

# Bread & Water Theatre

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Dear Donor:



Susan B. Anthony

This capital campaign represents an extraordinary opportunity to connect yourself to the legacy of Rochester's most famous residents while at the same time ensuring community growth and appreciation in the arts.

Enclosed is a series of prognostications based on current and potential future economic conditions. As a benefactor it is important for you to donate to causes that are not only worthwhile, but also financially stable. Bread & Water Theatre has taken the liberty of creating three reports on a Good, Better and Best Model.

"Good" signifies what occurs if economic conditions stay the same as they are currently and projects earnings and expenses over a ten year period with annual increases in expenses that outpaces annual increases in income. "Better" represents the theatre's financial outlook if the economy modestly improves with income and expenses increasing annually at an even percentage over six years. "Best" represents a wholly positive outlook with annual increases as before.



Frederick Douglass

These reports are to represent to you, the donor, that Bread & Water Theatre has done its homework with regard to this capital campaign and that our efforts will not be in vain. Lastly in this packet will be a list of benchmarks we will complete during the course of the capital campaign that can be adjusted based on the economic conditions we experience.

Should you need further detail and information do not hesitate to ask. We look forward to any and all questions that you have.

Excelsior,

J.R. Teeter



Buffalo Bill Cody

# Bread & Water Theatre | Capital Campaign

*"Raising the Dough - Building the Future"*

## BREAD & WATER THEATRE'S TEN YEAR PLAN (GOOD SCENARIO)

If current trends continue and the economy remains stagnant it is important to BWT to remain financially stable while continuing to offer arts programming at an affordable rate. Taking these factors in account this is Bread & Water Theatre's ten year plan to purchase and develop the 42 Favor Street location.

### INCOME (YEAR 1)

#### REVENUE FROM BWT'S SEASON OF SHOWS (FOR A YEAR):

Individual Performances	Individual Ticket Price	Individual Tickets Sold (Capacity 450)	Gross Revenue Generated
54	\$14	150	\$113,400

#### REVENUE FROM BWT'S SKETCH COMEDY SERIES (FOR A YEAR):

Individual Performances	Individual Ticket Price	Individual Tickets Sold (Capacity 450)	Gross Revenue Generated
12	\$5	150	\$9,000

#### REVENUE FROM BWT'S GRANT DEVELOPMENT PROGRAM (FOR A YEAR):

Grants Applied For	Total Value of Requests	Success Rate	Gross Revenue Generated
20	\$100,000	20%	\$20,000

#### REVENUE GENERATED FROM BWT'S DONATION PROGRAM (FOR A YEAR):

Individual Donors	Average Donation	Gross Revenue Generated
30	\$100	\$3,000

TOTAL INCOME GENERATED IN 1 YEAR:	\$145,400
OVER 10 YEARS WITH 3% INCREASE EACH YEAR:	<b>\$1,666,844</b>

### EXPENSES (YEAR 1):

Description	Cost
Administrative Payroll	\$20,000
Artistic Honorariums	\$10,000
Production Costs	\$18,000
Marketing	\$10,000
Building Maintenance	\$25,000
Utilities	\$15,000
Capital Improvements	\$20,000

TOTAL EXPENSES GENERATED IN 1 YEAR:	\$118,000
OVER 10 YEARS WITH 5% INCREASE EACH YEAR:	<b>\$1,484,187</b>

INCOME MINUS EXPENSES FOR YEAR 1:	\$27,400
OVER 10 YEARS:	<b>\$182,657*</b>

\*Any surplus will be placed in an interest bearing account and used as a rainy day fund.

#### **NOTES ON TEN YEAR PLAN (GOOD SCENARIO)**

This financial blueprint represents Bread & Water Theatre's income and expenses over a ten year period during a stagnant economy. This is evident by sluggish income generation and increasing expenses on a yearly basis. Even with such results the theatre remains viable, generates a surplus and is only in production 66 out of 365 days a year. This opens up the possibility of BWT partnering with other organizations, venue rental and other revenue increasing opportunities.

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*"Raising the Dough - Building the Future"*

## BREAD & WATER THEATRE'S SIX YEAR PLAN (BETTER SCENARIO)

If current economic trends modestly improve it is important to BWT to capitalize on the opportunities available for growth and increase long term stability while continuing to offer arts programming at an affordable rate. Taking these factors into account this is Bread & Water Theatre's six year plan to purchase and develop the 42 Favor Street location.

New programming is represented in blue.

