



Business Plan

November 1, 2006

www.OldBlairAuditorium.org

Excerpts from November 1, 2006 Version

Our Mission

To renovate and re-open the Old Blair Auditorium for use by area arts and humanities organizations, cultural and community groups, event planners, and touring companies, while also supporting Silver Spring's continued revitalization and providing opportunities for student participation in the arts.

Old Blair Auditorium Project
Business Plan

November 1, 2006

www.OldBlairAuditorium.org



Executive Summary

The nonprofit *Old Blair Auditorium Project, Inc.* (the Project) proposes to support Montgomery County's renovation of the Old Blair High School Auditorium, and then maintain and operate it as a unique, mid-sized, and *affordable* performance venue for area arts organizations, cultural, school and community groups, and businesses. As the community's advocate for the restoration and renewal of the Auditorium, the Project has developed this business plan to outline the basic principles for how the Auditorium will be operated.

The initiative to restore this Montgomery County cultural gem has developed as a public-private partnership led by the Project and County officials.

The County's estimates for construction, project management, and contingency costs are \$3.2 to \$3.8 million. The Project anticipates a budget of \$277,000 for operating and fundraising expenses prior to opening, and for furniture, fixtures, and equipment for artistic enhancements that are not currently included in the County's estimate. According to our plans, expenses for the first fully operational year will be \$325,000.

The Project has secured initial public and private funding commitments totaling more than \$857,000. The Project plans to raise an additional \$500,000 in private support to provide furnishings, fixtures, and equipment for the theater and to fund startup operations. In addition, Senators Mikulski and Sarbanes have announced \$200,000 in federal funding for the project in an FY07 Senate appropriations bill.

The Project will operate the new Auditorium independently as a performing arts venue with approximately 1,100-seats, specializing in local theater, world cultural performances, music, and community performing arts activities. Features include fly space for up to seven set changes, a hydraulic orchestra pit, extraordinary acoustics, a lighting and sound booth, wings, and men's and women's dressing rooms with showers. The renovated facility will include the existing box office, scenery construction area, storage space, staff office, and two smaller lecture or meeting rooms with theater seating and will add a handicap-accessible dressing room. We envision a multicultural, multidisciplinary group of resident performing

arts companies and community organizations that will help us build a creative, interactive, original year-round program.

National and regional performing arts and community organizations have expressed strong interest and ability to rent and utilize the space, and a core group of established local artists and performing organizations hope to make the renovated theater their performance home. A variety of community organizations, schools, and church groups used the former space, as well, and will be welcomed again after renovation.

The County offers a range of venues and opportunities to experience the performing arts, but only two larger than 500 seats and of those two, one has no weekend availability and the other is too expensive for community groups and not suitable for theater. The Project has received advice and letters of support from the leadership of existing venues and from area arts groups who agree that the new Auditorium will be a distinct and valuable addition to the mix because of the need for a larger, affordable, multi-use facility.

Located close to the Silver Spring Central Business District, the Auditorium will directly support the continued revitalization of the town center and Silver Spring's designation as an Arts and Entertainment District.

For nearly 30 years, the Auditorium was one of the best-used facilities in Montgomery County. It now sits empty. We plan to bring it back to life.

Background



Once a state-of-the-art 1,200-seat auditorium, complete with fly space to accommodate multiple scene changes, wings, fully equipped dressing rooms with bathrooms and showers, sound and lighting booth, and a rising orchestra pit, the Old Blair Auditorium now sits empty.



Between 1969 and 1998, the Auditorium served both the Montgomery Blair High School and the Montgomery County community at large. When the high school moved to its new location at Four Corners, part of the old school building was renovated and converted into a middle school and an elementary school. Both schools opened in 1999. The Auditorium was never renovated and has not been used since.

For almost 30 years, the Auditorium was one of the best-used facilities in Montgomery County, hosting activities ranging from school assemblies and drama productions to public meetings, major fundraising events for area non-profits, and professional music, theater and dance performances.



