



Mission Statement: The Sheldon Theatre entertains, educates, and enlightens the community and its visitors through the transformative power of the performing arts.

Statement of Intent: We gather today in this room as one people to discuss and attend to the matters of Red Wing. Together, as a government body and as community members, we agree to treat everyone with courtesy, dignity, and respect. We will listen to all sides of an issue, encourage participation, support each other, act with honor and accountability, and inspire pride in our community. This we commit as we open this meeting.

Meeting Announcement and Agenda
Sheldon Theatre Board Regular Meeting
City Council Chambers, 315 West 4th Street, Red Wing, MN & Virtually
Tuesday, August 19, 2025, at 5:15 PM

This meeting will be held in the City Hall Council Chambers and virtually via Webex at the same time. Members of the public can join this meeting either in person at City Hall or virtually. To join this meeting via Webex, [click this link](#). To join via telephone, please dial (415) 655-0001. Enter access code 2559 946 5056 and password 2025 when prompted.

- 1. Call to Order**
- 2. Pledge of Allegiance**
- 3. Roll Call**
- 4. Approval of Agenda**
- 5. Public Comment**

We now invite anyone to share their thoughts on a topic that is not on the agenda. We welcome all opinions and ideas. We appreciate you stating your name at the lectern, and please remember that personal attacks may be ruled out of order. You will have up to three minutes to comment, and we appreciate your time in coming tonight.

6. Consent Agenda

6.A. Motion to Approve June 17, 2025 Minutes.

7. Motions & General Business

8. Communication Items

8.A. Director's Report

8.B. Finance Report

8.C. Board Chair's Report

8.C.1. Motion to approve Strategic Planning Proposal

- 8.D. Committee Reports
- 8.E. Government Relations Report
- 8.F. Board Member Comments

9. Adjournment

Accommodations for signing interpreter, Braille, large print, etc. can be made. Call City Hall at 385.3600 seven days prior to the need. Hearing assistance devices are available during meetings.

**The Sheldon Theatre Board of Directors
Regular Meeting
City Council Chambers
June 17, 2025**

Members Present: President Chap Achen; Board Members Laurie Bell, Meridith Wardle, Susan Christenson, Art Kenyon, Dennis Brennan, and Glen Witham

Members Absent: All members were in attendance

Others Present: Shantel Dow, Executive Director; Beth Snyder, Council Liaison; Chris Heineman, Council Administrator; Samantha Whipple, Associate Director of Development & Community Relations; Meyer Beckner, Programs Manager, Red Wing Downtown Main Street

1. Call to Order

The meeting was called to order by President Achen at 5:15 p.m.

2. Pledge of Allegiance

President Achen led the recitation of the Pledge of Allegiance.

3. Roll Call

President Achen reported that all members were in attendance.

4. Approval of Agenda

President Achen summarized the agenda. A motion was made by Member Christenson, seconded by Member Bell and unanimously carried, to approve the agenda as presented.

5. Public Comment

There was no public comment.

6. Consent Agenda

A. Motion to Approve April 15, 2025, Minutes.

A motion was made by Member Wardle, seconded by Member Kenyon and unanimously carried, to approve the meeting minutes as drafted.

7. Placer AI Information Session

Associate Director Whipple and Meyer Beckner from Downtown Main Street introduced themselves. Mr. Beckner provided an overview of Placer AI, noting that this tool was funded by the Downtown Philanthropic Collaborative.

Mr. Beckner reported that Placer AI tracks phone data from apps. He clarified that app users need to provide permission to be tracked. He stated that this data is combined with census data to determine patterns of behavior, primarily in public spaces and businesses.

Mr. Beckner and Associate Director Whipple described how businesses have been utilizing this information. Associate Director Whipple reviewed a map showing the home zip codes of Sheldon Theatre patrons over the last year and a graph depicting the trade area coverage by distance. Mr. Beckner reviewed year-over-year growth statistics for the Sheldon Theatre over the last three years. Associate Director Whipple discussed a chart showing monthly visit trends over the last year, a chart showing pre-visit and post-visit patron journey information, a chart showing the duration of visits to the Sheldon, and a chart depicting loyal versus casual visitors. Industry trends in terms of loyalty were discussed.

Mr. Beckner discussed the top three and bottom three consumer lifestyle segmentation categories (per Experian's Mosaic) that best describe Sheldon visitors. Associate Director Whipple reviewed a household income chart and an ethnicity chart for Sheldon visitors.

Board Members expressed appreciation for the valuable information and asked whether other types of data are available. Associate Director Whipple and Mr. Beckner indicated that other types of analytics could be generated from the data and provided examples. It was suggested to obtain comparison information with other performing arts venues. President Achen inquired regarding the percentage of phone app users who decline to be tracked. Mr. Beckner provided additional information, noting that he could provide specific numbers in this regard.

8. Motions & General Business

A. Lead Production Technician Proposal.

President Achen provided background information and referenced the agenda materials. Director Dow commented that Director of Production Russell Johnson will be retiring in mid-2026 and noted the need for a succession plan. She referenced the growth statistics that were presented earlier during the meeting.

