



FOX TUCSON THEATRE ANNUAL REPORT

FY 2020 REPORT TO THE COMMUNITY

EXECUTIVE SUMMARY



As a Tucson flagship and legacy institution, today's Fox Tucson has successfully reclaimed its original status as an iconic and irreplaceable regional resource.

The catastrophic impact of the coronavirus on the live events industry revealed operating weaknesses that must be addressed to ensure The Fox remains a vibrant cultural asset in Tucson for many years to come.

In 2020, The Fox has navigated through crisis, and maintained mission-based programming, while charting a path toward a more sustainable organization upon reopening.

STEPPING UP IN 2020

MAJOR ORGANIZATIONAL ACCOMPLISHMENTS

- National search concluded with hire of first female executive
- Record setting ticket sales in first months of 2020
- Leadership role in time of crisis, putting strategic thinking into practice in most extreme circumstances
- Successfully retained core staff team to carry forward essential activities during shutdown
- Swift and consistent management response resulted in improved overall financial health





PROGRAMMING: A TEMPORARY NEW NORMAL

Programming shifted to virtual space, stepping into homes via digital platforms to offer doses of mission-based, live performing arts for a range of audiences throughout 2020.

ESTIMATED DIGITAL AUDIENCE: 75,000+



FOX FRIDAY NIGHTS IN

MARCH – APRIL, 2020

LOCAL ARTISTS FROM THEIR HOMES STREAMED INTO YOUR HOMES



KIDS IN THE THEATRE (KIT) FOR FAMILIES AT HOME

APRIL – MAY, 2020 STORYTELLING VIDEO SERIES
JUNE – JULY, 2020 MIDSUMMER LITERACY ONLINE EVENT



FOX STREAMING ROOM

JULY – DECEMBER, 2020

FILMS, NATIONAL CONCERTS, AND FAMILY CONTENT

MADE AVAILABLE TO FOX FANS THROUGH ARTIST PARTNERSHIPS



ALWAYS CHASING RAINBOWS WEEK

OCTOBER, 2020 VIRTUAL CELEBRATION WEEK FEATURING
SONG COMMISSION, FOX DOCUMENTARY, GHOST LIGHT TOURS,
AND MORE





12 DAYS OF GETTING IN THE CHRISTMAS MOOD

DECEMBER, 2020 SONG SUITE OF HOLIDAY FAVORITES WITH
KHRIS DODGE ENTERTAINMENT



MUSIC INDUSTRY FOOD DRIVE

COMMUNITY SERVICE PROJECTS INCLUDING DECEMBER, 2020 FOOD DRIVE
WITH MUSICALLY FED AND OTHER PARTNERS BENEFITTING LOCAL MUSIC
INDUSTRY GIG WORKERS

Shari C
PHOTOGRAPHY

BEHIND THE SCENES IN 2020

KEY ISSUES ADDRESSED



TICKET LIABILITY

When pandemic cancelled most events, full balance of prepaid purchases came due.

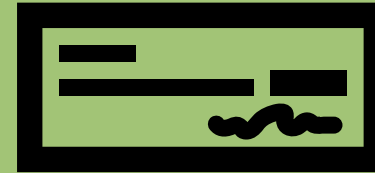
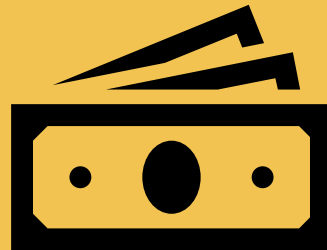
- \$128,000 Refunds Issued
- \$37,000 Credit Issued
- \$29,000 Donated Back

Dec 2020 = Patrons retain \$177,000 in tickets for rescheduled events.

Strict cash controls ensure immediate obligations can be met, assuming no new earned revenue for uncertain duration of programming pause.