Among the many performers enjoyed in this Auditorium, noted for its outstanding acoustics, were Stevie Wonder, Pete Seeger, the Ink Spots, Tom Chapin, Ella Jenkins, the National Symphony Orchestra, a Gilbert & Sullivan opera company, musicians and dancers from India, Yiddish theater, African dancers and drummers, Irish comedy, Russian ballet, Spanish opera, Japanese Buddhist festivals, Peruvian music from the Andes, Ukrainian choral music, traveling magic acts, female body builder contests and beauty pageants, and country gospel singers. For nearly 15 years, Grammy Award-winners Cathy Fink and Marcy Marxer hosted their Annual Holiday Family Concert at the Auditorium—one of the most popular events for children and families in the greater D.C. area.



In 2004, community members formed the *Old Blair Auditorium Project, Inc.*, a 501(c)(3) non-profit organization, to raise the public and private funds needed to restore, maintain, and operate the Old Blair High School Auditorium as a unique, mid-sized, and *affordable* rental venue for area arts organizations, businesses, and cultural, school, and community groups.

Since forming, the Project has raised over \$50,000 in private funding from more than 100 individual donors in our community and two private foundations, over \$800,000 in state and county funding, and \$200,000 more in pending federal legislation. The Project has organized and advocated for public support, garnered media attention, been in discussion with the County and school system to outline a partnership, initiated further fundraising plans, and developed this business plan. The next steps are to secure a leading financial commitment from the County, work with County officials to adopt a Memorandum of Understanding regarding terms for the renovation and future operations, and move ahead with capital fundraising and communications.

The benefits to the community will be many. Performing arts groups that now need to go outside the County to find comparable performing and rehearsal space will have an accessible venue. Thousands of residents will be able to experience an affordable variety of performances close to home. Adults, children, and families will participate in community-based theater, music and performing arts education programs. Students will benefit from this tool for integrating arts into education and after-school programs. Area businesses will benefit from additional customers before and after major productions.

Our vision of a dynamic center for the community and the performing arts is evolving. We see an opportunity for presenting the best regional dance, theater, music, and other performing arts of today, including many rooted in cultural traditions from around the world, in a growing and diverse community.



Market Analysis

To determine the degree to which the Auditorium can be operated as a viable business, we analyzed the availability of comparable or alternative space within the area as well as the specific demand for this particular space to develop an illustrative schedule and revenue model.

Supply

While the county features a range of small to mid-sized facilities, there is a dearth of mid-to-large sized facilities. Montgomery County has only two venues with greater than 500 seat capacity¹, but only one affordable venue, and no affordable venues with weekend availability. As a result, local arts presenters generally book mid-to-large events outside of the county (in facilities such as Lisner Auditorium). In addition, audiences within the county must travel outside of the county to attend these types of events. Even with the addition of Strathmore, county public school students still travel to WolfTrap or other venues outside the county for educational events.

The county and state are losing revenues as a result of many arts organizations, corporate and other event planners, and national touring musical theater and dance productions taking their major events to D.C. and Virginia for lack of a suitable venue in our County.

Demand

Performing arts organizations in our region have stated a need for a mid-to-large sized rental facility in Montgomery County. The Montgomery County cultural plan² also highlights the need for such a facility.

¹ Strathmore Music Center is a first-class music facility with commensurate rental rates. Ely Auditorium at the Melvin J. Berman Hebrew Academy has affordable rental rates but only weekday evening availability due to religious observations.

² "Creative Montgomery: A Vision for the Arts and Humanities in Montgomery County, MD," May 2001

To validate demand for the Auditorium, we conducted a survey of 56 area arts and cultural organizations in April 2005. Interviews were conducted of 29 arts organizations this past spring, followed by a focus group over the summer. All results have confirmed strong demand.

To further assess the extent of demand from the performance community for the Old Blair Auditorium, we solicited preliminary commitments from local, regional, and national arts groups and presenters. This data specified the number of performance-rehearsal days/nights and the approximate rental fee. We also considered data from the Community Use of Public Facilities (CUPFs)/Interagency Coordinating Board (ICB) regarding rental of school system Auditoriums. The Auditorium likely will be in active use year-round with performances, rehearsals, teaching, community, and other events. Based on these commitments, we developed a sample calendar, which is attached.

The performances and uses included in the calendar illustrate a calendar day utilization rate of about 75% (the types of uses are described below in the Program Plan section).

