



Board of Directors Update, 3Q11

9/30/11

Introduction

The Lexington Ballet underwent a significant restructuring during the period, June 1-August 30. This restructuring was precipitated by a significant cash shortage causing the lay-off of the school director and furlough of all the professional dancers.

On June 1, a new Board of Directors formed, restored essential staff, and made immediately policy changes to ensure fiscal responsibility while maintaining the high standard of excellence of the Lexington Ballet School and the Professional Company. By the start of the fiscal year, July 1, 2011, five subcommittees were active: Governance, Finance, Management, Development, and Marketing.

This update is a proud milestone. Not only does it mark the first quarter of the 2011-2012 fiscal year, but it celebrates the conclusion of the restructuring period, the successful summer events, and the kick-off of the 2011-2012 School Program and Performance Season. The Lexington Ballet Company is alive and well.

Governance

Chair: Vincent Cassone

The Governance committee guided the Board of Directors through the 90 day interim period. Research was done on best practices for nationally acclaimed ballet companies and non-profit arts organizations. An initial version of the new bylaws has been established. The sections of the bylaws will continue be reviewed bi-weekly and published beginning in October. The committee is seeking additional Directors from the community.

Directors

Susan Zearfoss	President	Mary Arthur
Tom Western	Treasurer	Rebecca Silveston-Keith
Cynthia Kelly		Ed Rucker*
Todd Kelly*	Secretary	Melissa Rucker
Vincent Cassone		Mary Carr*

*non-voting

Finance

Chair: Tom Western

The finance committee has analyzed all events, programs, and operational activities. School and professional company finances have been separated. Necessary cuts to operation expenses have been instituted and new budgets and tracking have been instituted.

2011-2012 Projected Revenue	\$271,000
2011-2012 Projected Expenses	\$248,000

Assets

Currently sufficient assets exist to maintain the school program and daily operation. This is a significant change from June 1, 2011. At that time the ballet was in a critical situation with no measurable assets. Cash flow and expense reductions have been carefully monitored through the summer events. These measures along with fundraising and promotion of the ballet and school have restored the viability of the ballet.

Liabilities

No new debt has been incurred since June 1, 2011.

Progress has been made to reduce debt accumulated over the last two years. The outstanding payments have been prioritized by risk; 1-critical, 2-operational, 3-discretionary.

Critical debt has been reduced and the ballet is beginning to pay operational expenses. Some payment plans have been established for some operational accounts.

Management

Chair: Susan Zearfoss

The management committee works closely with the ballet staff for day-to-day operations. This involves event planning and coordination, HR and administrative tasks, office management, IT, and web support.

Staff reorganization has allowed the ballet office to work more efficiently and within budget. Responsibilities have been adjusted to align with new governance policies and the Executive Director vacancy. The professional company has been cut back to align with current performance budgets. There are now five paid dancers.

Staff

Luis Dominguez	Artistic Director
Nancy Dominquez	School Director, Ballet Mistress
Sarah Haynes	Administrative Assistant

Lauren Tenney	Principal Dancer, Instructor
Evan Pitts	Principal Dancer
Brittany Butler	Company Dancer, Instructor
Megan Coleman	Company Dancer
Ayako Hasebe	Company Dancer, Instructor
Jeana Klevene	MadCamp, Instructor

Volunteer Support is gratefully acknowledge from

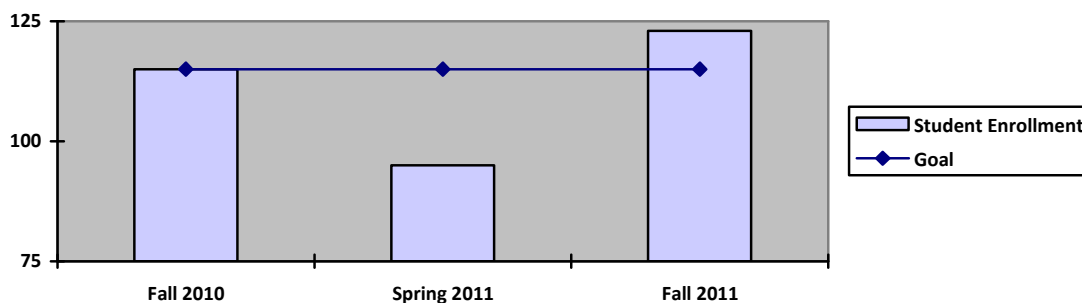
Anna Craig	Apprentice Dancer
Rene Leaver	Registration and database
Website	Sue Zearfoss
IT	Chuck Zearfoss

Summer Events

Equus Run Vineyard Performance Series– June, July, August, September
 Summer Intensive School Program
 Lexington 4th of July Parade
 MadCamp
 Ballet Under the Stars

School Registration

School enrollments have increased from last year and have exceeded the budget goals for fall registration. The biggest increases were seen in Creative Movement, Pre-Ballet, and Upper levels. Many new students were referrals from MADcamp.