### INCOME (YEAR 1)

#### REVENUE FROM BWT'S CONCERT SERIES (FOR A YEAR):

Individual Performances	Individual Ticket Price	Individual Tickets Sold (Capacity 450)	Gross Revenue Generated
12	\$24	150	\$43,200

#### REVENUE FROM BWT'S SEASON OF SHOWS (FOR A YEAR):

Individual Performances	Individual Ticket Price	Individual Tickets Sold (Capacity 450)	Gross Revenue Generated
54	\$14	200	\$151,200

#### REVENUE FROM BWT'S SKETCH COMEDY SERIES (FOR A YEAR):

Individual Performances	Individual Ticket Price	Individual Tickets Sold (Capacity 450)	Gross Revenue Generated
12	\$5	200	\$12,000

#### REVENUE FROM BWT'S GRANT DEVELOPMENT PROGRAM (FOR A YEAR):

Grants Applied For	Total Value of Requests	Success Rate	Gross Revenue Generated
28	\$140,000	20%	\$28,000

#### REVENUE GENERATED FROM BWT'S DONATION PROGRAM (FOR A YEAR):

Individual Donors	Average Donation	Gross Revenue Generated
50	\$150	\$7,500

#### REVENUE GENERATED FROM BWT'S CAPITAL CAMPAIGN (FOR A YEAR):

Individual Donors	Average Donation	Gross Revenue Generated
2	\$10,000	\$20,000

TOTAL INCOME GENERATED IN 1 YEAR:	\$413,100
OVER 6 YEARS WITH 3% INCREASE EACH YEAR:	<b>\$2,672,098</b>

**EXPENSES (YEAR 1):**

Description	Cost
Administrative Payroll	\$60,000
Artistic Honorariums	\$20,000
Production Costs	\$30,000
Marketing	\$20,000
Building Maintenance	\$25,000
Utilities	\$30,000
Capital Improvements	\$40,000

TOTAL EXPENSES GENERATED IN YEAR 1:	\$225,000
OVER 6 YEARS WITH 3% INCREASE EACH YEAR:	<b>\$1,455,390</b>

INCOME MINUS EXPENSES FOR YEAR 1:	\$188,100
OVER 6 YEARS:	<b>\$1,216,708*</b>

\*Any surplus will be divided 50/50 with portions going towards capital improvements or a rainy day fund.

**NOTES ON SIX YEAR PLAN (BETTER SCENARIO)**

This financial blueprint represents Bread & Water Theatre's income and expenses over a six year period during a modestly improving economy. With improved income new programs can be developed and more effort may be dedicated to fundraising and other initiatives. This is evident by increased income generation and a level increase of income versus expenses on a yearly basis. The theatre is strong and thriving, generates a healthy surplus and is only in use 78 out of 365 days a year still opening up the possibility of BWT partnering with other organizations, venue rental and other revenue increasing opportunities.

# Bread & Water Theatre | Capital Campaign

*"Raising the Dough - Building the Future"*

## BREAD & WATER THEATRE'S SIX YEAR PLAN (BEST SCENARIO)

If current economic trends moderately improve it is important to BWT to capitalize on the opportunities available for growth and increase long term stability while continuing to offer arts programming at an affordable rate. Taking these factors into account this is Bread & Water Theatre's six year plan to purchase and develop the 42 Favor Street location.

New programming is represented in blue.

### INCOME (YEAR 1)

#### REVENUE FROM BWT'S CONCERT SERIES (FOR YEAR 1):

Individual Performances	Individual Ticket Price	Individual Tickets Sold (Capacity 450)	Gross Revenue Generated
12	\$24	225	\$64,800

#### REVENUE FROM BWT'S SEASONAL EVENTS (FOR YEAR 1):

Individual Performances	Individual Ticket Price	Individual Tickets Sold (Capacity 450)	Gross Revenue Generated
4	\$24	150	\$14,400

#### REVENUE FROM BWT'S EDUCATIONAL PROGRAMS (FOR YEAR 1):

Individual Workshops (Each 3 Weeks Long)	Individual Price	Individual Students (Capacity 18 per Class)	Gross Revenue Generated
4	\$250	10	\$10,000

#### REVENUE FROM BWT'S SEASON OF SHOWS (FOR YEAR 1):

Individual Performances	Individual Ticket Price	Individual Tickets Sold (Capacity 450)	Gross Revenue Generated
54	\$14	225	\$170,100

#### REVENUE FROM BWT'S SKETCH COMEDY SERIES (FOR YEAR 1):

Individual Performances	Individual Ticket Price	Individual Tickets Sold (Capacity 450)	Gross Revenue Generated
12	\$5	225	\$13,500

#### REVENUE FROM BWT'S GRANT DEVELOPMENT PROGRAM (FOR YEAR 1):

Grants Applied For	Total Value of Requests	Success Rate	Gross Revenue Generated
28	\$140,000	20%	\$28,000

#### REVENUE GENERATED FROM BWT'S DONATION PROGRAM (FOR YEAR 1):

Individual Donors	Average Donation	Gross Revenue Generated
100	\$150	\$15,000

REVENUE GENERATED FROM BWT'S CAPITAL CAMPAIGN (FOR A YEAR):