Originally designed as a performing arts space, ideal for theater productions and large-scale musicals, the renovated theater will continue with that focus. According to our research, the new Auditorium also will be likely to attract unique performances; regional and national festivals; awards ceremonies; intergenerational, youth, and pre-professional performing arts education; and other activities that cannot easily be produced or considered in other existing venues in the area.

This venue is needed by performing arts groups ready to grow their audiences and by a multicultural, mixed income neighborhood in need of nearby, accessible, affordable performances and arts education.

The results of our surveys, interviews, and subsequent focus groups of potential renters indicate that our original concept of operating a bare-bones rental facility (in a manner similar to what the current school system auditoriums provide) does not meet the need of potential renters. Additional services and features such as lighting/audio technicians, music stands, music shells, pianos, chairs, and ticket sales are required by the type of users that have indicated a serious interest in this facility.

Old Blair Auditorium Project

November 1, 2006

The principals and Parent-Teacher Association leaders in both adjacent schools tell us there is also strong demand for usage from the local and area schools. The Auditorium shares one wall with each of two schools, Silver Spring International Middle School and Sligo Creek Elementary School.

In addition, local churches and other community groups have indicated needs for using such a space.

Program Plan

Program Description

The program involves two phases, (1) Renovation and Start Up and (2) Continuing Program and Operations.



Renovation and Start Up

The space is structurally sound and will be able to reopen with a relatively straightforward renovation and modest cost, which Montgomery County Department of Public Works and Transportation (DPW&T) estimates will be between \$3.2 and \$3.8 million³. A list of needed repairs and replacements is available from DPW&T. The County, which acquired the facility from Montgomery County Public Schools in June 2005⁴ will bid and manage the renovation.



The Project has identified additional items needed to ensure viability as a performance facility, including architectural enhancements, such as a modified façade and exterior signage. Estimated startup costs also include project management and other fixtures, furniture, and equipment, such as an orchestral shell, choral risers, and orchestral chairs.

We anticipate opening the Auditorium for rehearsals and performances 12 months from the date of securing commitments for funding of the renovation.

Continuing Program and Operations

When the renovation is complete, the Project will lease the space long-term from the County for \$1 a year. Details of the responsibilities for the Project, the County, and Montgomery County Public Schools are under discussion and will be

³ The County's Department of Public Works and Transportation developed two renovation options in early 2006, one costing \$3,200,000 and one costing \$3,800,000, including project management and contingencies. The estimate must be updated to represent a single estimate.

⁴ Contingent on the County Executive executing a lease with provisions for reverting the auditorium to the Board of Education if it is needed in the future for educational purposes.

outlined in a Memorandum of Understanding among all three parties.

The Project will operate the renovated Auditorium and related space, including storage, a box office, and two small theater-style meeting rooms, from an office on site.

As the managing partner of the site, post-renovation, the Project will pursue a solid, sustainable revenue plan, the core of which will be earned revenue from rentals, resident companies, arts education programming, and private fundraising. The target for 5 to 7 years out will be to achieve 60% annual operating support from earned revenues and the remainder from contributions, grants, and interest.

More than 22 local, regional, and national performing arts and culture organizations already have indicated serious interest in using the space for specific activities. We anticipate rentals to be in the following categories: Resident Companies and Community Partners, Local Nonprofit Organizations, National Organization and Commercial Rentals, Youth Enrichment Programs, and County Agency and School Rentals.



Resident Companies and Community Partners

Five to eight independent local performing arts organizations will be invited and welcomed to the Auditorium as Resident Performing Companies. Similar special partnerships with community organizations without a performance focus may be welcomed as resident organizations if the educational and cultural benefits are unique.

These groups will consider the Auditorium their local rehearsing and performing home base. These partnerships will provide a predictable source of operating revenue, as well as create a unique performance schedule and original community programming. The Project will consider them core partners, and we have already included leaders of organizations interested in this role in the design of our operating plan and vision.



