



Luther F. Carson Four Rivers Center

2016 – 2017 Annual Report

Luther F. Carson Four Rivers Center

The Luther F. Carson Four Rivers Center (Carson Center) is a regional nonprofit performing arts center overlooking the confluence of the Ohio and Tennessee Rivers in Paducah, Kentucky. The “Four Rivers” in the official name refers to the Ohio, Tennessee, Cumberland, and Mississippi rivers and surrounding region.

Since the Carson Center opened in February 2004, through June 30, 2017, over 1.7 million people of all ages from every state in the nation have enjoyed performances and events at the Carson Center, one of the most impressive performing arts facilities in the nation. Founders devoted 10 years to dreaming, planning, designing, and raising the funds to build the facility. With its 10-story fly loft and magnificent glass and brick façade – the Carson Center is a landmark in historic downtown Paducah and the cornerstone of a vibrant arts community. The Carson Center is a beautiful, versatile, and comfortable facility with 97,750 sq.-ft. on two levels. The 1,806-seat theatre includes a main floor and two balconies. Superb staging and nonpareil acoustics complement an exquisite venue.

The Carson Center mission is “to enhance the quality of life of the adults and children of the Four Rivers region and beyond by providing diverse programming through public and private events that will entertain and educate for years to come.” While most of our audiences come from throughout western Kentucky and parts of Illinois, Missouri, Tennessee, and Indiana – the Carson Center is a gathering place for people from throughout the country, and even other nations. Residents of 35 states and the District of Columbia purchased tickets during our 2016-2017 season.

Some of the world’s most accomplished performing artists sing, dance, act, and entertain on our stage. We present a broad variety of performances in our five different series of performances: Broadway, Carson, US Bank Family, Class Acts Education, and Myre. Other presenters increase the number and variety of performances. The Paducah Symphony Orchestra presents its main stage season at the Carson Center, and we consider it our orchestra-in-residence. Educating, entertaining, and inspiring audiences through the performing arts is our primary mission. Beyond that, the Carson Center brings communities together by renting our theatre, lobbies, rooms, and terrace for high school proms and graduations, wedding receptions, seminars, corporate and economic development functions.

For more information:

Carson Center
100 Kentucky Avenue
Paducah KY 42003
(270) 443-9932
thecarsoncenter.org

Statement from the Chairman of the Carson Center Board

Friends and Supporters of the Carson Center,

The past year has been a time of significant change for our organization. Early in the year our Executive Director, Brian Laczko, announced his intention to retire at the end of September 2017. That of course put into motion the process of selecting a new Executive Director to continue the positive trajectory of the Center.

As I mentioned last year, we also experienced a change in our operating model as we had a full year of no longer managing the Convention and Expo Center. This change caused a significant difference in our revenue stream that was a challenge to overcome. Our financial results for the year reflect this loss of revenue and we operated at a deficit for the first time in several years.

Despite our less than stellar financial performance in the past year we continue to operate with no debt and our endowment continues to grow. The management and staff of the Carson Center deserve a tremendous amount of credit for doing a great job of managing expenses and looking for additional revenue streams as we continue to tweak our operating model.

The Board of Directors also voted to invest in a new ticketing system that was implemented late last year. You may have noticed your tickets look different and we even have the ability to scan your ticket at the front door. More importantly, this new system contains many features that will continue to make our operations more effective and it also provides potential revenue we had not been able to access. That potential income will be an important piece to allow us to continue to operate profitably.

The most important event of the past year was the naming of our new Executive Director. Our Director of Education, Mary Katz, was selected to be the Executive Director of the Carson Center effective October 1, 2017. Mary has a deep passion for the Carson Center and its programs and we are fortunate to have someone of her caliber to lead our organization into the future. Her experience as a Board member, volunteer, staff member and Director of Education give her a unique perspective into the goals and vision of the Carson Center.

We are excited about the coming year and the many opportunities it will present to the Carson Center family. As always, I want you to know how important your support is to our success and the future of the Carson Center.

Barry A. Smith, Chairman
Carson Center Board of Directors

Board of Directors & Carson Center Staff

2016-2017 Board of Directors:

Barry Smith, Chair *
Paula Bright Connell, Vice Chair *
Roy Riley, Vice Chair *
Sandra Wilson, Secretary *
C. Lee Anderson (*deceased*)
Dr. Ted Borodofsky, Chair Emeritus
Jamey Brown
Basil Drossos
Alex Edwards
Emerson Goodwin
Frances Hamilton
Edward Hely
Clay Howerton
Beth Hunt
Mike Livingston *
Mark Meisenheimer
Linda Miller, CPA
Tom Mittendorf
Don Peck
Dona Rains
Mariowen Reed
Michael K. Stone, Chair Emeritus
Jean L. Truitt

* - Executive Committee

Ex-Officio:

Roger Truitt *
Judge Bob Leeper
Mayor Brandi Harless

2017-2018 Officers:

Barry Smith, Chair
Paula Bright Connell, Vice Chair
Roy Riley, Vice Chair
Sandra Wilson, Secretary
Mike Livingston, At-Large Executive Committee
Michael K. Stone, At-Large Executive Committee
Clay Howerton – Ex-Officio

