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II. Executive Summary

History. West Side Theatre Foundation, located at 1331 Main Street, Newman, CA 95360, was established in 1996 to provide facilities and community support for the provision of local cultural and educational benefit to residents of the west side of Stanislaus and Merced Counties, including the communities of Newman and Gustine. It has been in continuous operation since then, having produced or facilitated over 350 plays, concerts, lectures, artistic presentations, community events during that time. It is run by an all-volunteer staff and a corps of 70 volunteers; performers are paid on a contract basis.

Purpose. The purpose of the corporation is to own or lease, renovate and operate a theater and/or other performing arts facilities for the presentation of events, including plays, concerts, lectures, and other artistic presentations, and:

- To promote the development of the arts and cultural activities on the west side through various means, including by operating internet websites and;
- By fully qualifying and serving as a "public telecommunications entity" within the intent of 47 U.S.C. Section 397(12) and by operating nonprofit radio station(s) for the benefit and education of the citizens of the west side of Stanislaus County and Merced County;
- With programming to include programs of educational merit such as those concerned with scientific, cultural, historical, and humane studies; adult education, distance learning, programs in support of K-12 and higher education; and programs incident to for-credit instruction and general interest programs.

Vision. West Side Theatre Foundation aims to provide cultural and education programs that provide a forum for creative and personal expression by and for residents of the west side, enhancing the lives of local residents and visitors, and utilizing the dedication of community volunteers to make productions affordable and accessible to the local community.

III. General Description

Mission. It is the mission of the West Side Theatre Foundation, a not-for-profit corporation under Section 501(c)(3) of the Internal Revenue Code, to promote and facilitate the arts on the west side of Stanislaus and Merced counties; provide for increased arts and other general education; promote and aid the creative skills and cultural welfare of the community; feature lectures, concerts, poetry and literary readings, theater productions and talent; and enable presentations by operating and sustaining a theatre, a community-centered radio station, and other facilities to ensure the continued growth and development of the arts and other community culture within our service area.

A. Goals of the Foundation

- a. Provide programming, access, and training to the community, with significant participatory opportunities for students from the local school districts.
- b. Provide musical, cultural, and informational programming that celebrates and expresses the diversity of the community, and makes available a voice for groups in the community that may otherwise go unheard.
- c. Sustain a forum for alternative points of view on local, national, and international issues, with particular awareness of women, students, labor, minorities, and other public interest constituencies.
- d. Make our facilities available to a public of diverse cultures, ages, income levels, and backgrounds.
- e. Strive to promote understanding between cultures and serve as a catalyst for positive social change within the community.

B. Objectives for 2011

- a. Continue to provide cultural events for the community, including lectures, concerts, poetry and literary readings, and theatre productions.
- b. Support the construction and implementation of a public radio station serving the community.
- c. Continue to grow public support for the Foundation to provide long-term sustenance of the Foundation's programs and operations.
- d. Continue to grow financial support for programs and operations.

C. Business Philosophy: We provide musical, cultural, and informational programming that celebrates and expresses the diversity of the community, and makes available a voice for groups in the community that may otherwise go unheard, sustaining a forum for alternative points of view.

D. Products and Services

- a. Lectures, concerts, poetry and literary readings
- b. Theatre productions
- c. Operating and sustaining a theatre
- d. Operating and sustaining a community-centered radio station and its programs
- e. Other facilities, as appropriate to our mission.

IV. Marketing Plan

A. Basic Services

- a. Sustenance and operation of the West Side Theatre, presenting approximately two major productions each month.
- b. Construction and implementation of operations for West Side Radio (WSR), aka KCUD-FM, at 90.7 MHz, including:
 1. Obtaining of equipment through grants and other fundraising activities.
 2. Hiring of part-time general manager and consulting engineer, to oversee operations.
 3. Development of programming, to include musical, cultural, and informational programming that celebrates and expresses the diversity of the community.
 4. Outreach to the community to solicit input and assistance.
 5. Establishment of an Emergency Alert System, for weather and other critical public purpose alerts.