The Project will provide Resident Companies with regular rehearsal time, priority booking in the facility in advance of all other groups, shared advertising, and other administrative support in exchange for reduced fees, exclusive performances

and community arts programming emphasizing participation by families and nonprofessionals. We expect each partner to provide approximately \$3,000 to 5,000 annually in paid rentals or in-kind equivalent in performances to be produced by the Auditorium, plus a commitment to provide participatory arts and cultural education programming to the public.



Together, the partner organizations will comprise a multicultural, multidisciplinary community of artists. We believe that a shared creative space will encourage collaboration and inspire original programs and unique programming events. A highlight of the annual schedule will be a major, annual performance event or performance series featuring the Resident Companies, and to be produced by an existing, experienced producer in cooperation with the Project.

Having a “home” will create efficiencies of expense and effort for Resident Companies and can help them build wider, more predictable and loyal audiences that know where to find them. Organizations whose leaders have expressed serious interest in joining as partners, and who have participated in the design and planning include:

- Bach Sinfonia (period instrument chamber orchestra)
- Soul in Motion Players (theater, dance, and African drum)
- Washington Ensemble Theater (contemporary professional and community theater)
- Coral Cantigas (Washington’s Latin American Chorus)
- Culkin School of Traditional Irish Dance

We plan to recruit one to three additional Resident Companies and have reached out to organizations presenting Chinese music and theater, contemporary dance, young professional concert singers, and teen-led musical theater. We may also recruit local organizations focusing on children’s and teen theater, world folk music, choral music, and playwriting as candidate Resident Companies.

Local Nonprofit Arts, Cultural, and Community Organizations Rentals

Rentals from organizations who use the space regularly, which for many groups may be once or twice a year and for some would be a dozen shows annually, will round out the majority



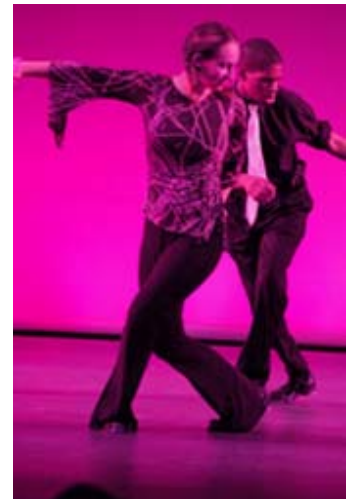
of the remaining schedule. Rentals in this category will include pre-professional theater and music training, community theater, and partnerships with private and home-school organizations. Faith-based institutions, political organizations, and associations may rent the facility for meetings, revivals, concerts, and festivals.

Local Nonprofit Organizations who have expressed specific and serious interest in renting the Auditorium include:

- Class Acts Arts, Inc.
- Institute for Musical Traditions
- Mason-Rhynes Productions (modern dance)
- Silver Spring Stage
- Joe's Movement Emporium
- Folklore Society of Greater Washington
- Washington National Opera's Young Artists' Program
- LUMINA Studio Theatre
- Capitol City Symphony
- Just Theatre Company (Indonesian classical theater)
- Wayang Kulit and Gamelan Orchestra
- Tappers with Attitude
- Agis Center for Arts and Humanities (Asian American culture)
- ClancyWorks (modern dance)
- Silver Spring Historical Society
- A number of local churches, independent producers and performers

National Organizations and Commercial Rentals

We expect the Auditorium to attract rentals from national touring companies and other commercial entities. Theatreworks and ArtsPower have both expressed strong interest in performing in the Auditorium when it becomes available. In the past, national and regional sports and music associations rented the Auditorium. Our research suggests that the new Auditorium will attract rentals from entertainment and arts-related and other local businesses and national associations. We have spoken with officials at Access Montgomery, the county's cable TV outlet, about ways they could use the theater to record or broadcast events live to the entire community.



National Organizations and Businesses who have expressed specific interest:



- Theatreworks (national children's theater touring company)
- National Council for the Traditional Arts
- ArtsPower (national children's theater touring company)

Youth Enrichment Program Rentals

We plan to make the Auditorium available at discounted rates to nonprofit organizations and other private programs for after-school arts enrichment programs. We anticipate that some of those same programs and some Resident Companies will rent the Auditorium for summer and spring-break camp programs.