Individual Donors	Average Donation	Gross Revenue Generated
4	\$20,000	\$80,000

TOTAL INCOME GENERATED IN YEAR 1: \$395,800  
OVER 6 YEARS WITH 3% INCREASE EACH YEAR: \$2,560,195

**EXPENSES (YEAR 1):**

Description	Cost
Administrative Payroll	\$100,000
Artistic Honorariums	\$30,000
Production Costs	\$50,000
Marketing	\$40,000
Building Maintenance	\$30,000
Utilities	\$40,000
Capital Improvements	\$60,000

TOTAL EXPENSES GENERATED IN YEAR 1: \$350,000  
OVER 6 YEARS WITH A 3% INCREASE EACH YEAR: \$2,263,942

INCOME MINUS EXPENSES FOR YEAR 1: \$45,800  
OVER 6 YEARS: \$296,253

\*Any surplus will be divided 50/50 with portions going towards capital improvements and a rainy day fund.

**NOTES ON SIX YEAR PLAN (BEST SCENARIO)**

This financial blueprint represents Bread & Water Theatre's income and expenses over a six year period during a moderately improving economy. With improved income new programs are developed and more effort may be dedicated to fundraising, administrative functions and other initiatives. Additional staff and support crew will also be needed to handle the influx of assignments. Income continues to rise substantially based on new programming drivers. Expenses also rise, but to a lesser degree as building expenses begin to level off. The theatre is strong and thriving, generates a healthy surplus and is in use 103 out of 365 days a year not taking into account rehearsal time and other factors. Partnering with other organizations is not fiscally necessary and could distract from BWT's theatrical mission. Venue rental and new programming a possibility to further increase income.

# **Bread & Water Theatre** | **Capital Campaign**

*"Raising the Dough - Building the Future"*

## **BREAD & WATER THEATRE'S CAPITAL CAMPAIGN BENCHMARKS**

Below is a series of benchmarks to be met by BWT during the course of its capital campaign. These benchmarks are anticipated to be met in the order they are written. However, the theatre may have the opportunity through grant writing and donations to meet certain goals ahead of time and out of sequence.

### **THE PURCHASE OF 42 FAVOR STREET, ROCHESTER, NEW YORK**

To further BWT's mission of providing low cost arts programming to the Rochester community it must first be in sole possession of a building that meets the specifications of a theatre. 42 Favor Street meets those needs both in terms of the building itself and the grounds. Once the building is purchased it can be used almost immediately as a theatre following a series of modest initial renovation matters.

### **INITIAL RENOVATIONS**

This series of renovations is designed to ensure that the building is up to code, accessible by the public and capable of hosting modest arts programming.

- **CODE COMPLIANT** - Renovations of the building to ensure that all portions are up to requisite codes.
- **HANDICAP ACCESSIBILITY** - Constructing a handicap accessible bathroom on the second floor for patrons with mobility issues. Compliance with the Americans with Disabilities Act is mandated by all government and most non-governmental grants.
- **STAGE MODIFICATIONS** - Using the current pulpit as a performance space and modifying it slightly to meet the needs of stage performers.
- **ELECTRICAL IMPROVEMENTS** - Renovating the electrics on the second floor to ensure that the building is compliant with current industry standards for stage lighting, sound and instrumentation.

### **SECONDARY RENOVATIONS**

After an initial series of renovations a secondary round will be undertaken to improve the buildings energy efficiency and ensure that all portions of the building are useable by the public and arts center staff.

- **HANDICAP ACCESSIBILITY** - Remodeling existing first floor bathrooms for patrons with mobility issues. Although not necessary for ADA compliance it does improve the experience all audience members receive at the center.
- **REDESIGN OF THE FIRST FLOOR** - This process will include a series of renovations to improve backstage space for arts center staff and the construction of a first floor art gallery and concession space. This will double the capacity of the arts center by providing a venue for rehearsal as well as an art gallery and additional updated bathrooms for patrons and staff.
- **AREA GARDENS** - The grounds of the center will be transformed into a series of organic gardens for use by the public. This will connect the theatre to Rochester's rich history as The Flower City and provide a variety of gathering spaces for the public.

### **FINAL RENOVATIONS**

These final renovations will establish BWT as a state of the art facility capable of handling a variety of arts programming. These final renovations are designed to occur in stages to ensure that the building is able to continue current programming uninterrupted.



- **TIERED STADIUM STYLE SEATING** - The theatre will have raked seating installed to ensure an uncompromised view of the stage while maximizing seating capacity.
- **A NEW STAGE** - Demolishing the current stage and building a new performing area that is capable of handling a variety of different arts programming.
- **ENERGY EFFICIENCY** - Renovating heating and cooling system, windows and doors to ensure energy efficiency.