Director Dow reviewed a proposed succession plan that would include a Lead Production Technician along with an Associate Director of Production and four part-time technical crew positions. She reviewed the 2025 technical department budget and a proposed future technical department budget.

Director Dow reported that a current part-time employee, Samuel Betcher, has been training to take on additional tasks. She stated that he would be a great candidate for the Lead Production Technician position and would be able to shadow Director Johnson for the next year. She noted that Mr. Betcher is also well versed in the historical nuances of the Sheldon Theatre building.

President Achen added that Mr. Betcher is interested in a promotional opportunity with the Sheldon. He noted that the Sheldon could potentially lose this part-time employee to other endeavors, which is why the proposal is being brought forward for Sheldon Board action at this time.

Director Dow shared some of Mr. Betcher's other skill sets. She commented that he is very interested in the position and lives locally.

Member Bell commented that it may be easier to hire part-time staff in the future if they see that there are potential growth opportunities at the Sheldon.

It was clarified that the Lead Production Technician is a full-time position. Director Dow stated that she has been working with City staff to determine the starting pay for this position. She noted that this position could serve as a stepping stone for Mr. Betcher to eventually assume Director Johnson's position. Director Dow commented that the financial report does not include benefits cost.

Member Wardle asked about the impacts of adding more technical staff in terms of revenue growth. Director Dow commented that more shows could be added, especially during the summer months. She stated that she often gets calls from show producers who are interested in renting the Sheldon.

Member Brennan commented regarding the competitive hiring environment for skilled technical professionals. Director Dow provided additional information in this regard. Member Bell commented regarding the hiring timeframe, noting that anyone hired for the position would need to overlap with Director Johnson.

Budget impacts were further discussed. It was noted that there would be room in the budget to increase the Lead Production Technician salary.

Council Administrator Heineman clarified that the position description and salary range are preliminary at this point and would need to be further researched. He recommended that the Sheldon Board consider action to add the position but not approve a hiring decision at this time. He expressed appreciation for the planning and fiscal analysis that have been conducted.

A motion was made by Member Brennan, seconded by Member Bell and unanimously carried, to approve the Lead Production Technician position.

9. Communication Items

A. Director's Report.

Director Dow provided updates and highlighted information from her report:

- Director Dow reported that the first 16 days of ticket sales for the new season resulted in a 12% increase in sales compared with 2024 in terms of the number of tickets sold, calculating to a 13% increase in revenue.
- Director Dow reported that sets and rehearsals for the Phoenix Theatre production of *Shrek the Musical* are well underway. She noted that a large, multi-age cast has been selected to perform this fun show in late July, with the July 27 matinee being sensory friendly. She commented that there will be a cast presence at the Downtown Main Street Fairy Fest on June 28.

The sensory-friendly aspects of the July 27 performance were further discussed.

- Director Dow discussed a professional development conference that she and Associate Director Whipple recently attended in Fairmont, Minnesota.
- Director Dow reported that Steinway piano is in need of replacement, noting that a local patron has offered to help raise the funds.
- Director Dow referenced advocacy activities by the Minnesota Citizens for the Arts. She reported that the Minnesota Legislature passed a bill in May to continue the current level of Legacy funding to the Minnesota State Arts Board and the Minnesota Regional Arts Councils. She stated that the Sheldon receives significant grant funding from these two organizations toward operating expenses.
- It was reported that a sound consultant recently toured the Sheldon and will be providing recommendations for sound system improvements.
- Summer rentals and activities were reviewed.
- Director Dow reported that the 2025 Elks State Convention will be hosted by the Red Wing Elks Lodge, with many activities taking place at the Sheldon.
- Director Dow reported that the All-American Alumni Band will be spending a week in Red Wing during August, during which free concerts will be offered.
- It was reported that the Red Wing Ambassadors program has been cancelled for 2025.
- An update was provided regarding maintenance projects.
- Director Dow reported that Director Johnson will be meeting with tour managers of 2025-2026 season shows.
- Director Dow reported that the 2025-2026 season announcement event was very successful, with approximately 200 people in attendance.
- Ticketing system challenges were discussed.
- Promotional activities were detailed.
- A ticket sales update was provided in terms of ticket package sales and the top five shows at this point.
- Friends of the Sheldon, sponsorship, and grant updates were provided.
- Front of house and volunteer activities were reviewed.
- A food license update was provided.
- Box office and online sales data were reviewed.

B. Finance Report.

Member Wardle provided background information and referenced past Sheldon Board discussion of the financials. She summarized subsequent meetings with City staff, during which it was recommended that the Sheldon Board preliminarily approve City-generated financial reports quarterly, with final approval of the year-end report following the annual financial audit. Member Wardle referenced the newly created monthly dashboard report and discussed how this report along with City-generated financial reports will be utilized. President Achen stated that the new procedure is not optimal but will serve as a compromise for now.

Council Administrator Heineman provided additional information and described the monthly snapshot report as a great tool.