County Agency and School Rental

The Auditorium will be available for rent to county agencies, and to staff, faculty, student, and parent groups affiliated with Montgomery County Public Schools. Fees will be set at discounted rates, taking into consideration our assumption of annual in-kind and financial support from the County (e.g., to cover utilities and building support costs) that will be roughly or directly in proportion to meet the regular nonprofit rates.

Rentals in this category include arts education and marketing in partnership with individual schools and with Montgomery County Public Schools, and summer and spring-break camps. Sligo Creek Elementary School principal Diantha Lay and Silver Spring International Middle School principal Vicky Parcan are both enthusiastic about the educational benefits of their teachers and students having access to a safe, accessible, and attractive performing and assembly space. PTA presidents, parent organizers concerned about dwindling resources and curriculum in the arts, student-led independent theater groups, and students at Blair High School have all indicated interest.

Fundraising Plan

Fundraising - Funding Secured

To date, the project has secured funds and commitments totaling \$857,400, including

- \$600,000 State bond bill approved in April 2005 (contingent on obtaining a \$600,000 non-state match by June 2007, subject to extension)
- \$140,000 County funding approved in May 2005⁵
- \$50,000 County funding for County to develop a Program of Requirements
- \$53,000 in private donations from more than 100 individual donors in our community and two private foundations
- \$12,000 matching grants (provided in two installments, in December 2004 and March 2005) from the Montgomery County Grants for Arts/Humanities and Recreation
- \$2,400 in December 2005 from the Arts and Humanities Council of Montgomery County to develop a database for tracking donors and access training provided by the Maryland Association of Nonprofit Organizations.

In addition, \$200,000 in Federal funding for FY 07 was passed by the Senate Appropriations Committee in July 2006 (and is awaiting final approval), and consideration by the County Council of the \$310,000 proposed by the County Executive in the FY07 budget was deferred, pending review of this business plan.

Startup Fundraising Plan

The fundraising plan for the renovation and start up assumes an additional, full commitment from the County. We will continue to pursue other available government funding as well, and will organize a campaign to raise private capital funding and partnership commitments from local businesses, individuals, and foundations. The private funding will go toward providing professional-quality furnishings, furniture, and equipment needed for performances and operations, and toward the

⁵ The funding is contingent on the Project raising \$410,000.

Project's basic operating expenses during the renovation and capital campaign.

We will create a separate, temporary committee structure specifically for capital fundraising, including a campaign chair, a lead gift committee, and alumni circles. Recruitment of a campaign chair has begun. We are seeking a well-recognized business leader who will make a public and substantial financial commitment to the campaign and who will actively organize peers to join capital campaign committees of major donors.

Subject to further research confirming the interest of alumni, regional arts donors, and local businesses, and to the assumption that the County covers the bulk of the costs for renovation and a fair level of ongoing operating support, our goal is to raise an additional \$500,000 for renovation and startup through private donations, corporate gifts, and foundation support.

Starting now, fundraising activities will focus on cultivating leadership gifts, securing grassroots community leaders' pledges, reaching out to alumni, and building a major gift fundraising program. We have set two intermediate fundraising goals, to be achieved within the 12 months:

- 100% board giving, with each board member pledging a financially significant personal gift
- \$100,000 to be raised by the current board between now and April 1, 2007.

Reaching the full goal of \$500,000 in capital funds will require attention to securing major gifts (\$1,000 to \$100,000) from business sponsors, foundations, alumni gifts, and members of the community.

A small number of campaign events, associated with renovation (and fundraising campaign), will be organized, such as:

- Campaign Launch, a celebration of the public-private partnership agreement and other major funding commitments;
- Teen Mural and Dedication of Backstage Door;
- Ground Breaking Ceremony;
- Hard Hat Tours; and the
- Grand Opening.

We plan to hire part-time or occasional administrative support and experienced development counsel to organize and coordinate a comprehensive program to work with donors and volunteers (e.g., thanking, engaging, plugging people into volunteer slots as appropriate, inviting them to events, etc.).

Ongoing Fundraising

A comprehensive fundraising program will continue to support the Auditorium's operation and program. As a result of the capital campaign, a base of individual donors, corporate sponsors, and foundation funders will have been established. Ongoing communications and marketing efforts will continue building audience and membership sales. The governing board will continue to support and enhance fundraising efforts, as well as maintain and nurture relationships with County and school officials. A development professional will be hired on contract, year-round to organize and coordinate fundraising activities.