The Hannah Scholarship and Durborow scholarships have been continued as well as select scholarships for continuing students in upper levels.

The student company has been re-established for the pre-professional students. This provides serious dance students additional opportunities to learn classic choreography, participate in season performances, and to promote art education in outreach events.

A private classes program has been established to allow more accessibility to students, promote the instructors, and ensure all instructions meets the quality and safety standards of the Lexington Ballet School.

School Offerings

Balletpalooza
Creative Movement, Pre-Ballet classes
Level 1 – 8 Classes
Adult Classes

Private Classes
Scholarships
Student Company

Performances have been budgeted as *Season* or *Sponsored* events. New venues have been added to expand the ballet's target audiences. The Student Company is invited to perform in all events. Students in Levels 1-6 are invited to participate in The Firebird, The Nutcracker, and Cinderella.

2011-2012 Season Performances

The Firebird	Lyric Theatre and Cultural Arts Center
Ion Dance	Lyric Theatre and Cultural Arts Center
Cinderella	Lexington Opera House

2011-2012 Sponsored Performances

The Nutcracker	Fine Arts Association of Southeastern Kentucky, Corbin, KY
The Nutcracker	EKU Center for the Arts, Richmond, KY
Coming Home	Arts Place (tentative)

Additional sponsored events may be scheduled.

Administrative

Many office operations have been updated and streamlined.

All student and donor records have been consolidated in a single contact management tool for ease of correspondence and secure records management.

Nearly-Paperless practices have resulted in cost savings and a positive environmental message.

Development

Chairs: Mary Carr (LOA), Ed Rucker, Melissa Rucker

Fundraising has been the biggest focus during the ballet restructuring. There will be more activities planned for the upcoming months.

In June, a Fundraising goal of \$50,000 was set. Progress has been slower than desired but has been steady. At this time the ballet is more than 25% towards that goal and expects to continue at this rate.

Fundraising

Pointe to the Future Campaign	
Local Businesses Gifts- in- Kind	active prior to 6/1/11
Local Businesses gift cards, and promotion events	
For the Love of Ballet	
Kroger Cards	
Kelly Nursery Perennials	

GoodGiving.net
Encore active prior to 6/1/11
Warehouse cleanup
Decorated Pointe Shoes active prior to 6/1/11
Local Business gift cards
Balletpalooza Bake Sale
Chick-fil-A Spirit Night
Amazon.com Associates
Fazoli's Coupons

In the past, grants provided a small percentage of income to the ballet. Multiple new grant applications have been submitted this quarter for scholarships and outreach programs. Potential applications are being investigated. Most grants are handled annually, so this is good progress toward a long-term goal of providing 40% income to the ballet company.

Grants

W Paul and Lucille Caudill Little Foundation
Kentucky Arts Council
Additional grant submissions

Sponsorships

PNC MadCamp Sponsorship
Fresh Market Firebird Flowers

Marketing

Chair: Tina Reed

Focus is on cost effective advertising for the school and season performances. The ballet is tracking data for various methods and making updates to maximize exposure.

Advertising

Social Media
Website
Email
Personal contact at Public outdoor events
Other web-based venues
Press releases
TV interviews
Performance Sponsor's ads

Special thanks to these volunteers for their skills and time. Work is underway for season posters and flyers. Costs of performance programs and printed materials have been significant in the past. For the upcoming season, these will be funded solely through ads and printing sponsors.

Videos, Photography, Editing

Craig Sargent
Rachel Silveston
Tina Reed

Luis Dominguez
Daryl Janisch

Videos
Photos of Luis and Nancy
Photos of the Summer Intensive, Summer Performances,
Performance Promotions, Student Company
Edition photos, website
Editing Flyers, brochures, posters