Director Dow reviewed the monthly dashboard report, highlighting recent revenue and expenses. She thanked Member Wardle for her guidance. Allocation of ticket revenue and fees was clarified. Potential revisions to the monthly budgeting process were discussed. Main stage and educational show expenses were clarified.

C. Board Chair's Report.

President Achen provided an update regarding the strategic planning process. He discussed plans to conduct a survey process to help determine the primary areas of focus. He stated that the survey data will be shared with the Sheldon Board during the August meeting. He discussed the intention to develop clear goals and action items that will be incorporated into the Strategic Plan. The types of data that will be collected were discussed. Member Bell asked about collecting information from community members who are not currently engaging with the Sheldon Theatre. Council Administrator Heineman commented that Public Information and Engagement Officer Michelle Leise might be able to provide assistance in this regard.

D. Committee Reports.

There were no other committee reports.

E. Government Relations Report.

Council Liaison Snyder summarized recent City Council topics of discussion, including the 2024 financial audit and cannabis regulations.

Council Administrator Heineman further discussed local cannabis regulations and the retail dispensary application approval process. Involvement by the Prairie Island Indian Community was discussed.

F. Board Member Comments.

There were no other Board Member comments.

10. Adjournment

The meeting adjourned at 6:50 p.m.



**Executive Director's Report
8/19/25**

Submitted by: Shantel Dow & the Sheldon staff

Quick Summary:

- Community Collaborations
 - Hispanic Outreach
 - Red Wing Public Library
 - Downtown Main Street, Chamber, Visit RW, West End District
- Sheldon Theatre & Phoenix Theatre productions
 - Movies & Shrek the Musical
- Sensory Space
- All-American Alumni Band prep
- 25-26 Season
- Grants
 - MSAB & NEA

Industry Sector:

- MN Arts & Culture Coalition – In-person gathering at The O'Shaughnessy
- Heartland Arts Board – MAX Conference in mid-September. Professional development and artist showcases/bookings.

Russell's Production Report

- Completed work on SHREK, The Musical, for Phoenix Theatre Company.
- Auditions for fall play, RED HERRING are August 18th & 19th 6 to 8
- Continuing maintenance on lighting systems
- Well into the advance for the 25-26 season.

Brenda's Marketing Report

- Sheldon Rewind going well - set of 6 films on Thursday evenings to fill in for Late Night Thursdays and Downtown Mainstreet. There were 6 sponsors that helped make this possible.
- Playbill is under way and will be ready when we kick off the season on September 20.
- Working on promo for a project with Hispanic Outreach; a Pre-Fiesta in the Sheldon courtyard Sept 12 at 5:30pm, there will be a dj, food truck and craft. This is Free to attend and open to everyone. Then at 7pm, Los Rebeldes will perform on stage. We will have the pit down for dancing and this is a "pay what you can" model, with suggested pricing. \$10 for a family and \$5 individual.
- Worked with The All-American Alumni Band to prep for their visit.
- The Friends pin for 25-26 is currently in production and will be revealed at the start of the season.
- Top 5 selling shows (all over 50%): 5. Takin' It To The Limit (Eagles tribute), 4. Orleans, 3. The New Standards Holiday show, 2. Collin Raye, and 1. A Tribute to the Music of John Fogerty & CCR
- Season package sales are up nearly 30% from last year.

Samantha's Development Report

- The Sheldon was awarded \$ 71,177 from the Minnesota State Arts Board for FY26. This is a significant decrease from \$107,724 in FY25, FY25 was the largest award the Sheldon has received and abnormally high for an organization of our size. The Minnesota State Arts Board experienced \$12.5 million reduction in their allocation from the Arts & Cultural Heritage Fund and had 20 new grantees qualify for operating support – spreading fewer resources among more grantees in FY26. Operating grants were reduced for organizations across the board. Samantha and Shantel met with Lindi Holiday, Program Officer for the Minnesota State

Arts Board and reviewed the Sheldon's application and scores, which apply to our general operating grant awards until FY29. All scores were "greatly exceeding expectations" in all categories including administrative excellence, artistic merit, engagement, public benefit and evaluation. The Minnesota State Arts Board anticipates an increase in awards in FY27 as the Arts & Cultural Heritage Fund funding is slated to increase