Personnel

Governing Board

The Project's board will be responsible for governance, ensuring revenue goals are met, and hiring and support of the director.

- Stuart Moore, President
- Lisa Reilly, Vice President
- Mark Posner, Treasurer
- Joe McHugh, Secretary
- Mimi Brody
- Ann Collins
- Dave Ottalini
- Ray Jenkins
- Cindy Terrell

Advisors

- Dan Abraham, Bach Sinfonia
- Michael Bobbit, Washington Theater Ensemble
- David Eisner, House of Musical Traditions
- Michael Friend, Soul in Motion Players
- Busy Graham, Class Acts Arts, Inc. and LUMINA Studio Theatre
- Amy Kincaid, Change Matters
- Ana-Astrid Molinas, Coral Cantigas
- Eliot Pfanstiehl, Strathmore Music Center
- Madeleine Remez, National Council for the Traditional Arts
- John L. Wilson, former Blair Auditorium Technical Manager

Management and Personnel

The following staff will be hired to manage the Auditorium after renovation.

- Facility Director and Business Manager
- Technical Director (part time)
- Communications and Development Director (contract)
- Administrative (hourly)
- Box Office Assistants (hourly)
- Technical Crew (hourly)

Sample Calendar

January

Mon	Tue	Wed	Thu	Fri	Sat	Sun
	1	2	3 Cultural Arts Assembly [ES]	4	5	6 Silver Spring Stage Rehearsal
7 Dance Classes [Culkin] Theatreworks	8 Silver Spring Stage - Setup/Rehearsal	9	10	11 Silver Spring Stage - One Act Festival	12	13
14 Dance Classes	15 Choral Rehearsal	16 Resident Company Rehearsal	17 Resident Artists' Rehearsal	18	19 Resident Artists' Show Case	20 Resident Artists' Matinee
21 MLK	22 Choral Rehearsal	23 Winter Concert [MS]	24	25 Church or Community Rental	26	27
28 Dance Classes	29 LUMINA Reading	30 Resident Company Rehearsal	31 Just Theater Company Rehearsal			

February

Mon	Tue	Wed	Thu	Fri	Sat	Sun
				1 Just Theater Company	2 Soul in Motion Rehearsal	3
4 Dance Classes Movement [K-2]	5 Tap [3-5]	6 Dance Rehearsal After School Program	7 ArtsPower Bach Rehearsal	8 Bach Sinfonia	9	10 Resident Artists' Rehearsal
11 Dance Classes Movement [K-2]	12 Choral Concert [MS]	13 Cultural Arts Assembly [MS] Dance Rehearsal	14 Cultural Arts Assembly [ES]	15 ArtsPower	16 Resident Artists' Show Case	17 Soul in Motion Rehearsal
18 Presidents Day	19 Tap [3-5]	20 Resident Company Rehearsal After School Program	21 NCTA Show	22	23 Soul in Motion Rehearsal and Show	24 Church or Community Rental
25 Dance Classes	26 Theatreworks Tap [3-5]	27 Resident Company Rehearsal After School Program	28	29 Culkin School Show		

March

Mon	Tue	Wed	Thu	Fri	Sat	Sun
					1	2 Culkin School Show
3 Dance Classes Movement [K-2]	4 Tap [3-5]	5 Resident Company Rehearsal After School Program	6 Theatreworks Bach Sinfonia Rehearsal	7	8 Bach Sinfonia	9
10 Dance Classes Movement [K-2]	11 Tap [3-5]	12 Resident Company Rehearsal After School Program	13 Play or Musical [ES]	14 M. Remez Show	15 Capital City Symphony	16
17 Dance Classes Church Rental	18 Theater Rehearsal [MS]	19 Resident Company Rehearsal	20 Church Rental	21 Church Rental	22 Coral Cantigas	23 Church Service Rental Easter
24 Dance Classes	25	26 Theater Set Construction and Rehearsal [MS]	27	28 Theater Spring Performance [MS]	29	30 Theater Matinee [MS]