Dec 2020 cash on hand covers expenses through April 2021

CASH FLOW



ACCOUNTS PAYABLE

Accounts payable has been successfully reduced by 59% during the 10 months since regular operations were paused, while The Fox has remained current on all new financial obligations.

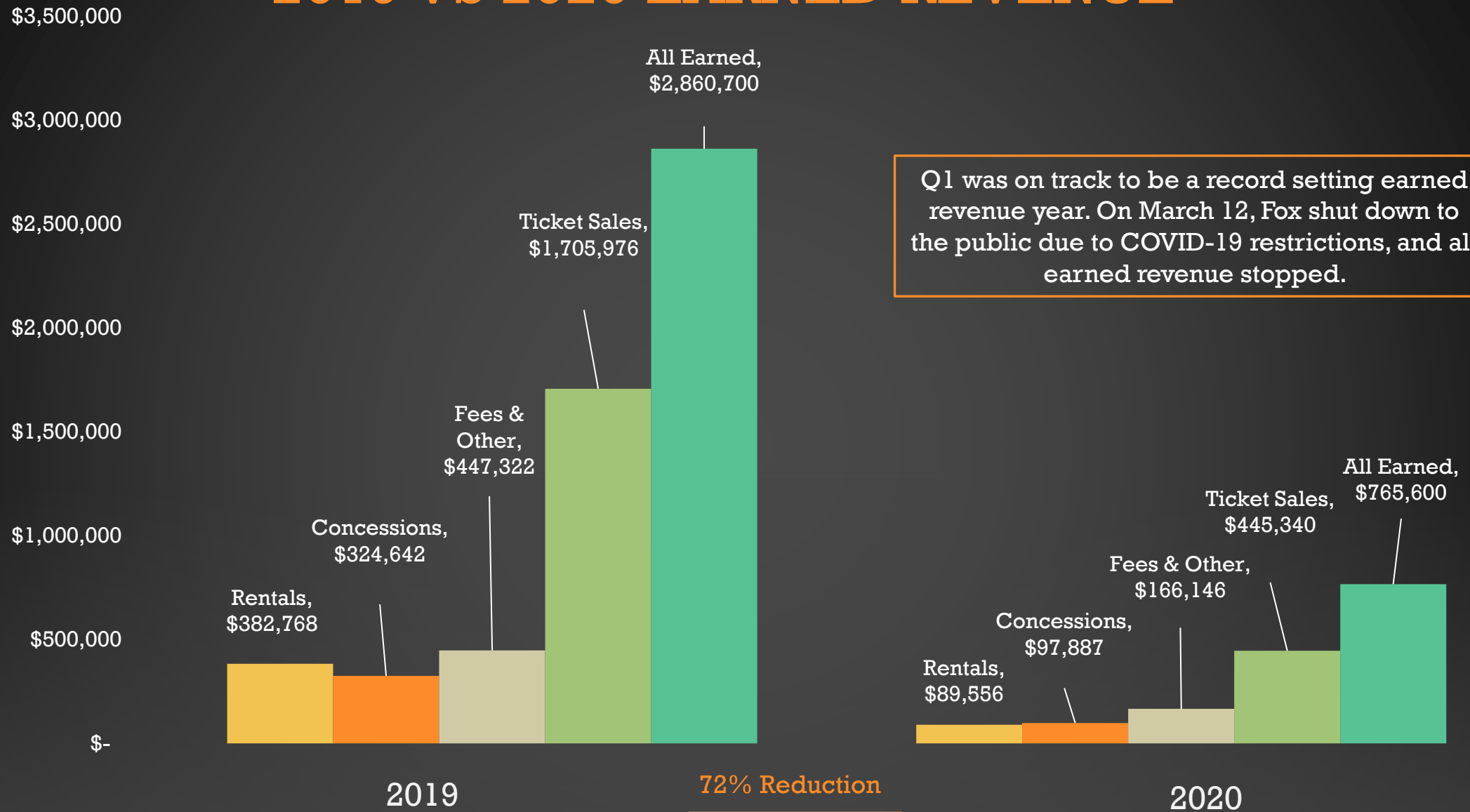
Despite dramatic reductions required by COVID, Fox retained 20% of overall staffing, with 9 key team members still partially employed.

