

**Current Application: Boerne Community Theatre, Inc.**

Modern theater in the U.S. requires collaboration among many artists, craftspeople and managers in order to create a performance. In many cases, theater groups are generally operated as for-profit ventures. However, nonprofit theater groups, such as community or outdoor theaters, tend to also attract a significant amount of audiences and activities.

The National Endowment for the Arts (NEA) reported on the growth, distribution, and finances of United States non-profit theaters during the fifteen-year span from 1990-2005 “While the research indicates broad growth and generally positive fiscal health, it also reveals decreasing attendance rates and vulnerability during economic downturns” (NEA, 2008).

While the average income through single ticket sales has increased since 2008, there have been no signs of consistent growth over the ten years that were recorded from 2008 to 2018. From 2017 to 2018, there was a decline in average income through ticket sales going from \$1.85 million to \$1.76 million (Statista, 2019).

**CURRENT STATE OF NON-PROFIT THEATER**

The Theatre Communications Group (TCG), founded in 1961 as the national organization for theater in the United States, reports each year on attendance, performance, and the fiscal health of its member non-profit theaters. The TCG reported that in 2018, non-profit theaters brought more than \$2.7 billion to the United States economy through payments for goods and services (Voss, et al., 2019).

There were an estimated 1,855 nonprofit theatres in the U.S. in 2018. Collectively, they “[E]arned 52% of their income and attracted the remaining 48% through contributed support... this ratio varies with theatre size. Theatres with total expenses of \$500,000 or less earned 43% of total income and received 57% in contributions” (Voss, et al., 2019, p.6). 39 million individuals, one million of whom were subscribers, attended one of 170,000 performances of 21,000 productions (Voss, et al., 2019).

The following tables provide a two-year comparison of the industry averages, expenses, earned income, and contributed income for the non-profit theaters that have taken part in the TCG survey (n=173 in 2017; n=177 in 2018):

INDUSTRY AVERAGES FOR NON-PROFIT THEATERS		
	2017	2018
Subscription Renewal Rate	74%	73.6%
Subscription Price (per ticket)	\$37.46	\$37.61
Single Ticket Price	\$37.33	\$39.34
# of Offered Ticket Packages	5	5.3
# of Subscribers/Season Ticket Holders	4,620	4,213
Total Subscription Tickets	23,876	20,930
Total Single Tickets	41,668	39,381
Number of Main Series Productions	8	8
# of Performance Weeks	31	31
# of Actor Employment Weeks	527	498
(Voss et al., 2018, 2019)		

SOURCES OF CONTRIBUTED INCOME FOR U.S. NON-PROFIT THEATERS		
	2017	2018
	%	%
Federal	0.4*	0.5*
State	1.7	1.5*
City/County	2.2	2.2*
Corporations	2.9	2.9*
Foundations	8.7	10.2
Trustees	7.3	6.3
Other Individuals	12.4	14.5
Fundraising Events/Guilds	5.7	5.7
United Arts Funds	0.3*	0.2*
In-kind Services	2.2*	3.5*
Other Contributions	1.8*	2.0*
<b>Total Contributed Income</b>	<b>45.7</b>	<b>49.7</b>

\*Trend skewed by 1 or 2 theatres' exceptional activity (Voss et al., 2018, 2019)

SOURCES OF EARNED INCOME FOR U.S. NON-PROFIT THEATERS		
	2017	2018
	%	%
Subscription	13.3	12.4
Single Ticket Income	22.8	21.9
Booked-in Events	0.7*	0.8*
<b>Total Ticket Income</b>	<b>36.7</b>	<b>35.1</b>
Tour Contracts/Presenting Fees	1.3*	0.4*
Education/Outreach	3.5*	3.5
Interest and Dividends	0.2*	0.2*
Endowment Earnings	4.4*	4.6
Capital Gains/Losses	2.2*	1.3*
Royalties	1.2*	2.1*
Concessions	1.8*	1.9
Production Income	1.7*	2.1
Advertising	0.3*	0.3
Rentals	2.3*	1.3*
Other	2.8	3.3
<b>Total Earned Income</b>	<b>58.5</b>	<b>56.3</b>