April

Mon	Tue	Wed	Thu	Fri	Sat	Sun
	1 Theatreworks	2 Anchor Rehearsal	3 Church or Community Rental	4	5	6 Culkin School Show
7 Dance Classes	8	9 Resident Company Rehearsal	10 Washington - Ensemble	11 Theater - Camp Show	12 Camp	13 Church or Community Rental
14 Dance Classes	15 Class Acts	16 Resident Company Rehearsal Residency	17 Class Acts	18 Residency	19 Mason/Rhynes Black Expressions	20
21 Dance Classes Yoga [K-2]	22 Martial Arts [1-5]	23 Resident Company Rehearsal Spring Concert [MS]	24 Church Rental Joe's Rehearsal	25 Band and Orchestra Music Competition	26	27 Joe's Show
28 Dance Classes Yoga [K-2]	29 Martial Arts [1-5]	30 After School Program Resident Company Rehearsal				

Old Blair Auditorium Project

November 1, 2006

May

Mon	Tue	Wed	Thu	Fri	Sat	Sun
			1 Bach Rehearsal	2 Bach Sinfonia	3	4
5 Dance Classes Yoga [K-2]	6	7 After School Program Resident Company Rehearsal	8 Theatreworks	9	10 Coral Cantigas	11
12 Dance Classes Yoga [K-2]	13 Martial Arts [1-5]	14 After School Program Resident Company Rehearsal	15 Tappers Rehearsal	16	17 Tappers Concert	18
19 Dance Classes Yoga [K-2]	20 Martial Arts [1-5]	21 After School Program Resident Company Rehearsal	22 Theatreworks	23	24 Bach Sinfonia	25
26 Memorial Day	27 Martial Arts [1-5]	28 Spring	29 Concert [ES]	30	31	

June

Mon	Tue	Wed	Thu	Fri	Sat	Sun
						1
2 Yoga Dance Classes	3 Martial Arts [1-5]	4 Choral Concert [MS]	5 Resident Company Rehearsal	6 Church or Community Rental	7 Resident Artist Show	8 Resident Artist Matinee
9 Yoga Dance Classes	10 Martial Arts [1-5]	11 Promotion Ceremony [ES]	12 Promotion Ceremony [MS]	13	14	15
16 Yoga Dance Classes	17 Martial Arts [1-5]	18 Resident Company Rehearsal	19	20 Wayand Kulit Puppet Theater	21 Tappers Rehearsal and Performance	22
23 Yoga Dance Classes	24 Martial Arts [1-5]	25 Sliver Spring Stage Setup/Rehearsal	26	27 Sliver Spring Stage Big Musical	28 Sliver Spring Stage Musical Performance	29
30 Yoga Dance Classes						

Old Blair Auditorium Project

November 1, 2006

July

Mon	Tue	Wed	Thu	Fri	Sat	Sun
Dance Classes	1 Resident Company Rehearsal	2 Resident Company Rehearsal	3 Silver Spring Stage Rehearsal	4	5 Silver Spring Stage Musical Show	6 Silver Spring Stage Matinee
7 Dance Classes	8 Bach Rehearsal	9 Resident Company Rehearsal	10 LUMINA Reading	11 Washington Folklore Society	12 Bach Sinfonia	13
14 Dance Classes	15	16 Resident Company Rehearsal	17	18	19	20
Summer Camp - Summer Camp - Summer Camp - Summer Camp						
21 Dance Classes	22	23 Resident Company Rehearsal	24	25	26	27
LUMINA Stage Set and Rehearsal		Shows and LUMINA Matinee Performances				
28 Dance Classes	29 Choral Rehearsal	30 Resident Company Rehearsal	31			

August

Mon	Tue	Wed	Thu	Fri	Sat	Sun
				1 M. Remez Show	2	3
4 Dance Classes	5	6 Resident Company Rehearsal	7 Dress Rehearsal	8 Camp Show	9	10
Summer Camp - Summer Camp - Summer Camp - Summer Camp						
11 Dance Classes	12	13 Resident Company Rehearsal	14	15	16	17
Summer Camp - Summer Camp - Summer Camp - Summer Camp						
	Choral Rehearsal		Dress Rehearsal	Camp Show	Coral Cantigas	
18 Dance Classes	19	20 Resident Company Rehearsal	21	22	23 Washington Folklore Society	24
25 Dance Classes	26 Choral Rehearsal	27 Washington Ensemble Theater Rehearsal		29 Washington Ensemble Theater Shows	30	31 Ensemble Matinee