- Awarded \$15,000 from the National Endowment for the Arts for the presentation of Frederick Douglass: In the Shadow of Slavery in 25-26 Season and Black Angels Over Tuskegee in the 26-27 Season
- Awarded \$15,000 grant from the Jones Family Foundation for Community Outreach in the 2025-2026 Season
- Sensory-friendly show went well, 22 guests utilized the 3rd floor sensory space. Survey results showed mostly positive feedback with a few areas for improvement. Working to build out processes for safely using and staffing that space for futures shows
- Participated in the River City Days Parade with the "We Love This Place" float in partnership with other local arts organizations, the West End, the Chamber, Visit Red Wing and Downtown Main Street
- Samantha and Brenda exhibited at the Field Trip Adventures Expo in Bloomington on 8/12, attendees included over 300 schools, home school families and adult group tour planners from across Minnesota and Wisconsin
- Movie series is off to a strong start, we quickly filled all sponsorship spots to help offset film rights to show the Sheldon Rewind Series in partnership with Late Night Thursdays in downtown Red Wing. 129 attended the Goonies and 69 attended Grease.
- Partnering with the Red Wing Public Library to show the Manhattan Short Film Festival on Thursday, October 2nd at 3 pm and 7 pm, this event is free to attend thanks to the library
- Pre-Fiesta, 9/12 at 7 pm before the Hispanic Heritage Festival. Pit will be down for dancing, piloting "pay what you can model". Family friendly fun in the courtyard before, Anderson Center artist Chloe Bischoff will have a free tile making event. DJ and food truck.
- Friends pre-party at 6:15 before "Get Happy", toast to the season and unveiling of 2025-2026 commemorative lapel pin

Leah's Box Office and Front of House Report

- The Box Office is still adjusting to the new ticketing system and its many features. The project of hand importing \$61,000 unredeemed gift certificates and credits into the new system is at about the halfway mark. The Box Office associates are doing great work on this.
- 2 New Box Officers and 2 House Managers have been hired for the new season and training has begun with them.
- 70 volunteers have made their selections for the upcoming season and we are busy drawing up the volunteer schedule from September - May.
- Six performances of Shrek were all very well attended. We debuted a new popcorn and Triple Mix: Carrol's Popcorn out of Rochester is getting rave reviews. (I saw one woman on her cell phone at Grease, placing a personal popcorn order via their website!)
- Those who attended The Goonies and Grease--our movies as part of Late Night Thursdays--had

a great time. Next up: You've Got Mail on Thursday, August 21st @ 7pm.

- This week the All American Alumni Band activities have kept us hopping, lots of questions and excitement about the free concerts.
- Movies and pre-season events will keep us busy until the Season Opener on September 20th. We'll be supplying a Mexican beer for Los Rebeldes on September 12th. This is a "Pay What you Can" event, a kickoff for the Hispanic Heritage festival in Central Park on September 13th.
- The free Community Conversation with David French on Freedom, Politics & Culture on Thursday, Sept. 18th already has 152 reservations.

FY2024 Balance Sheet
Sheldon Theatre of the Performing Arts



ACCOUNT NUMBER	DESCRIPTION	AMOUNT
Assets		
810-00000-10100	CASH	\$ -
810-00000-10102	CASH-SHELDON	\$ 336,438
810-00000-10103	CASH-SHELDON RESTRICTED	\$ 14,500
810-00000-10125	CASH-MONEY MKT CKG.	\$ -
801-00000-10200	CASH-PETTY CASH DRAWER	\$ 700
810-00000-10305	ASSETS HELD WITH OTHERS-ST. PA	\$ 69,885
810-00000-10310	ASSETS HELD WITH OTHERS-ST. PA	\$ 5,810,687
810-00000-13101	DUE FROM GENERAL	\$ 55,482
810-00000-14400	DUE FROM OTHER AGENCIES	\$ 4,545
810-00000-17515	PREPAIDS-OTHER	\$ 67,199
	Total Assets	\$ 6,359,436
Liabilities		
810-00000-20200	ACCOUNTS PAYABLE	\$ 15,227
810-00000-20201	AP: NON-SYSTEM GENERATED	\$ 543
810-00000-24103	DUE TO STATE 2.5% LIQUOR TAX	\$ -
810-00000-24105	DUE TO STATE- 7.375% SALES TAX	\$ -
810-00000-24140	DUE TO STATE 2% NR ENTERTAINER	\$ 2,013
810-00000-27100	ACCRUED SALARIES PAYABLE	\$ 35,177
810-00000-27104	DEDUCTIONS-DIRECT DEPOSIT	\$ -
810-00000-27201	ACCRUED VACATIONS PAYABLE	\$ 46,788
810-00000-27202	ACCRUED SICK LEAVE PAYABLE	\$ 23,692
810-00000-27203	ACCR VAC/SICK PAY-CURRENT	\$ 8,857
810-00000-27300	DEFERRED REVENUES	\$ -
810-00000-27301	SUSPENCE ACCT-BOX OFFICE & HOF	\$ 282
810-00000-27305	GIFT CERTIFICATES OUTSTANDING	\$ 49,900
810-00000-27310	PREPAID TICKETS	\$ 154,993
810-00000-29000	OTHER LIABILITES	\$ (15,566)
	Total Liabilities	\$ 321,906
Fund Balance		
810-00000-30000	FUND BALANCE EQUITY	\$ 4,012,828
	Fund Balance	\$ 4,012,828

Income & Expense Statement
Sheldon Theatre of the Performing Arts
YEAR END FY2024