B. Marketing Focus: Our programs and services will be marketed via:

- a. Personal and professional contacts;
- b. Area non-profits;
- c. Our website, www.westsidetheatre.org and email access, info@westsidetheatre.org
- d. Our print newsletter
- e. Our corps of 70 volunteers

C. Our organizational strengths are:

- a. Our dedicated board and 70 volunteers
- b. Broad community support, including local elected officials, the Newman Chamber of Commerce, the Gustine Chamber of Commerce, the Stanislaus Arts Council, the Merced County Arts Council, and numerous other community groups
- c. Our track record of successful productions
- d. Our planning, organization, and implementation skills
- e. Our commitment to supporting the cultural vitality of the community we serve
- f. Our collective experience in management, finance, business, and the arts
- g. Our human relations and sales skills

D. Our major competitive strengths are:

- a. Our track record
- b. Our planning, organization, and writing skills
- c. Our stature as the major cultural programming center in the Newman/Gustine/West Side area
- d. Our dedicated corps of 70 volunteers.

E. The legal form of ownership is a 501 (c) (3) non-profit corporation.

F. Fee Structure

- a. Theatre productions are developed on a break-even basis, structuring ticket sales to cover production costs and modest contributions to ongoing Foundation operational costs.
- a. Radio productions do not charge fees. Ongoing support will be solicited from local government, local community organizations, grants, and individual donors through establishment of Friends of West Side Theatre and Radio.

G Competitive Advantages

- a. Lack of competition in immediate area
- b. Modest ticket prices
- c. Track record of successful productions
- d. Catchy website

H Strategy

- a. Our strategy is to build on the successful track record of West Side Theatre (WST) and West Side Theatre Foundation (WSTF) to promote support for KCUD-FM; and once operational, to promote WST and community culture and activities with public service announcements on KCUD-FM.

I. Promotion. Promotion will be done through:

- a. Personal and professional contacts;
- b. Area non-profits;

- c. Our website, www.westsidetheatre.org and email access, info@westsidetheatre.org
- d. Our print newsletter
- e. Our corps of 70 volunteers

J. The image we will project is that we provide musical, cultural, and informational programming that celebrates and expresses the diversity of the community, and makes available a voice for groups in the community that may otherwise go unheard, sustaining a forum for alternative points of view.

K. Economics

- a. Size of market: 16, 859 to 17, 510 (per Census projections, Merced County and Newman)
- b. Current demand in target market: estimated at moderate to strong, per recent random sample telephone survey
- c. Barriers to entry:
 - 1. WSTF - none
 - 2. WSR - consumer acceptance and name recognition
- d. How we will overcome the barriers
 - 1. Market to current supporters of WST/WSTF
 - 2. Market to local community organizations

L. Features and Benefits

- a. Features:
 - 1. Broad variety of local and regional entertainment
 - 2. Modest-priced tickets
 - 3. Radio station will provide increased access to news, culture, and entertainment for area population at no direct cost to the public
- b. Benefits
 - 1. Opportunities for exposure for local talent
 - 2. Accessibility
 - 3. Greater range of information on local, national, and international news and culture available to public
 - 4. Greater understanding of minority issues and viewpoints
 - 5. Increased sense of community

6. Internship opportunities for local students

M. Customers. Customers are:

- a. Residents of Newman, Gustine, and the west side of Merced and Stanislaus counties.
- b. Visitors and workers in the region.

N. Competition (does not overlap signal area)

- a. National Public Radio - KUOP, Stockton and KXSR, Groveland
- b. Other noncommercial radio stations in the area – KFCE, Fresno, KSJV, Fresno

O. Niche. Our niche is being the local provider to the local community, and providing local cultural events and news unavailable on NPR and seldom carried on Fresno stations.

Table 1: Competitive Analysis; 1 = critical; 5 = not very important.