Old Blair Auditorium Project

November 1, 2006

September

Mon	Tue	Wed	Thu	Fri	Sat	Sun
1 Labor Day	2 Theatreworks Choral Rehearsal	3 Resident Company Rehearsal	4 Back to School Night [ES]	5 Washington Opera Rehearsals	6	7
8 Dance Classes	9 Montgomery County Showcase Just Theater Rehearsals	10	11 Back to School Night [MS]	12 Just Theater Performances	13	14
15 Dance Classes Theatreworks	16	17 Washington Opera Young Artists Rehearsals	18	19 Washington Opera Young Artists Performances	20	21 Opera Matinee
22 Dance Classes Theatreworks	23 Theater Rehearsal	24 Resident Company Rehearsal	25 Resident Artist Rehearsal	26	27 Resident Artist Showcase	28 Artist Matinee
29 Dance Classes	30 Choral Rehearsal					

October

Mon	Tue	Wed	Thu	Fri	Sat	Sun
		1 Silver Spring Historical Society Screening	2 High School Information [MS]	3	4	5
6 Dance Classes Theatreworks	7	8 Washington Ensemble Theater Rehearsal	9	10 Washington Ensemble Theater Shows	11	12 Ensemble Matinee
13 Dance Classes	14 Choral Rehearsal Cultural Arts Assembly [ES]	15 Resident Company <u>Rehearsal</u> Cultural Arts Assembly [MS]	16	17 Community Rental	18	19
20 Dance Classes Yoga [K-2]	21 Martial Arts [1-5] Bach Rehearsal	22 Resident Company Rehearsal	23 Gangs Workshop [MS]	24 Bach Sinfonia Rehearsal & Performance	25	26
27 Dance Classes Yoga [K-2]	28 Martial Arts [1-5] Choral Rehearsal	29 Resident Company Rehearsal	30 ArtsPower	31		

Old Blair Auditorium Project

November 1, 2006

November

Mon	Tue	Wed	Thu	Fri	Sat	Sun
					1	2 Church or Community Rental
3 Dance Classes Yoga [K-2]	4 Election Day	5 After School Program Resident Company Rehearsal Theatreworks	6 Choral Rehearsal	7	8 Institute of Musical Traditions	9
10 Dance Classes Yoga [K-2]	11 Veterans Day	12 After School Program	13 Resident Artist Rehearsal	14 International Night	15 Resident Artist Showcase	16 Artist Matinee
17 Dance Classes Yoga [K-2]	18 Martial Arts [1-5] Choral Rehearsal	19 After School Program Resident Company Rehearsal Theater Works	20	21	22	23
24 Dance Classes Yoga [K-2]	25 Martial Arts [1-5] Choral Rehearsal	26 After School Program	27	28 Thanksgiving	29 Coral Cantigas	30 Church or Community Rental

December

Mon	Tue	Wed	Thu	Fri	Sat	Sun
1 Dance Classes Yoga [K-2]	2 Martial Arts [1-5]	3 After School Program Arts Assembly [ES]	4	5 Tappers Rehearsal	6 Tappers Shows	7
8 Dance Classes Yoga [K-2]	9 Martial Arts [1-5] Theater - Setup and	10 After School Program Resident Company Rehearsal Winter - Play Rehearsal	11 [MS]	12 Winter Play [MS]	13 Fink & Marxer Holiday Concert	14 Church or Community Rental
15 Dance Classes Yoga [K-2] Arts Assembly [ES]	16 Martial Arts [1-5] Winter Concert [ES]	17 After School Program Bach Rehearsal	18 Winter Concert [MS]	19	20 Bach Sinfonia	21 Soul in Motion Rehearsal
22 Dance Classes Yoga [K-2]	23	24 Christmas Holiday	25	26 Kwanzaa Rental	27 Soul in Motion Rehearsal and Show	28
29	30	31				