

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 recently 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” (Gifford, 2008). A summary of the findings follows below.

#### *Growth and distribution*

- The number of non-profit theaters in the United States doubled during the time period surveyed (1990-2005).
- The majority of non-profit theaters were in highly-populated states, including California, New York, Texas, Florida, Illinois, Pennsylvania, and Ohio. In Texas alone during 2005, there were over 100 theaters.
- There was significant growth in the number of theaters in smaller and mid-size states. The states with the highest per capita concentration of theaters included Vermont, Alaska, Maine, Montana, Rhode Island, Oregon, Connecticut, New Hampshire, and Minnesota.

#### *Finances*

- Non-profit theaters’ assets outpaced their liabilities. In the fifteen year period examined, assets, which were primarily fixed assets, grew by 60%.
- Theaters managed a good balance between earned and contributed income. In 2005, earned income represented 52% of all income. However, the rate of earned income had decreased 13% since 1990.
- Individuals and foundations were the most generous contributors to non-profit theaters in the United States.
- Funding from the National Endowment for the Arts appeared to be the catalyst which led to contributions from other places. “Each dollar in NEA grant support is associated with an additional \$12 from individual donors, \$1.88 from businesses, and \$3.55 from foundations” (National Endowment for the Arts (NEA), 2008, p.6).
- Non-profit theaters finances mimicked the U.S. business cycle fluctuations from 1990-2005.
- Attendance at non-profit theater performances stayed the same or declined from 1990-2005.
- The rate of audience attendance at non-profit theater was not found to be correlated to the price of the tickets.

(NEA, 2008)

#### **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. In 2008, the most recent data available, TCG reported that non-profit theaters brought more than \$1.8 billion to the United States economy through “salaries, benefits, and payments for goods and services” (Voss & Voss, 2008, p. 2).

The tables below provide a two year comparison of the industry averages, expenses, earned income, and contributed income for the 105 non-profit theaters that have taken part in the TCG survey for at least the previous 5 years.

<b>Industry Averages for Non-Profit Theaters (2008)</b>		
	<b>2007</b>	<b>2008</b>
Subscription Renewal Rate	73%	73%
Subscription Price (per ticket)	\$29.29	\$30.16
Single Ticket Price	\$29.42	\$30.70
Number of Offered Ticket Packages	6.1	6.4
Number of Subscribers/Season Ticket Holders	7,488	7,232
Total Subscription Tickets	38,937	36,572
Total Single Tickets	52,362	52,838
Number of Main Series Productions	7	7
Number of Main Series Performances	243	241
Number of Performance Weeks	34	34
(Voss & Voss, 2008)		

<b>Distribution of Expenses for U.S. Non-profit Theaters (2008)</b>		
	<b>2007</b>	<b>2008</b>
	<b>%</b>	<b>%</b>
Artistic Payroll	18.8	18.1
Administrative Payroll	20.6	20.4
Production Payroll	14.1	13.7
<b>Total Payroll</b>	<b>53.5</b>	<b>52.2</b>
General Artistic Non-Payroll	3.5	3.5
Royalties	2.5	2.2
Physical Production/Tech	7.6	9.2
Development/ Fundraising	3.8	3.9
Marketing/ Customer Service/ Concessions	12.9	12.6
Occupancy/ Building/ Equipment/ Maintenance	8.9	8.5
Depreciation	3.9	4.1
General Management/ Operations	3.5	3.8
<b>Total Expenses</b>	<b>100.0</b>	<b>100.0</b>
(Voss & Voss, 2008)		

<b>Sources of Earned Income for U.S. Non-profit Theaters (2008)</b>		
	<b>2007</b>	<b>2008</b>
	<b>%</b>	<b>%</b>
Subscriptions	20.0	18.2
Single Ticket Income	22.7	24.2
Booked-in Events	0.7	0.6
<b>Total Ticket Income</b>	<b>43.4</b>	<b>43.1</b>
Tour Contracts	1.7	1.4
Education/Outreach	3.1	2.9
Interest and Dividends	0.8	0.7
Endowment Earnings	5.1	3.0
Capital Gains/Losses	3.8	-1.8
Royalties	0.3	0.3
Concessions	1.3	1.2
Production Income	1.1	1.0
Advertising	0.4	0.3
Rentals	1.0	1.1
Other	3.1	3.3
<b>Total Earned Income</b>	<b>65.2</b>	<b>56.5</b>
(Voss & Voss, 2008)		