FACTOR	WSTF	Strength	Weakness	Other Cultural Providers	Importance to Customer
Products	Excellent	Accessibility	Lesser known performers	Unknown to Excellent	5
Price	Excellent	Very economical	None	Likely more expensive	3
Quality	High Quality	Experience	Some variability depending on group	Range of quality	4
Selection	Fairly broad	Provide a variety of programs	Not experienced in all sectors	May have broader range of experience	4
Service	Excellent	Timely	Managing work flow	Unknown	4
Reliability	Very good	Dependable	High dependence on volunteers	Expect to be good	4
Stability	Established since 1995	Community support	Limited budget	Vary	4
Expertise	Experienced	Experience	Cannot produce major-scale productions	Some can produce major-scale productions	4
Company Reputation	15 years	Known in area	None	Most well-known	4
Location	Local	Accessible	None	Some local	4
Appearance	Professional	Professionalism	None	Expect to be good	4

FACTOR	WSTF	Strength	Weakness	Other Cultural Providers	Importance to Customer
Sales Method	Local advertising, website, supporter list	Known in community	Limited budget	More advertising dollars	4
Credit Policies	N/A	N/A	N/A	N/A	2
Advertising	Limited scope	Personal contact/known in community	Limited reach	More advertising dollars	2
Image	Professional	Professional	Name recognition	May be more sophisticated	3

P. Pricing

Tickets for events range from \$5-14 for child/student, \$10-28 for adults.

Q. Distribution Channels: Volunteers, performers, website, email list, postal mail list, newspapers, radio, flyers.

R. Sales Forecast

PROJECTED	2011	2012	2013	2014	2015
Ticket sales	63,194	66,354	69,672	73,155	63,194
Donations, grants, and fundraising	8,552	147,063	22,249	17,446	29,317
Special events income	30,306	31,821	33,412	35,083	36,837
TOTAL	102,052	245,238	125,333	125,684	142,968
WORST CASE					
Ticket sales	53,715	56,401	59,221	62,182	65,291
Donations, grants, and fundraising	7,269	125,003	18,912	14,829	24,920
Special events income	25,760	27,048	28,401	29,821	31,312
TOTAL	86,744	208,452	106,533	106,831	121,522

V. Operational Plan

A. Production

a. West Side Theatre

1. Schedule of productions for 2011 is attached. Future productions will be similar in nature. This year's schedule includes:
 - a. Music from the 60's
 - b. Patsy Cline revue
 - c. Classical Americana
 - d. Southwest Louisiana Blues
 - e. Local school district musicians
 - f. One man historical play
 - g. Tom Petty tribute
 - h. Bluegrass band
 - i. Billie Holiday tribute
 - j. Regional band
 - k. Steely Dan tribute

b. WSR (West Side Radio)/KCUD-FM Public Radio

1. Proposed programming is attached. We will provide:
 - l. Diversity: News and information from around the world, but with emphasis on what's happening locally. Alternative Media: We will provide different points of view as an alternative to mainstream sound bites.
 - m. Interactive Media: We will encourage direct participation of the community through an open door policy.
 - n. Quality Programming: In addition to the large quantity of quality local music, news, and talk programming expected, WSR will seek out excellent alternative syndicated programming.
 - o. Music from folk to rock, from bluegrass to Celtic, Native Peoples to music from India and the subcontinent, Cajun to Texas roots, blues, live music from our studios, and more.
 - p. Culture: By offering a variety of tonal, rhythmic and harmonic styles, WSR educates listeners about music.

- q. A venue for dissenting opinions and lively debate: challenging the status quo and stretching the thought process of our listeners.
- r. Artisans of sound: Local and regional singers, musicians, actors, and others.
- s. Outreach: We will promote local, state, and national live music concerts.
- t. Service to the under-served, such as minorities and youth of the world: through music, news, and information.
- u. Listener involvement: with candidate forums, interactive talk, and volunteerism.
- v. Community public service announcements: PSAs will be solicited. We will encourage participation from community speakers regarding public information.

B. Location and Business Hours

- a. WSTF is located at 1331 Main Street, Newman, CA 95360.
- b. WSR is also located at 1331 Main Street, Newman, CA 95360.
- c. WSR will have administrative offices at 1331 Main Street, Newman, CA 95360. The transmission tower is located at the Gustine Water Tower, Gustine, CA 95322.
- d. Business hours are variable, due to the volunteer nature of the staffing.