Account Number	Description	FY24 Operating Budget	2024 Year-End Operating
Contributed Revenue			
810-00000-43135	OTHER FEDERAL GRANTS & AIDS	\$ 15,000	\$ -
810-00000-43599	STATE GRANTS & AIDS	\$ 97,500	\$ 165,208
810-00000-46243	SHOW/SEASON SPONSORS	\$ 65,000	\$ 42,120
810-00000-46244	PRIVATE FOUNDATION GRANTS	\$ 95,000	\$ 102,500
810-00000-46246	FRIENDS OF THE SHELDON CORPORATE FOUNDATION	\$ 80,000	\$ 88,546
810-00000-46247	GRANTS	\$ 70,000	\$ 75,250
810-00000-46249	INDIVIDUAL GIFTS	\$ 24,000	\$ 23,624
810-00000-46258	SPECIAL PROJECTS-DONATIONS	\$ -	\$ 200
810-00000-46260	EVENT REVENUE-FUNDRAISING	\$ -	\$ 1,935
810-00000-46263	ENDOWMENT PRINCIPAL GIFTS	\$ -	\$ 2,028,630
810-00000-49101	TRANSFER FROM GENERAL	\$ 110,964	\$ 110,964
	Contributed Subtotal	\$ 557,464	\$ 2,638,977
Earned Revenue			
810-00000-44760	FACILITY RENTAL	\$ 42,000	\$ 58,638
810-00000-44763	TICKET SALES-MAINSTAGE TICKET SALES-PHOENIX	\$ 290,000	\$ 332,728
810-00000-44769	THEATRE	\$ 22,000	\$ 12,231
810-00000-44771	TICKET SALES-SPECIAL PROJECT TOURS,CHARGES FOR	\$ 10,000	\$ -
810-00000-44772	SERVICES	\$ -	\$ 948
810-00000-44773	REGISTRATION & EDUCATION	\$ 8,000	\$ 9,654
810-00000-44781	RETAIL SALES	\$ 33,000	\$ 1,339

810-00000-44782	SERVICE CHARGES	\$	85,000	\$	54,569
810-00000-44785	LIQUOR SALES	\$	-	\$	18,394
	NONALCOHOLIC BEVERAGE				
810-00000-44786	SALES	\$	-	\$	8,250
810-00000-44787	FOOD SALES	\$	-	\$	3,568
810-00000-46284	OVER/UNDER	\$	-	\$	(10)
810-00000-46299	OTHER MISCELLANEOUS	\$	-	\$	535
810-00000-44788	ARTIST MERCHANDISE SALES	\$	-	\$	1,186
	Earned Revenue Subtotal	\$	490,000	\$	502,030
810-00000-46211	ENDOWMENT INTEREST	\$	175,000	\$	301,188
	Total Revenues	\$	1,222,464	\$	3,442,195

Expenses

	OTHER PROF. SERVICES	\$	-		
	SHELDON BUILDING	\$	-	\$	22
	ENDOWMENT	\$	27,000	\$	17,607
	CAPITAL	\$	-	\$	-
	ADMINISTRATION	\$	267,503	\$	304,106
	FUNDRAISING	\$	109,709	\$	167,669
	ADMIN TOTAL	\$	404,212	\$	489,404
	General Program	\$	485,652	\$	513,062
	Mainstage Presenting	\$	315,300	\$	383,635
	Phoenix Theatre	\$	26,900	\$	9,999
	Local Presenting	\$	-	\$	300
	Education	\$	21,700	\$	14,805
	Enlighten Series	\$	70,740	\$	6,288
	PROGRAMMING EXPENSES	\$	920,292	\$	928,089
	Total Expenses	\$	1,324,504	\$	1,417,493
	Total Revenues	\$	1,222,464	\$	3,442,195
	Net Profit/Loss	\$	(102,040)	\$	2,024,702

FY2025 Balance Sheet
Sheldon Theatre of the Performing Arts
August Sheldon Board Meeting 2025
30-Jun-25



ACCOUNT NUMBER	DESCRIPTION	AMOUNT
Assets		
810-00000-10100	CASH	\$ -
810-00000-10102	CASH-SHELDON	\$ 372,033
810-00000-10103	CASH-SHELDON RESTRICTED	\$ 14,500
810-00000-10125	CASH-MONEY MKT CKG.	\$ -
801-00000-10200	CASH-PETTY CASH DRAWER	\$ 700
810-00000-10305	ASSETS HELD WITH OTHERS-ST. PA	\$ 69,885
810-00000-10310	ASSETS HELD WITH OTHERS-ST. PA	\$ 5,810,687
810-00000-14400	DUE FROM OTHER AGENCIES	\$ 9,090
810-00000-17515	PREPAIDS-OTHER	\$ 65,477
	Total Assets	\$ 6,342,372
Liabilities		
810-00000-20201	AP: NON-SYSTEM GENERATED	\$ -
810-00000-24103	DUE TO STATE 2.5% LIQUOR TAX	\$ 10
810-00000-24105	DUE TO STATE- 7.375% SALES TAX	\$ 64
810-00000-24140	DUE TO STATE 2% NR ENTERTAINER	\$ 1,913
810-00000-27104	DEDUCTIONS-DIRECT DEPOSIT	\$ -
810-00000-27201	ACCRUED VACATIONS PAYABLE	\$ 46,788
810-00000-27202	ACCRUED SICK LEAVE PAYABLE	\$ 23,692
810-00000-27203	ACCR VAC/SICK PAY-CURRENT	\$ 8,857
810-00000-27300	DEFERRED REVENUES	\$ -
810-00000-27301	SUSPENCE ACCT-BOX OFFICE & HOF	\$ 282
810-00000-27305	GIFT CERTIFICATES OUTSTANDING	\$ 49,491
810-00000-27310	PREPAID TICKETS	\$ 192,571
810-00000-29000	OTHER LIABILITES	\$ (9,528)
	Total Liabilities	\$ 314,140
Fund Balance		
810-00000-30000	FUND BALANCE EQUITY	\$ 6,037,529
	Fund Balance	\$ 6,037,529

