



CONFIDENTIAL ORGANIZATIONAL UPDATE: MAY 18, 2020

As we continue to operate with one eye on remote operations and the other on planning for our eventual return, we are all adjusting our ways of working – with our internal colleagues and with our partners in the community. Absent of seeing each other more frequently, the importance of our written communications has grown significantly. While my team and I exist deep in the weeds, maintaining operations while also exploring opportunities to create revenue, you may have questions or suggestions you would like to share with us. We are currently working on a more comprehensive report, which will include a deeper look at our business, and ideas under consideration for reimagining operations, should our closure persist. More to come.

FINANCE

- PPP funding for \$1,346,000 has been received, and we continue to wait for the final guidelines as to how much of the loan may be eligible for forgiveness.
- We are holding to the previously reported operating deficit forecast of \$1,838,000. This forecast does not reflect any PPP loan forgiveness.
- Cost containment measures continue, including staff furloughs and pay cuts.
- The 2021 subscription campaign has been extremely well received. As of today, we have renewed 4,836 subscription seats (76% renewal) and have 1,186 deposits for new seats. Our active campaign for acquisition kicks off next month. All Subscription receipts are being segregated for next year's use.
- We continue to keep our eyes open for all possible government relief programs, both federal and state.
- As we look to FY21, planning for next year's budget will be vastly different, and largely dependent on how the reopening of the state unfolds.

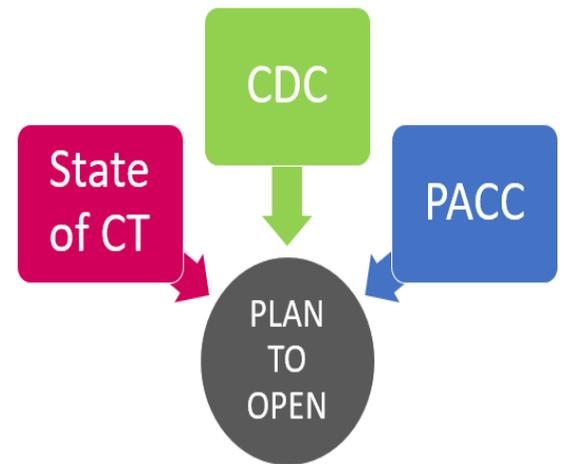
HUMAN RESOURCES

Over thirty of our team members— colleagues still on payroll and those who are on furlough—participated in a recent Bushnell Friday Hangout on Zoom. Primarily aimed at fostering connectedness while we are operating remotely, the Friday Hangouts also provide an opportunity for staff to hear from leadership on a regular basis.



REOPENING:

The internal team tasked with preparing for remote operations has turned its focus to reopening the building. We recognize that preparing for the well-being and safety of our staff and patrons is a significantly more challenging proposition than closing up administrative, stage, and special event operations, as we did in March. With an overabundance of information, guidelines, and recommendations available to our team for consumption, our approach is to focus on incoming channels of information from the CDC, the State of Connecticut, and our peer members of the PACC. In addition to relying heavily on these three sources, we must also consider the impact of underlying factors related to our financial position and our tolerance for risk. To provide structure to the process, we have broken it down into manageable bites:



FINANCIALS AND RISK TOLERANCE

1. Develop a universal list of required PPE, etc. - ONGOING
 - Determine sourcing, distribution channels, and expense.
2. Create a working timeline of milestones and activities: (Specific Dates TBD)
 - PHASE 1: Conduct team planning exercises to be ready to open the building
 - PHASE 2: Essential staff return (Building Ops, Security & Cleaning, Finance, HR)
 - PHASE 3: Remaining staff who are on payroll return (Development, Education, Box Office, Programming) (HSO)
 - PHASE 4: Furloughed staff return (Prior to patrons)
 - PHASE 5: Patrons return (Event Services, On Stage Events)
3. Establish leads and work-groups for six key areas:
 - Human Resources
 - Physical Plant
 - Patrons & Front of House
 - Back of House & Other Visitors
 - Technology
 - Messaging
4. Develop Action Plans for each key area:
 - Define the scope of responsibility and areas of focus
 - Create list of questions, concerns, and unknowns to be addressed and resolved
 - Conduct Risk Assessment for activities within each area and identify mitigation steps
 - Collaborate with HR regarding relevant staff return issues and accommodations
 - Identify additional expenses of significance related to successful reopening

MARKETING & CUSTOMER RELATIONSHIP MANAGEMENT: AUDIENCE SURVEY

As mentioned in our previous update, The Bushnell is participating in the upcoming Audience Outlook Monitor Study being conducted by AMS in partnership with Wolf Brown. There are instances of this study happening globally—in Australia, Europe, and in the US, with this study beginning in earnest this week. To provide you with a high level understanding of the survey, I share the following:

- Surveying begins Wednesday, May 20, and will deploy semi-monthly on the 2nd and 4th Wednesday's of each month. The survey window is open for 48 hours.
- Sixteen surveys will be issued through December.
- Each survey will be sent to a unique group of 2,000 – 5,000 Bushnell patrons, with ticketing history from January 2018 through today. Unique groups are surveyed only one time. No one person will be surveyed more than once. Interesting... I assumed we would have repeat customers in order to assess their emotional trend, rather than only touching people once.
- The Bushnell will send the survey link to our patrons directly.
- The survey takes 12-15 minutes to complete. We anticipate a survey completion rate of approximately 10% per survey.
- Fifteen questions will repeat each deployment; additional modules (giving, safety, etc.) will rotate through different deployments.
- We have informed our patrons that The Bushnell is participating in the survey, why we are doing so, and that they may be surveyed over the coming months.
- After each deployment, The Bushnell will have access to the data through a dashboard, which allows us to:
 - View our own patron response
 - Compare against other specific performing arts centers
 - Compare against the aggregate
- The Bushnell will also have access to the raw data, should we wish to dig deeper into any series of responses.