\*Trend skewed by 1 or 2 theatres' exceptional activity (Voss et al., 2018, 2019)

DISTRIBUTION OF EXPENSES FOR U.S. NON-PROFIT THEATERS		
	2017	2018
	%	%
Artistic Payroll	18.9	19.1
Administrative Payroll	21.9	21.7
Production/Tech Payroll	15.2	15.4
<b>Total Payroll</b>	<b>55.9</b>	<b>56.1</b>
General Artistic Non-Payroll	3.6	3.7
Royalties	2.4	2.2
Physical Production/Tech	6.3	6.4
Development/Fundraising	3.6	3.6
Marketing/Front of House/Education non-payroll	11.0	10.6
Occupancy/Building/Equipment/ Maintenance	8.8	8.6
Depreciation	4.6	4.6
General Management/Operations Non-payroll	3.7	4.2
<b>Total Expenses</b>	<b>100</b>	<b>100</b>

(Voss et al., 2018, 2019)

The average budget size for the 177 theatres profiled in 2018 was \$6.8 million with budgets ranging from around \$154,000 to over \$51 million. A few large budget theatres skew this average, however. The median budget range of the theatres was significantly lower at \$3.3 million (Voss et al., 2019).

**PARTICIPATION IN THEATER**

The National Endowment for the Arts (2019b) conducted a survey of adult participation in various types of the arts. In 2017, types of live performing arts events attended included:

- Any performance arts attendance (43%)
  - Outdoor performing arts festivals (24%)
  - Musical stage play (16%)
  - Other live music, theater, or dance of any kind (15%)
  - Nonmusical stage play (9%)
  - Classical music (9%)
  - Jazz (9%)
  - Dance other than ballet (6%)
  - Latin music (6%)
  - Ballet (3%)
  - Opera (2%)
- (NEA, 2019b, p.31)

SNAPSHOT OF A PERFORMING ARTS ATTENDEE (% of Groups that Attended Performing Arts Events)	
➤ Female (46% of adult females attended a performing arts event)	
➤ Educated (67% of attendees held a graduate degree)	
➤ White (48% of white adults attended a performing arts event )	
➤ Younger (48% of 18-24 year olds attended a performing arts event)	
(NEA, 2019b)	

*Musical and Non-Musical Performances*

While trends show that attendance at both musical and non-musical stage plays have experienced no significant increase or decrease over the last decade, musical plays see much more overall attendance than non-musical plays. In 2017, there were 84.7 million attendances of musical plays compared to 51.5 million attendances of non-musical stage plays. (NEA, 2019b, p.40)

In addition to attending theater performances, participating in theater has been shown to have some health benefits. In a recent study, Rajan and Rajan (2017) found that “older adults’ active participation in theater workshops resulted in improved cognitive skills and quality of life for participants” (p.6).

The National Endowment for the Arts (2019a) suggests a positive correlation between the percentage of state residents with a bachelor’s degree or higher and performing arts attendance, and an inverse correlation between the percentage of residents living below the poverty line and performing arts attendance. Texas had low performing arts attendance compared to the rest of the country and ranked 42nd out of 50 states. Additionally, Texas ranked below average in education attainment and above average in poverty.

PERCENT OF ADULTS ATTENDING PERFORMING ARTS AND SELECTED SOCIOECONOMIC VARIABLES (2017)		
	U.S.	TX
Attended performing arts event	48.5	40.5
Hold Bachelor’s degree or higher	30.6	28.7
Are below poverty level	14.6	16.0
(NEA, 2019a)		

**TEXAS NON-PROFIT THEATERS**

There are several government and non-profit organizations that support theater throughout the state of Texas.