FY2025 Income & Expense Statement
 Sheldon Theatre of the Performing Arts
 August Sheldon Board Meeting 2025
 30-Jun-25



Account Number	Description	FY25 Operating Budget	2025YTD Operating Actuals	2024YTD Operating Actuals	2024 Year-End Operating	YTD% of Budget
Contributed Revenue						
810-00000-43135	OTHER FEDERAL GRANTS & AIDS	\$ -	\$ -	\$ -	\$ -	
810-00000-43599	STATE GRANTS & AIDS	\$ 145,000	\$ 87,127	\$ 72,535	\$ 133,324	
810-00000-46243	SHOW/SEASON SPONSORS	\$ 55,000	\$ 18,000	\$ 550	\$ 48,736	
810-00000-46244	PRIVATE FOUNDATION GRANTS	\$ 105,500	\$ 91,000	\$ 80,000	\$ 94,000	
810-00000-46246	FRIENDS OF THE SHELDON CORPORATE FOUNDATION GRANTS	\$ 84,000	\$ 39,248	\$ 34,584	\$ 71,131	
810-00000-46247	GRANTS	\$ 75,000	\$ -	\$ -	\$ 70,739	
810-00000-46249	INDIVIDUAL GIFTS	\$ 26,000	\$ 14,354	\$ 23,906	\$ 15,648	
810-00000-46258	SPECIAL PROJECTS-DONATIONS	\$ 2,000	\$ -	\$ -	\$ -	
810-00000-46260	EVENT REVENUE-FUNDRAISING	\$ -	\$ 1,387	\$ -	\$ -	
810-00000-49101	TRANSFER FROM GENERAL	\$ 116,250	\$ -	\$ -	\$ 99,284	
	Contributed Subtotal	\$ 608,750	\$ 251,116	\$ 211,575	\$ 532,862	41%
Earned Revenue						
810-00000-44760	FACILITY RENTAL	\$ 45,000	\$ 29,572	\$ 21,249	\$ 43,533	
810-00000-44763	TICKET SALES-MAINSTAGE	\$ 355,501	\$ 184,160	\$ 150,982	\$ 322,926	
810-00000-44769	TICKET SALES-PHOENIX THEATRE	\$ 20,400	\$ 5,830	\$ 7,638	\$ 10,689	
810-00000-44771	TICKET SALES-SPECIAL PROJECT TOURS,CHARGES FOR	\$ 10,000	\$ -	\$ -	\$ 8,834	
810-00000-44772	SERVICES	\$ 2,000	\$ 1,400	\$ -	\$ 1,022	
810-00000-44773	REGISTRATION & EDUCATION	\$ 12,000	\$ 23,962	\$ 9,654	\$ 11,034	
810-00000-44780	GIFT SHOP	\$ 1,000	\$ 271	\$ -	\$ -	
810-00000-44781	RETAIL SALES	\$ -	\$ -	\$ 1,720	\$ 36,818	
810-00000-44782	SERVICE CHARGES	\$ 92,000	\$ 25,313	\$ 33,482	\$ 88,882	
810-00000-44783	ORGAN PRODUCT SALES	\$ -	\$ 2,499	\$ -	\$ -	
810-00000-44785	LIQUOR SALES	\$ 25,000	\$ 11,853	\$ 9,709	\$ -	
810-00000-44786	NONALCOHOLIC BEVERAGE SALES	\$ 11,000	\$ 5,754	\$ 4,779	\$ -	
810-00000-44787	FOOD SALES	\$ 5,000	\$ 2,277	\$ 2,130	\$ -	
810-00000-46284	OVER/UNDER	\$ -	\$ (11)	\$ (10)	\$ -	
810-00000-46299	OTHER MISCELLANEOUS	\$ -	\$ 29	\$ -	\$ -	
810-00000-44788	ARTIST MERCHANDISE SALES	\$ 1,500	\$ 1,256	\$ 725	\$ -	
	Earned Revenue Subtotal	\$ 580,401	\$ 294,165	\$ 242,058	\$ 523,738	51%
810-00000-46211	ENDOWMENT INTEREST	\$ 175,000	\$ 164,313	\$ 155,355	\$ 153,330	
	Total Revenues	\$ 1,364,151	\$ 709,594	\$ 608,988	\$ 1,209,930	52%