Jan 2020 = 19 FTE
Dec 2020 = 4.2 FTE

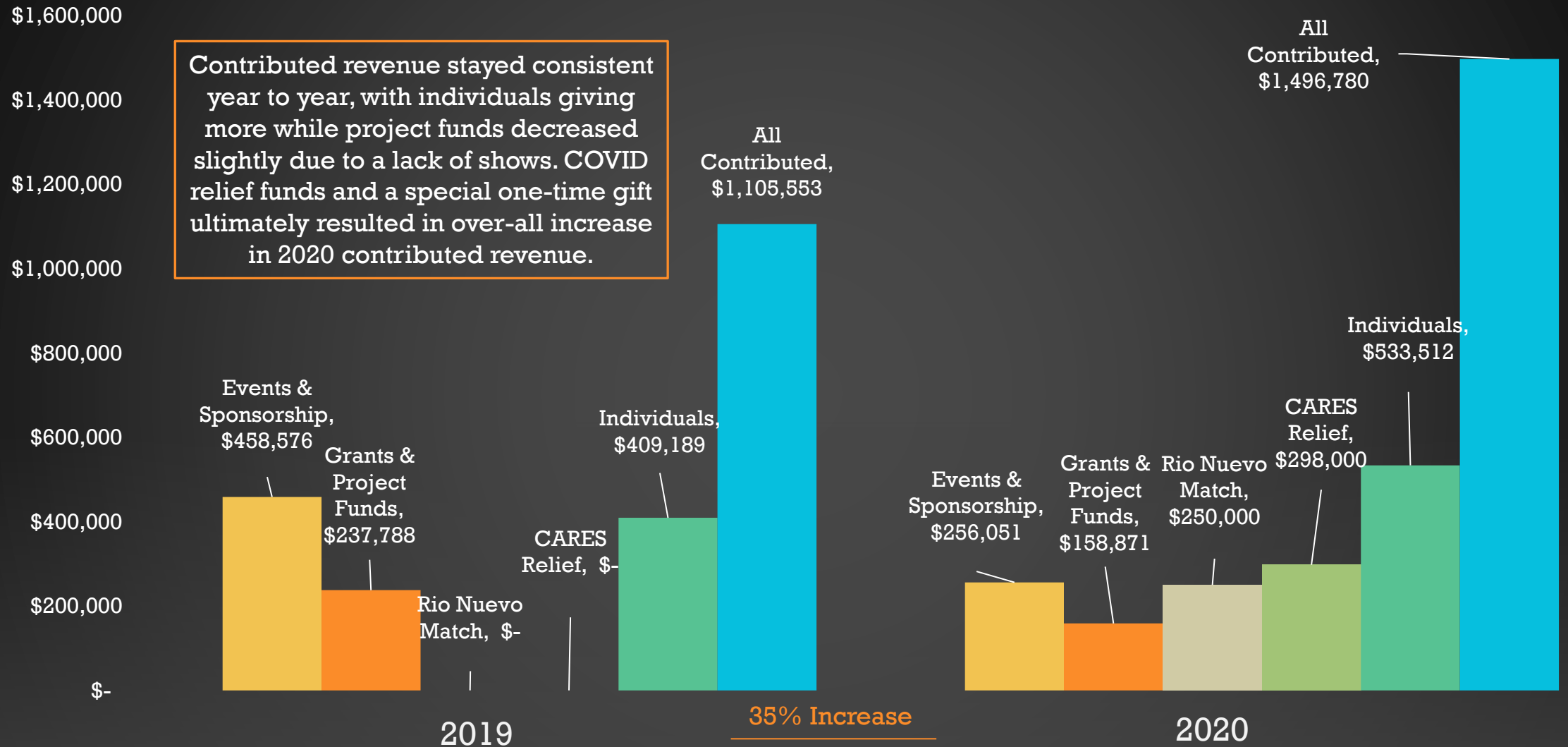
HUMAN RESOURCES



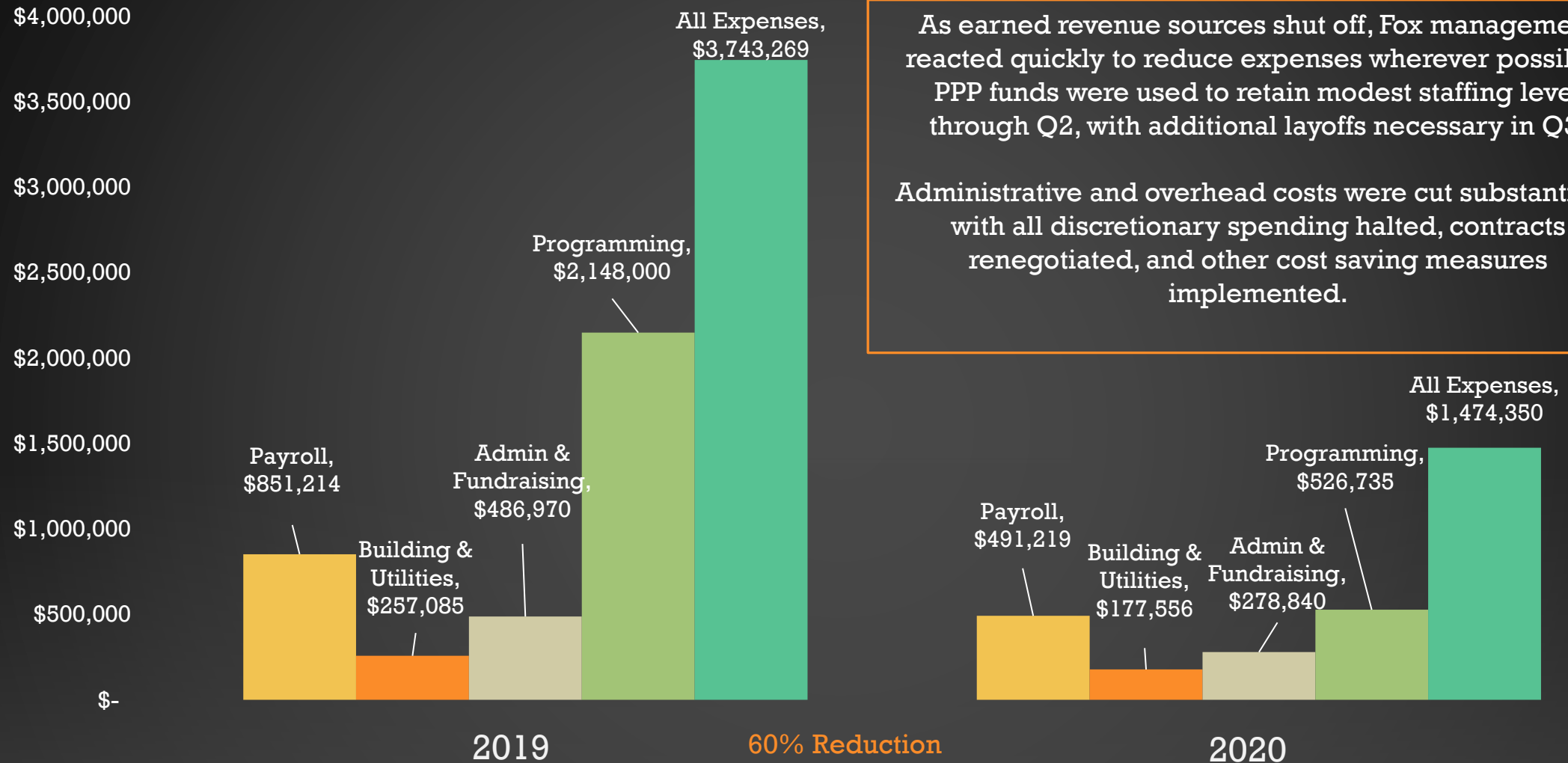
2019 VS 2020 EARNED REVENUE



2019 VS 2020 CONTRIBUTED REVENUE



2019 VS 2020 OPERATING EXPENSES



As earned revenue sources shut off, Fox management reacted quickly to reduce expenses wherever possible. PPP funds were used to retain modest staffing level through Q2, with additional layoffs necessary in Q3.

Administrative and overhead costs were cut substantially with all discretionary spending halted, contracts renegotiated, and other cost saving measures implemented.