*Texas Commission on the Arts*

The Texas Commission on the Arts is a state agency with the mission “to advance our state economically and culturally by investing in a creative Texas. TCA supports a diverse and innovative arts community in Texas, throughout the nation and internationally by providing resources to enhance economic development, arts education, cultural tourism and artist sustainability initiatives” (Texas Commission on the Arts, 2018).

*Texas Nonprofit Theatres (TNT)*

TNT was formed in 1973 “to promote theatre & dramatic arts through technical & artistic assistance & audience development throughout the state of Texas” (GuideStar, 2020.).

Some of the functions and services of TNT include:

- Produces a statewide theater directory
- Facilitates a yearly theater conference and the biennial American association of community theatre festival
- Runs a summer internship program
- Publishes current and past theatre productions throughout the state
- Lists job openings on its website
- Holds a script lending library of over 3,300 scripts
- Administers the Marilyn Pool Allen Directing Scholarship Award
- Created and maintains the Playwriting Hall of Fame
- Serves as a liaison to Texas commission on the arts

TNT runs its operations in 4 ‘quads’ because of the large size of the state. All of the Kronkosky counties of interest are located in TNT’s Quad 3 – Central and South Texas (TNT, n.d.).

*San Antonio Theatre Coalition*

This coalition's focus is to "facilitate communication and cooperation among the many theatre organizations in and around San Antonio, Texas" (San Antonio Theatre Coalition [SATCO], 2020). It provides show listings, audition and workshop information. This group is run by volunteers.

*Alamo Theater Arts Council*

"The purpose of the Alamo Theatre Arts Council (ATAC) is to recognize and celebrate the work of San Antonio theatre artists; to generate visibility and excitement for locally produced theater; to stimulate and encourage the pursuit of excellence in artistic and production standards; and to educate audiences in discovering the riches of the thespian arts" (Alamo Theater Arts Council, 2015).

**THEATERS IN SAN ANTONIO AND ENVIRONS**

The following is a list of non-profit theaters in the Kronkosky counties of interest:

***San Antonio***

Alamo Theatre Arts Council  
 AtticRep  
 Boerne Community Theatre  
 Cameo Theatre  
 Classic Theatre of San Antonio  
 Guadalupe Cultural Arts Center  
 Harlequin Dinner Theatre  
 Jonathan Pennington Studios  
 Josephine Theatre  
 Jump-Start Performance Co.  
 Klose/Seale Productions  
 Lackland Performing Arts Group  
 Las Casas Foundation  
 McNay Art Museum  
 Murder Mystery Texas, Inc.

Northwest Vista College Drama Program  
 Northwood Players and Jr. Players  
 Our Lady of the Lake University Drama Dept.  
 Overtime Theater  
 Performing Arts San Antonio  
 Primadonna Productions  
 Renaissance Guild  
 San Antonio College Theatre  
 San Antonio Theatre Coalition  
 Say Si  
 SeaWorld San Antonio  
 Sheldon Vexler Main Stage & Children's Theatre  
 St. Mary's University Theatre  
 St. Philip's College Theatre  
 Storybook Theatre  
 Teatro Audaz  
 The Company Theatre  
 The Magik Theatre  
 The Public Theatre of San Antonio (Russell Hill  
 Rogers and Cellar Theaters)  
 The Southwest Association of Literary and  
 Dramatic Artists, LLC (SWALDA)  
 Trinity University Dept. of Human  
 Communication and Theatre  
 University of the Incarnate Word Theatre Arts  
 UTSA Lyric Theatre  
 Woodlawn Theatre, Inc.

***Boerne***

Boerne Community Theatre

***Bulverde***

Spotlight Theatre & Arts Group Etc. (S.T.A.G.E.)

***New Braunfels***

Brauntex Performing Arts Theater Association  
 Circle Arts Theatre  
 New Braunfels Theatre Company  
 Storybook Theatre of Texas  
 (SATCO, 2020; TNT, n.d.)

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