Expenses

OTHER PROF. SERVICES	\$ 25,000	\$ -	\$ -	\$ -	
ENDOWMENT	\$ -	\$ -	\$ -	\$ -	
CAPITAL	\$ -	\$ -	\$ -	\$ -	
ADMINISTRATION	\$ 309,230	\$ 84,984	\$ 194,958	\$ 271,780	
FUNDRAISING	\$ 156,657	\$ 63,324	\$ 75,136	\$ 103,671	
ADMIN TOTAL	\$ 490,887	\$ 148,308	\$ 270,094	\$ 375,451	
General Program	\$ 535,545	\$ 279,309	\$ 212,711	\$ 455,123	
Mainstage Presenting	\$ 391,700	\$ 263,028	\$ 184,131	\$ 340,307	
Phoenix Theatre	\$ 20,400	\$ 22,608	\$ 6,354	\$ 22,870	
Education	\$ 20,620	\$ 5,640	\$ 55	\$ 22,357	
Enlighten Series	\$ -	\$ -	\$ 3,100	\$ 15,450	
PROGRAMMING EXPENSES	\$ 968,265	\$ 570,585	\$ 406,351	\$ 856,107	
Total Expenses	\$ 1,459,152	\$ 718,893	\$ 676,445	\$ 1,231,558	49%
Total Revenues	\$ 1,364,151	\$ 709,594	\$ 608,988	\$ 1,209,930	52%
Net Profit/Loss	\$ (95,001)	\$ (9,299)	\$ (67,457)	\$ (21,628)	10%

Sheldon Theatre Board

Financial Snapshot* - YTD June 2025

	Revenue	Actual YTD	Budget YTD	Variance
Main Stage Ticket Revenue	\$	202,649	\$ 217,710	\$ (15,061)
Phoenix Ticket Revenue	\$	7,216	\$ 10,200	\$ (2,984)
Education/Field Trip Ticket Revenue	\$	22,421	\$ 7,000	\$ 15,421
Rental Revenue	\$	29,572	\$ 22,500	\$ 7,072
Retail Sales	\$	21,411	\$ 21,750	\$ (339)
Grants and Donations Revenue	\$	251,126	\$ 246,250	\$ 4,876
Endowment Interest	\$	164,313	\$ 175,000	\$ (10,687)
Totals	\$	698,708	\$ 700,410	\$ (1,702)

	Main Stage	Actual YTD	Budget YTD	Variance
Main Stage Ticket Revenue	\$	202,649	\$ 217,710	\$ (15,061)
Main Stage Artist Fees/Expense	\$	185,481	\$ 158,295	\$ 27,186
Main Stage Income/(Expense)	\$	17,168	\$ 59,415	\$ (42,247)



*This report does not represent an actual financial statement regarding the Sheldon Theatre revenue and expenses and is used for performance management of operations only

Sheldon Theatre Board

Ticket Snapshot - June 2025

Main Stage Tickets Revenue	# of Shows	Tickets Sold	Occupancy %	Rev/Ticket
	0			
Phoenix Ticket Revenue	# of Shows	Tickets Sold	Occupancy %	Rev/Ticket
	0			
Education/Field Trip Ticket Revenue	# of Shows	Tickets Sold	Occupancy %	Rev/Ticket
Fractured Fairytales	1	318	68%	\$8
Rental Revenue	# of Shows	Tickets Sold	Occupancy %	Rental Revenue
Fusion Dance Recitals	2	793	85%	\$4,535.00

SHOW	Proj. Tickets	Actual Tickets
Fractured Fairytales (Education/Field Trip)	\$ -	\$ 2,499.00

Sheldon Theatre Board

Financial Snapshot* - YTD July 2025

	Revenue	Actual YTD	Budget YTD	Variance
Main Stage Ticket Revenue	\$	202,649	\$ 217,710	\$ (15,061)
Phoenix Ticket Revenue	\$	51,249	\$ 15,400	\$ 35,849
Education/Field Trip Ticket Revenue	\$	22,421	\$ 7,000	\$ 15,421
Rental Revenue	\$	31,072	\$ 26,250	\$ 4,822
Retail Sales	\$	25,240	\$ 25,375	\$ (135)
Grants and Donations Revenue	\$	268,507	\$ 287,292	\$ (18,785)
Endowment Interest	\$	164,313	\$ 175,000	\$ (10,687)
Totals	\$	765,451	\$ 754,027	\$ 11,424
	Main Stage	Actual YTD	Budget YTD	Variance
Main Stage Ticket Revenue	\$	202,649	\$ 217,710	\$ (15,061)
Main Stage Artist Fees Expense	\$	185,481	\$ 158,295	\$ 27,186
Main Stage Income/(Expense)	\$	17,168	\$ 59,415	\$ (42,247)



*This report does not represent an actual financial statement regarding the Sheldon Theatre revenue and expenses and is used for performance management of operations only