C. Legal Environment. WSTF is a 501(c) (3) not-for-profit corporation, Tax I.D. No. 77-0433241.

D. Personnel

- a. WSTF personnel includes a part-time volunteer Executive Director and a part-time volunteer Bookkeeper.
- b. WSTF has engaged the services of a contract Consulting Engineer to assist in its licensing (obtained) and grant funding applications for WSR. WSR intends to continue the services of the Consulting Engineer and to hire Rick Nagle, a retiree with 35 years of broadcast experience as the volunteer General Manager to oversee operations and programming. Nagle has committed to serve in this capacity for two years from the start of operations.
- c. Nagle will interview and select volunteers from persons in the community and among WSTF's volunteers with expertise to serve a one-year commitment as: chief engineer, studio technician, music director, clerical staff, and programmers.

E. Inventory. There is no inventory for this business.

F. Suppliers

- a. Suppliers for WSTF include Nob Hill, Costco, Mattos Newspapers, AT&T, PG&E, Cash & Carry, Newman Ace Hardware, Home Depot, Yancey Lumber.
- b. Potential suppliers for WSR include Broadcast Supply Worldwide (BSW), SCMS, Inc., Electronic Research, Inc., TESSCO, Marti Electronics, Audioarts, Orban, and Sweetwater.

VI. Management and Organization

A. Professional and Advisory Support

- a. Farris Larsen, Executive Director, WSTF
- b. Don Mussell, Consulting Engineer, 36 years' experience with broadcast operations.
- c. Rick Nagle, Board Member, WSTF, General Manager, WSR, over 35 years' experience with radio programming.
- d. Lorna Sloan, Board member, previously employed by Valley Public Television (Fresno) as underwriting developer.
- e. Brent Tanner, Board Member, enrolled agent.
- f. Frank Newell, Board Member, WSR construction project advisor.

