

**BELCOURT THEATRE**  
**2013 Operating Budget, Final**

	Actual		Budget	Variance	Percentages			Notes
	2011	2012	2013		2011	2012	2013	
<b>OPERATIONS</b>								
Revenue								
A Programming:	701,904	856,256	980,120	123,864				
B Film	654,777	798,985	918,833	119,848	27.2%	22.0%	15.0%	Estimate '12 (B)
C Childrens	7,256	15,286	15,000	(286)				
D Presevation Fees	11,608	8,202	7,885	(317)	13.5%	12.9%	13.5%	Rent: Programming (L)
Service Fees	25,479	29,334	33,902	4,568	3.8%	3.6%	3.6%	Programming (B, C, D)
E Events/Other	2,784	4,449	4,500	51				
F Concessions:	309,400	370,342	420,471	50,129				
G Food	102,916	145,890	156,819	10,929	14.7%	17.0%	16.0%	Programming (A)
Beverage:	201,770	219,942	260,712	40,770				
H Non-Alcoholic	65,325	77,244	89,191	11,947	9.3%	9.0%	9.1%	Programming (A)
I Beer	73,224	83,498	98,012	14,514	10.4%	9.8%	10.0%	Programming (A)
J Liquor	63,220	59,200	73,509	14,309	9.0%	6.9%	7.5%	Programming (A)
K Merchandise	4,714	4,510	2,940	(1,570)	0.7%	0.5%	0.3%	Programming (A)
Rent:	126,760	115,998	113,110	(2,888)				
L Programming:	85,872	63,360	58,410	(4,950)				
M Events	15,465	11,250	9,000	(2,250)				
N Film	37,030	32,803	30,000	(2,803)				
O Music	15,560	7,520	7,000	(520)				
P Theatre	1,050	0	1,000	1,000				
In-House Services	15,883	10,823	10,810	(13)	23.0%	21.0%	23.0%	Rent: Programming (M, N, O, P)
Merch Percentage	884	964	600	(364)				
Facility:	40,888	52,638	54,700	2,062				
Q Parking	40,888	52,488	53,800	1,312	-10.4%	28.4%	2.5%	Estimate '12 (Q)
Other	0	150	900	750				
Miscellaneous	750	5,311	0	(5,311)				
	1,138,813	1,347,907	1,513,702	165,795				
Expenses								
Amortization	2,056	0	0	0				
Box Office	27,387	27,996	30,279	(2,283)	4.0%	3.4%	3.2%	Programming (B, C, D, E)
Concessions:	127,801	142,933	160,617	(17,684)				
Food	21,850	24,881	27,600	(2,719)	21.2%	17.1%	17.6%	Food (G)
Beverage:	64,292	69,496	79,899	(10,403)				
Non-Alcoholic	14,745	16,871	19,622	(2,751)	22.6%	21.8%	22.0%	Non-Alcoholic (H)
Beer	29,376	32,543	38,225	(5,682)	40.1%	39.0%	39.0%	Beer (I)
Liquor	20,171	20,082	22,053	(1,971)	31.9%	33.9%	30.0%	Liquor (J)
Supplies	31,461	34,039	39,665	(5,626)	10.2%	9.2%	9.5%	Concessions (G, H, I, J)
Merchandise	2,915	5,175	2,940	2,235	61.8%	114.7%	100.0%	Concessions (K)
Concession System	7,283	9,342	10,512	(1,170)	2.4%	2.5%	2.5%	Concessions (F)
Depreciation	84,076	83,520	76,000	7,520				
Dues & Subscriptions	2,680	6,554	6,500	54				
Equipment:	10,941	7,575	9,800	(2,225)				
Purchased	9,595	6,129	8,000	(1,871)				
Rental	410	284	300	(16)				
Repairs & Maintenance	936	1,162	1,500	(338)				
Facility:	36,290	47,798	57,488	(9,690)				
Janitorial	16,398	18,559	18,000	559				
Materials	9,203	8,613	13,000	(4,387)				
Pest Control	936	1,044	1,000	44				
Repairs & Maintenance	9,754	18,251	24,000	(5,749)				
Storage	0	1,331	1,488	(157)				
Financial:	69,720	67,302	68,121	(819)				
Bank	1,081	936	1,000	(64)				
Credit Cards	33,205	35,026	37,521	(2,495)	2.9%	2.5%	2.4%	Prog. Conc. Memb (A, F, U)
Interest & Penalties	35,435	31,340	29,600	1,740				
Insurance	28,322	25,491	28,500	(3,009)				
Licenses, Permits & Dues	4,311	2,974	2,500	474				
Marketing:	61,620	69,933	69,000	933				
Newspapers & Radio	27,989	23,008	25,000	(1,992)				
Printing & Mailing	23,956	41,650	40,000	1,650				
Website	7,500	5,150	3,000	2,150				
Other	2,176	125	1,000	(875)				
Office	12,583	12,635	14,000	(1,365)				
Payroll:	506,937	553,588	700,612	(147,024)				
R Salary	222,207	241,444	307,117	(65,673)				Education & Engagement Position
S Hourly	212,850	236,023	284,838	(48,815)	32.5%	29.5%	31.0%	Programming: Film (B)
T Bonus	8,426	18,250	24,605	(6,355)	1.9%	3.8%	4.2%	Bonus Model
Benefits	23,429	14,581	28,562	(13,981)	10.5%	6.0%	9.3%	Payroll: Salary (R)
Payroll Taxes	40,026	43,290	55,490	(12,200)	9.0%	8.7%	9.0%	Payroll (R, S, T)
Professional Service:	110,143	110,423	77,000	33,423				