TAKING CARE OF THE HISTORIC FACILITY

BUILDING EXPENSES BREAKDOWN



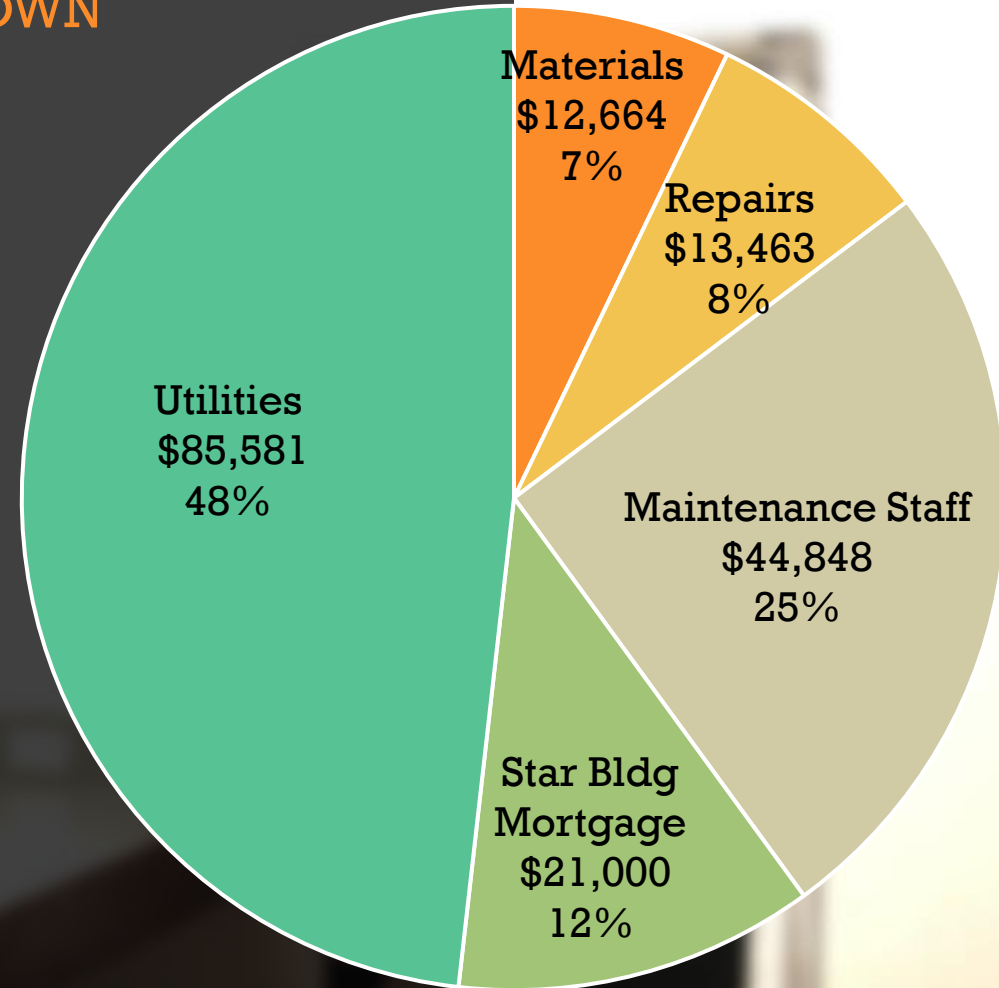
FINAL PAYMENT MADE
STAR BUILDING
MORTGAGE



BASIC UPKEEP ONGOING:
ELECTRICAL, PLUMBING,
MECHANICAL AND HVAC



2020 DIRECT BUILDING
\$177,556



SAVE OUR STAGES: WILL IT BE A LIFELINE?

- *Shuttered Venue Operators Grant (SVOG) expected to begin multi-phase applications by mid-February, 2021*
- *Rules detailing eligibility for priority rounds still being finalized*
- *Fox most likely in priority group 2 with April – Dec revenue loss over 70%*
- *Fox eligible for up to \$1.3 million*
- *Not guaranteed funds*
- *Realistic timeline = April - May*
- *Combined with ongoing fiscal discipline and continued charitable support at or above 2020 levels, successful SVO application would provide vital bridge funding toward goal of viable reopening.*



SUPPORT INDEPENDENT VENUES
ACT TODAY AT [SAVEOURSTAGES.COM](https://saveourstages.com)

WHEN WILL THE FOX REOPEN?

- Current goal is Fall 2021
- With national public health conditions still in flux and conditions in the live events industry radically changed, exact timelines remain fluid.
- Reopening timeline will be considered in light of interrelated operating factors.
- Most importantly, the Fox will prioritize safety and a sustainable operating model in our reopening strategy.





STAGE
LEFT

LOOK TO THE FUTURE: WHAT IS NEXT?

- New leadership committed to reinventing business model, active engagement in the field, and move from aspirational to operational