<b>Sources of Contributed Income for Non-Profit Theaters (2008)</b>		
	<b>2007</b>	<b>2008</b>
	<b>%</b>	<b>%</b>
Federal	0.7	0.7
State	1.5	1.5
City/County	1.5	2.0
Corporations	4.7	4.0
Foundations	8.8	7.5
Trustees	4.8	5.8
Other Individuals	11.0	10.7
Fundraising Events/ Guilds	4.7	4.6
United Arts Funds	0.4	0.4
In-Kind Services	2.6	2.7
Other Contributions	1.9	2.3
<b>Total Contributed Income</b>	<b>42.5</b>	<b>42.3</b>
(Voss & Voss, 2008)		

**Participation in Theater**

The National Endowment for the Arts conducts surveys of adult participation in various types of the arts. Among other art forms, this survey includes statistics about theater, with a focus on musical plays and non-musical plays. In general, over the past quarter century, adult participation in all types of art, whether by attending, visiting, or reading, has decreased.

Participation (attending, visiting, or reading) in Theater Arts over time				
	1982	1992	2002	2008
<i>Musical Plays</i>	18.6%	17.4%	17.1%	16.7%
<i>Non-musical Plays</i>	11.9%	13.5%	12.3%	9.4%

(National Endowment for the Arts (NEA), 2009)

*Musical plays*

While participation in art in general has decreased, in 2008, people attended musical plays more frequently than any other art form surveyed, including art, music, dance, and opera. Almost 17% of Americans attended a musical in 2008, and the average person attended 2.2 musical plays.

<p><i>Snapshot of a musical attendee</i></p> <ul style="list-style-type: none"> <li>• Female (58%)</li> <li>• Wealthy (40% lived in homes that earned more than \$150,000 a year)</li> <li>• White</li> <li>• Older (28% were 65 years or older)</li> <li>• New England resident</li> </ul>
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*Non musical plays*

Nine percent of American adults attended a non-musical play in 2008. For those who did go to plays, people attended an average of 2.3 plays.

<p><i>Snapshot of a play attendee</i></p> <ul style="list-style-type: none"> <li>• Female (58%)</li> <li>• Educated (58% held a college or graduate degree)</li> <li>• Wealthy (20% earned more than \$150,000 or more a year)</li> <li>• White</li> <li>• Older (55-74 years old; 12% were 55-65, 11% were 65-74)</li> <li>• Pacific region resident</li> </ul>
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(NEA, 2009)

**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 that has three primary functions: to award grants to non-profit arts organizations, to promote and market the arts throughout the state, and to provide expertise and support in community development, fundraising, marketing, facility management, grant writing, and leadership skills to organizations (Texas Commission on the Arts, 2009).

*Texas Nonprofit Theatres*

“Texas Nonprofit Theatres (TNT) was formed in 1971 to encourage programmatic and managerial excellence in the nonprofit community and professional theatres of Texas” (Texas Nonprofit Theatres (TNT), n.d.). Some of the functions and services of TNT include:

- networking and consulting services for non-profit theaters
- assessments for funding needs
- 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 2,000 scripts
- 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 giving areas are located in TNT’s Quad 3 – Central and South Texas. In 2006, there were approximately 200 members of TNT, but there have been over 500 non-profit theaters identified throughout Texas (TNT, n.d.).

*San Antonio Theatre Coalition*

This coalition’s focus is providing information about theater in San Antonio to the public.

They provide show listings, maps, and audition and workshop information. This group is run by volunteers (San Antonio Theatre Coalition, 2010).

#### *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, n.d.).

### **Theaters in San Antonio and the Surrounding Area**

Below is a listing of non-profit theaters in the Kronkosky Charitable Foundation giving area.

#### *San Antonio*

Allegro Stage Company  
 Attic Rep  
 The Beth-El Players  
 Boerne Community Theater  
 Cameo Theater  
 Circle Arts Theatre  
 The Classic Theatre of San Antonio  
 The Company Theatre  
 Crystal Sea Drama Company  
 Firestarter Productions  
 Guadalupe Cultural Arts Center  
 The Josephine Theatre  
 Jump Start Performance Co.  
 Lackland Performing Arts Group  
 Magik Children’s Theatre  
 Northwood Jr. Players  
 Our Lady of the Lake Drama Department  
 Overtime Theater  
 Prima Donna Productions  
 The Renaissance Guild  
 San Antonio Shakespeare Company  
 S.T.A.G.E. (*Bulverde*)  
 San Pedro Playhouse  
 Sheldon Vexler Theater  
 The Shoestring Shakespeare Company  
 St. Philip’s College  
 Trinity University Department of Theater  
 University of the Incarnate Word  
 Woodlawn Theatre

#### *New Braunfels*

Brauntex Performing Arts Theater Association  
 New Braunfels Theatre Company  
 Storybook Theatre of Texas

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