**BELCOURT THEATRE**  
**2013 Operating Budget, Final**

	Actual		Budget	Variance	Percentages			Notes
	2011	2012	2013		2011	2012	2013	
Accounting	40,675	40,625	41,000	(375)				
Marketing & PR	20,108	26,051	25,000	1,051				
Education	6,210	24,550	0	24,550				
Consulting & Training	3,699	3,865	3,500	365				Feasibility '13 Capitalized
Payroll Service	4,676	2,082	2,500	(418)				
Other	34,775	13,250	5,000	8,250				Tuck Hinton '11, North Group '12
Programming:	298,540	378,482	446,825	(68,343)				
Film:	298,435	373,555	429,325	(55,770)				
Delivery	19,518	15,877	16,539	(662)	3.0%	2.0%	1.8%	Programming: Film (B)
Distributor	269,621	349,942	404,286	(54,344)	41.2%	43.8%	44.0%	Programming: Film (B)
Misc	9,031	7,498	7,500	(2)				
Promotion	266	238	1,000	(762)				
Childrens	0	1,844	2,500	(656)				
Education	105	3,083	15,000	(11,917)				
Rental	0	0	0	0				
Property Tax	27,968	30,188	0	30,188				Exempt '13
Travel, Meals & Entertainment	13,537	23,513	18,000	5,513				
Utilities:	49,079	47,940	51,900	(3,960)				
Dumpster	4,898	5,261	5,800	(539)				
Electric	27,263	27,248	29,000	(1,752)				
Gas	6,469	4,477	6,000	(1,523)				
Telephone	4,807	4,791	5,000	(209)				
Internet	2,391	2,599	2,600	(1)				
Water	3,252	3,564	3,500	64				
Miscellaneous	255	168	1,000	(832)				
	1,474,247	1,639,013	1,818,143	(179,130)				
Operations	(335,433)	(291,106)	(304,441)	(13,335)				
<b>FUNDRAISING</b>								
<b>Revenue</b>								
Events:	138,865	135,716	128,000	(7,716)				
Oscar Auction	25,547	26,298	25,000	(1,298)				
Oscar Contribs & Tickets	29,119	33,423	30,000	(3,423)				
Oscar Sponsorships	12,000	12,500	12,000	(500)				
nD Auction	17,534	17,270	15,000	(2,270)				
nD Contribs & Tickets	37,065	23,325	24,000	675				
nD Sponsorships	17,600	22,900	22,000	(900)				
Contributions:	98,767	86,643	90,000	3,357				
Contribs/Sponsorships	42,289	33,565	30,000	(3,565)				
Hillsboro Society	0	0	25,000	25,000				
Annual Campaign	17,978	47,078	35,000	(12,078)				
Special Campaigns	38,500	6,000	0	(6,000)				
Grants	119,200	119,920	120,000	80				
U Memberships	146,026	158,034	162,775	4,741	47.3%	8.2%	3.0%	Estimate '12 (U)
Miscellaneous	0	0	0	0				
	502,859	500,313	500,775	462				
<b>Expenses</b>								
Oscar Party	22,706	22,925	23,000	(75)				
nD Party	31,624	12,747	15,000	(2,253)				
Membership	10,778	12,078	12,696	(618)	7.4%	7.6%	7.8%	Membership (U)
Food & Beverage	99	1,604	2,000	(396)				
Materials & Supplies	0	0	2,500	(2,500)				
Printing & Mailing	4,332	0	5,000	(5,000)				
Promotional Materials	1,874	0	2,000	(2,000)				
Miscellaneous	600	400	1,000	(600)				
	72,013	49,754	63,196	(13,442)				
Fundraising	430,845	450,559	437,579	(12,980)				
Totals:								
Revenue	1,641,672	1,848,220	2,014,477	166,257				
Expenses	1,546,260	1,688,767	1,881,339	(192,572)				
	95,412	159,453	133,137	(26,316)				
<b>CAPITAL EXPENDITURES</b>								
DCI Compliant Projection			200,000					
Feasibility Study			50,000					
			250,000					