- Post-pandemic restart to unfold with sustainable growth and safety as top priorities
- Shuttered Venue Operators Grant presents *possible* 2021 bridge funding
- Explore property ownership transition to Fox Foundation

THANK YOU TO THE FOX'S 2020 MAJOR DONORS

Larry Adamson
Janet Anderson
Arizona Commission on the Arts
Gretchen Aronoff
Alice and Paul Baker
Bert W. Martin Foundation
Barbara and Denis Brady
Laura and Arch Brown
Timothy Brown
Chapman Management Group
Connie Hillman Family Foundation
Debra DeMartini
Deupree Family Foundation
Sherry Downer
Dryditch Consulting LLC
Lynn Wood and Bruce Dusenberry
Jane and Mark Frazee
Melanie Goering
Sally Grant and Neal Cash
Pam Grissom

H S Lopez Family Foundation
Chris Hartley
Barbara and Michael Heisler
Marta and Bob Holl
Neil Holstad
Nancy and Brian Jackson
Julie Kasper
Margaret and George Larsen
Taylor Lawhorn and Roger Conley
Jerome Lerner
Lovitt & Touché, Inc
Tammy Lutz and Paul Mayfield
Christina and Randall Maddox
Nancy March and Neil Ampel
Liz and Fletcher McCusker
Catherine Morton
Larry Nagel
Vicki and John Nyman
Mary Beth and Gerald Radke
Rio Nuevo

Terri Saint Pierre
Liz and Michael Sampsel
Southwestern Foundation
Judy and Don Spiro
The Stocker Foundation
Rene Stone and T. R. Rudkin

Tucson CARES for Entertainment
Venues & Stages funded by City of
Tucson We Are One/Somos Uno
Resiliency Fund and the CARES
Act, administered by the Arts
Foundation for Tucson and
Southern Arizona

YWCA of Southern Arizona with
funding provided by City of
Tucson We Are One/Somos Uno
Resiliency Fund and the CARES Act