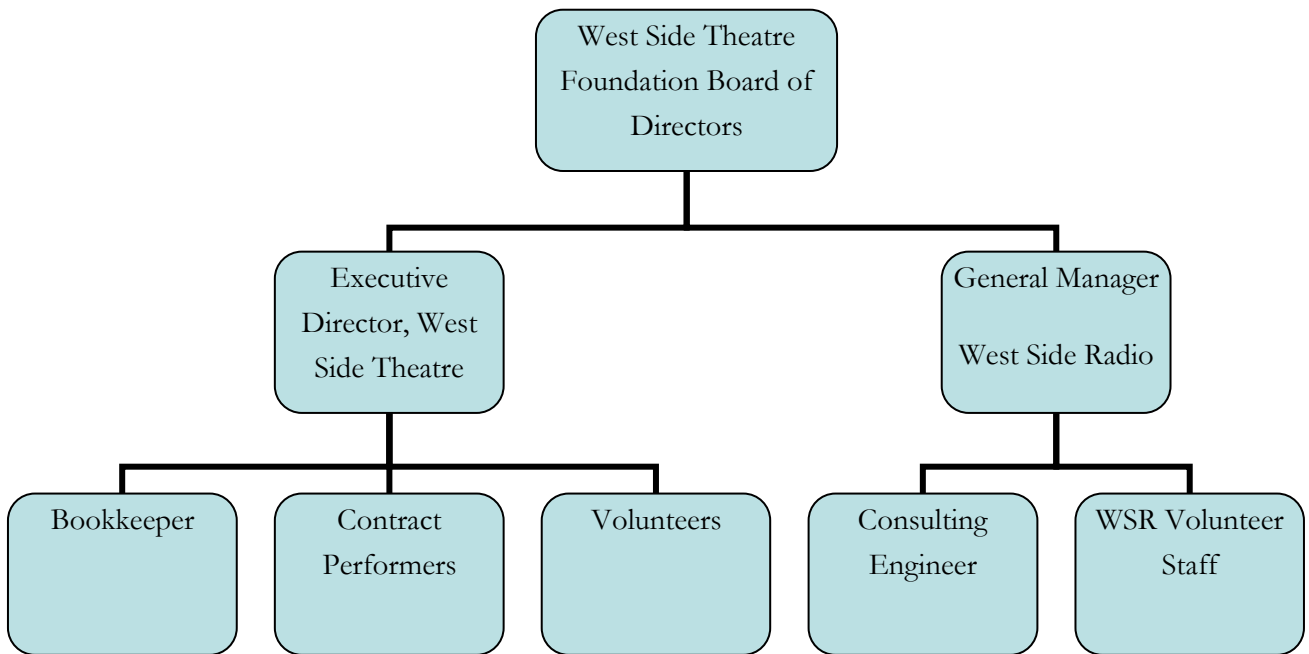
B. Board of Directors

- a. The Corporation shall have not less than seven (7) nor more than thirteen (13) Directors, as may be determined by the Board of Directors from time to time; provided, however, that the corporation shall at all times have an odd number of directors. At present WSTF has eleven directors, who all serve as volunteers.
- b. The Directors of the Corporation shall be residents of the United States of America.
- c. No more than forty-nine percent (49%) of the persons serving on the board may be "interested persons." An interested person is (a) any person compensated by the corporation for services rendered to it within the previous twelve (12) months.

C. Personnel

- a. WSTF personnel includes a volunteer Executive Director and a volunteer Bookkeeper.
- b. WSTF has engaged the services of a contract Consulting Engineer to assist in its licensing (obtained) and grant funding applications. WSR intends to continue the services of the Consulting Engineer and to hire Rick Nagle, a retiree with 35 years of broadcast experience as the volunteer General Manager to oversee operations and programming.
- c. Nagle will hire the following volunteer staff from persons with expertise in the community and among WSTF's volunteers: chief engineer, studio technician, music director, clerical staff, and programmers.

D. Organization Chart



VII. Financial Plan

- A. See Appendix for Current Financial Statement and Balance Sheet.
- B. See PTFP application budget for PTFP equipment request.
- C. Five-Year Budget is below: This budget assumes modest increases in income and expense over the next five years for the WST and major increases in income and expense in FY 11-12 for start-up costs for WSR. As WSR will operate on a mainly volunteer basis, operating costs are primarily for equipment, with modest amounts for the consulting engineer and such paid contracts are necessary for basic maintenance. Highlighted lines reflect addition of WSR income and expenses.

	2010-11	2011-12	2012-13	2013-14	2014-15
Income					
Donations and Fundraising					
PTFP Grant/Other Grants		100,612		10,000	
Merced County		5,000	5,000	5,000	5,000
City of Newman		30,000			10,000
City of Gustine		8,333	8,333	8,334	5,000
Broadcasting Project Fund	5,000		5,000		5,000
Individual/Business Contributions	225	500	1,000	1,500	2,250
Special Events Contributions	2,877	3,021	3,172	3,330	3,497
Bricks	450	473	496	521	547
In-kind Rental Donation	1,724	1,724	1,724	1,724	1,724
Total - Donations and Fundraising	8,552	147,063	22,249	17,446	29,317
Ticket Sales	63,194	66,354	69,672	73,155	76,813
Special Events Income	30,306	31,821	33,412	35,083	36,837
Prompt Payment Discount	144	151	159	167	175
Total Income	103,920	247,989	127,968	138,814	146,843
Expense					
Concession Supplies	12,631	13,263	13,926	14,622	15,354
Awards and Grants	900	945	992	1,042	1,094
Fees, Permits & Licenses	2,451	2,573	2,702	2,837	2,979
Business Expenses - Other	968	1,017	1,068	1,121	1,177
Performer's Pay	32,748	34,385	36,105	37,910	39,805
Contract Services-Other	6,515	19,666	7,883	8,671	9,538
Facilities and Equipment	6,244	133,287	20,000	21,000	22,050
Costumes & Props	1,488	1,562	1,640	1,722	1,808
Liability Insurance	4,406	6,618	6,949	7,296	7,661
Operations	8,004	10,400	11,440	12,584	13,842
Office Supplies	727	800	840	882	926
Other Types of Expenses	4,636	4,868	5,111	5,367	5,635
Gasoline	2,143	2,250	2,362	2,480	2,604
Payroll Expenses	851	893	938	985	1,034
Travel, Meetings, & Meal	945	992	1,042	1,094	1,149
Repair & Maintenance	7,405	9,000	9,450	9,923	10,419
Total Expense	93,062	242,519	122,448	129,546	137,075
Net Income	10,858	5,470	5,520	9,278	9,768

VIII. Appendices

- A. Current Financial Statement
- B. Current Balance Sheet
- C. IRS 501(c)(3) letter
- D. 2011 WSF Flyer
- E. Resumes of Principals