\$4,300	\$10,308	Philadelphia Insurance
	Workers Comp		\$1,971	
Operations				
	Bank Fees	\$500	\$1,714	
	Computer		\$607	
	Gifts/Promotion	\$1,500	\$1,466	Per John B
	Marketing	\$15,000		Per John B
	Membership/Dues/Subscriptions	\$2,000	\$3,397	Per John B
	Mileage			
	Postage	\$2,500	\$172	Per John B
	Printing			
	Rent - in Kind		\$50,000	
	Rent - Storage	\$118	\$1,062	Storage - Closed in July
	Services			
	Software	\$855		Adobe + Drop Box + Mailchimp
	Supplies	\$150	\$901	Letterhead and Business Cards
	Telephone/Internet		\$4,959	
	Other		\$3,124	
Education & Training				
	Conferences			
	Training	\$2,000		Per John B
	Travel		\$169	
Advertising			\$18,094	
Donor Cultivation		\$2,500	\$15,567	Per John B
Theatre Support			\$78,121	
Depreciation/Amortization			\$7,935	
Other			-\$12,276	
Total Operating Expense		\$122,423	\$409,794	

Thousand Oaks Alliance for Arts
FY 2017-18 Budget (Proposed)

		Budget YE 6-30-18	Informational Purposes Only	
			Actual YE 6-30-17	Comments
Programs/Events				
CAP Presents				
	Revenue	\$360,000	\$358,505	Per John B
	Expense	\$150,000	\$130,256	Per John B
	Net	\$210,000	\$228,249	
Community Grants				
	Revenue	\$0	\$0	
	Expense	\$150,000	\$152,818	Community Grants
	Net	-\$150,000	-\$152,818	
Concessions				
	Revenue	\$70,000	\$64,203	Per John B
	Expense	\$6,000	\$5,088	Per John B
	Net	\$64,000	\$59,115	
Angel's Fall Event				
	Revenue	\$4,300	\$4,257	Per John B
	Expense	\$4,300	\$4,311	Per John B
	Net	\$0	-\$54	
Founder's Fall Reception				
	Revenue	\$0	\$0	
	Expense	\$11,300	\$0	Per Niki R
	Net	-\$11,300	\$0	
Kids & the Arts				
	Revenue	\$0	\$0	
	Expense	\$18,000	\$17,347	Per John B
	Net	-\$18,000	-\$17,347	
Theatre Support				
	Revenue	\$0		
	Expense	\$80,000		Theatre Support
	Net	-\$80,000	\$0	
Investments				
	Revenue	\$0	\$319,932	
	Expense	\$0	\$35,497	
	Net	\$0	\$284,435	
	Total Program Revenue	\$434,300	\$746,897	
	Total Program Expense	\$419,600	\$345,316	
	Total Program Net	\$14,700	\$401,581	
	TO Arts Revenue	\$496,300	\$866,329	
	TO Arts Expense	\$542,023	\$755,110	
Total	TO Arts	-\$45,723	\$111,219	

Thousand Oaks Alliance for Arts
Statement of Activities - Format Presentation (Preliminary Numbers)
For the Fiscal Year Ended June 30, 2017

Programs/Events		Actual YE 6-30-17	Budget YE 6-30-18	Actual 7/31/2017	Yr.End Frctst 6/30/2018	2018-19 Budget
CAP Presents						
	Revenue	\$358,505				
	Expense	<u>\$130,256</u>				
	Net	\$228,249				
Concessions						
	Revenue	\$64,203				
	Expense	<u>\$5,088</u>				
	Net	\$59,115				
Angel's Fall Event						
	Revenue	\$4,257				
	Expense	<u>\$4,311</u>				
	Net	-\$54				
Angel's Spring Event						
	Revenue	\$0				
	Expense	<u>\$0</u>				
	Net	\$0				
Kids & the Arts						
	Revenue	\$0				
	Expense	<u>\$17,347</u>				
	Net	-\$17,347				
Investments						
	Revenue	\$319,932				
	Expense	<u>\$35,497</u>				
	Net	\$284,435				
	Total Program Revenue	\$746,897				
	Total Program Expense	<u>\$192,498</u>				
	Total Program Net	<u>\$554,399</u>				
	TO Arts Revenue	\$866,329				
	TO Arts Expense	<u>\$755,110</u>				
Total	TO Arts	<u>\$111,219</u>				

Alliance Funds	Start 5-19-17	\$610,000 (To Be Reconciled)
Performance Grants		
Admin		
Theater Support		
Sub-Total Restricted		\$0
Balance 6-30-17		\$0.00

Thousand Oaks Alliance for Arts
Statement of Activities - Format Presentation (Preliminary Numbers)
For the Fiscal Year Ended June 30, 2017

		Actual YE 6-30-17	Budget YE 6-30-18	Actual 7/31/2017	Yr.End Frcst 6/30/2018	2018-19 Budget
Revenue (Excluding Programs/Events)						
Donations Business		\$37,442				
Donations Individual		\$1,500				
Founder's Credits		\$6,000				
Grants - Unrestricted		\$11,000				
Membership		-\$12,000				
Gifts in Kind		\$50,000				
Change in Value	Life Insurance	\$3,919				
	Charitable Trust	\$16,921				
	Pledges Receivable	\$4,950				
	Founder Credit	-\$300				
Total Revenue (excluding programs)		\$119,433				
Expense (Excluding Program/Events)						
Admin	Salary and Benefits	\$121,426				
	Contract Services					
	Accounting	\$26,013				
	Audit	\$8,879				
	Computer/IT	\$212				
	Donor Management					
	Legal	\$45,975				
	Other	\$20,000				
Insurance	Liability	\$0				
	Directors/Officers	\$10,308				
	Workers Comp	\$1,971				
Operations	Bank Fees	\$1,714				
	Computer	\$607				
	Gifts/Promotion	\$1,466				
	Membership/Dues/Subscriptions	\$3,397				
	Mileage					
	Postage	\$172				
	Printing					
	Rent - in Kind	\$50,000				
	Rent - Storage	\$1,062				
	Services					
	Supplies	\$901				
	Telephone/Internet	\$4,959				
	Other	\$3,124				
Education & Training	Conferences					
	Training					
	Travel	\$169				
	Subscriptions					
Advertising		\$18,094				
Donor Cultivation		\$15,567				
Grant		\$152,818				
Theatre Support		\$78,121				
Depreciation/Amortization		\$7,935				
Other		-\$12,276				
Total Operating Expense		\$562,612				