Sheldon Theatre Board

Ticket Snapshot - July 2025

Main Stage Tickets Revenue	# of Shows	Tickets Sold	Occupancy %	Rev/Ticket
	0			
Phoenix Ticket Revenue	# of Shows	Tickets Sold	Occupancy %	Rev/Ticket
Shrek the Musical	6	2094	75%	\$21.03
Education/Field Trip Ticket Revenue	# of Shows	Tickets Sold	Occupancy %	Rev/Ticket
	0			
Rental Revenue	# of Shows	Tickets Sold	Occupancy %	Rental Revenue
	0		0%	
SHOW	Proj. Tickets	Actual Tickets		
Phoenix: Shrek the Musical	\$ 36,000	\$ 44,033		

Planning Prospectus for The Sheldon of Performing Arts

(August 13, 2025)

The Consultation

The intended outcome of this three-phase consultation is to engage the Board of Directors and key staff of The Sheldon in the development of a comprehensive plan to achieve sustainable prominence:

- I. Determination of initiatives from the 2014-15 strategic plan to carry forward with specific, measurable goals.
- II. Development of a three-to four-year plan of strategic initiatives with actionable and measurable goals to fulfill the mission of The Sheldon and lead to sustainable prominence.
- III. Implementation of an accountability plan to monitor progress, celebrate accomplishments, and modify initiatives/goals as necessary.

Two of the three phases will occur over the course of a two-day intensive planning retreat I will facilitate.

1. Determining the initiatives to carry forward from the 2014-15 plan

Prior to the submission of this prospectus, I have reviewed the Bylaws of The Sheldon Board, the information on the website, the 2024-25 plan and a “scorecard” summary of its accomplishments, a summary of comments from The Sheldon community collected by Dennis Brennan, and a ten-year analysis of financial and program data collected by the staff, and the 2024 Annual Report. (All participants in the retreat should receive copies of these materials in advance of the retreat.)

Based on this review, I recommend that the staff take the lead in determining which initiatives from the earlier plan to carry forward to the new plan and to amplify those initiatives by attaching actionable and measurable goals to them for Board consideration.

The intended outcome of this phase is for the staff to provide the Board with a “strategic snapshot” of the current reality AND a specific recommendation on how initiatives from the past can help shape the future for sustainable prominence.

I propose that this phase be scheduled during the workday on a Friday where I will facilitate a three-four-hour staff workshop to achieve the outcome. Prior to the workshop, in consultation with the Executive Director and Board Chair, I will prepare an agenda and materials for staff to review in the days before the workshop. In the afternoon following the workshop, I will finalize the agenda and materials for the next phase with the Board and staff.

2. Development of a strategic plan with initiatives and goals

Strategic initiatives go beyond program management. They are focused, action-oriented efforts to fulfill the organization's mission and realize sustainable prominence. Effective strategic initiatives drive significant changes, and they create discernible value for the organization's stakeholders. Initiatives must be buttressed by measurable goals that are yoked to accountable agents and/or agencies with timelines. Initiatives may be in force for the duration of the plan, even as goals are fulfilled, modified, and/or replaced.

The intended outcome of this phase is the development of a comprehensive plan with a limited number of strategic initiatives designed to fulfill the mission and make progress on sustainable prominence. The initiatives will be ranked in order of priority to assist in the implementation schedule.

I propose that this phase be scheduled for three-four hours on the Saturday morning following the staff workshop. This session will begin with a conversation on the mission to test the level of alignment between Board members and staff on what the mission means. Mission clarity is a hallmark of effective organization identity. The session then moves into consideration of recommendations developed by the staff on Friday, seeking Board consensus on the initiatives and goals as proposed by the staff. When the group agrees that consensus has been reached, we move to the question "what is missing if we are to achieve sustainable prominence?" This brainstorming time engages Board members and staff in strategic thinking apart from operational goals and timelines, which will be developed by staff following the retreat and submitted to the Board at its next regular meeting (as described in Phase 3 below).

3. Implementation of an accountability plan

Within one week after the retreat ends, I will prepare a draft of the new plan that includes the mission (with an explanation of its meaning) and the strategic initiatives (from the earlier plan and those generated at the retreat).

Then, in a remote session with the staff, I will facilitate the inclusion into the plan of objectives and accountability assignments for all initiatives. The outcome of this consultation will be the final draft of the new plan to be presented to the Board at its regular meeting for final review and adoption. Timelines may then be determined when the plan is approved by the Board.

Retreat Budget

The Sheldon will provide meeting space, meals and refreshments, technology, and materials for the retreat.

The consultant will manage communications with participants, design materials, and facilitate the retreat sessions.

Fees for the consultant include:

- mileage to and from Red Wing (380 miles @ \$.70 = \$266)
- overnight lodging for two nights (estimated at \$400)
- meals per diem (estimated at \$50/day = \$100)
- Pre-retreat activities: \$750
- Retreat facilitation: \$2000
- Post-retreat activities: \$750

Total proposed Fees: \$4266

Retreat Consultant

James Pence, Ph.D.

Alexandria, MN 56308

jim@jimpenceonline.com

(320) 219-7728