Committee Chairs:

Investment – Paula Bright Connell
Fundraising: Events and Planned Giving –
Roy Riley and Barry Smith

2017-2018 Incoming Directors:

Tom DeCillis
Jan Keen
Paul Gourieux

Directors Emeritus:

Dr. Ted Borodofsky, Chair
Emeritus
Pat Geveden
Anne Gwinn
Judge J. William Howerton
Thomas Matheus (*deceased*)
Jerry Page
David Perry
Joe Powell
Scott Powell
Barry Smith, Chair Emeritus
Michael Stone, Chair Emeritus
John Williams Sr., Chair Emeritus

Carson Center Full-Time Staff

Mary Katz, Executive Director
Jeff Foreman, Operations Director
Lisa Lauck, Marketing Director
Craig Rothwell, Finance Director
Debbie Wattier, Development Director

Kelli Baier, Administrative Coordinator
Bill Fox, Building Services Manager
Andrea James, Box Office Supervisor
Leigh Judd, Box Office Manager
Rhonda Lee, Senior Accountant
Patti Pearson, Development Coordinator
Joe Searcy, Production Manager
Liz Walker, Events Supervisor

Statement from the Executive Director of the Carson Center

Carson Center Friends and Family,

Thank you for making 2017 another great year at your Carson Center. As the new Executive Director, I am pleased to share this favorable report regarding the activities and financial status of your Carson Center for Fiscal Year 2017.

Our mission at the Carson Center is first and foremost the enhancement of the quality of life in the Four Rivers Region through public and private events that entertain, educate, and inspire all ages. We have a dedicated staff that does an excellent job in expanding our outreach and service areas while strengthening our programs and connecting with our stakeholders. The non-profit business model of balancing mission and money combined with the unpredictable business of performing arts presenting has its financial pitfalls but the Carson Center, now in her 14th year, and her stakeholders always rise to the challenge.

Our FY17 audit indicates that on Total Operating Expense of \$3,681,819 we finished with a loss of \$54,017 for the year. Part of our financial challenge was, as Mr. Smith indicates in his letter, our loss of the management of the Convention and Expo Center, which was generating a steady stream of monthly revenue that significantly helped our bottom line over the past five years. The resulting financial loss could have easily been much more significant but for the critical programming decisions that were made throughout the year. Unbudgeted concerts added by Bob Dylan, Lynyrd Skynyrd, Boston, and Michael Bolton had a combined \$87,673 profit and helped to close the gap.

Our 2016-17 Broadway Series included Cirque Holidaze, Cinderella, Pippin, 42nd Street, Rent, and Riverdance and finished with a \$72,509 surplus to budget. Our faith-based Myre Series presented Matthew West, Annie Moses Band, For King and Country, Jason Crabb, and Randall Acheson. The five saw a \$67,927 profit but finished \$14,828 shy of the budget. Our Class Acts Education Series served 18,794 pre-school through high school students with 23 performances by national and international theatre companies. The highest attended school show was *We The People*, where 2,364 students learned about the importance of voting and participated in a mock presidential election for which the Carson Center won an award. Class Acts made \$174,410 but completed the year \$43,179 under budget. The US Bank Family Series featured *Ballet Folklorico*, *B Bubble Show*, *Jason Bishop Magic*, *Vocal Trash*, and *Odd Squad Live!* Our First Stages Mini-Series had *Frog and Toad*, *Pinkalicious*, and *Brown Bear, Brown Bear*. The big winner was an add-on show of the international kids' sensation, *Paw Patrol*, which sold out two performances. The two series combined made \$42,387 but finished at \$29,362 less than budget.

In March of 2017, we made the bold and innovative transition to TESSITURA – a state of the art software ticketing and customer relationship management system. By converting to Tessitura, the Carson Center joined a community of users that includes the Metropolitan Opera, Carnegie Hall, The Kennedy Center, and other top performing arts center throughout the world. Our former ticketing system had an antiquated functioning and the host company retained a significant portion of the fees customarily charged to patrons when purchasing performing arts tickets. Tessitura allows us to keep 100% of the fees, which has created a healthy revenue stream for the Carson Center. Additionally, patrons now enjoy advanced technological functioning including a mobile app, print at home tickets, and the ability to select their seat when purchasing tickets online. Tessitura has revolutionized how we market to and engage with our customers, and we have only scratched the surface on implementing the myriad possibilities.

If it is part of our mission to serve the people of this region, we have more good news to share. In FY17, we had 277 uses of our building, 44 Presented performances, 19 promoter performances, 22 local performances, 31 youth and family performances, and 161 rental Events in the form of receptions, meetings, banquets, proms, graduations, fundraisers, and seminars. 120,447 people were served through these events. From opening in Feb 2004 through June 30, 2017, we have had 4,779 uses, and over 1.7 million people have enjoyed the Carson Center.

We appreciate all of you for making the Carson Center a welcoming and enjoyable place to share good times and make unforgettable memories.

Once again, thank you for welcoming me as your new Executive Director; I am honored and excited about the future! I feel a personal stewardship to the Carson Center, and I will endeavor to use my passion, resources, and dedication to ensure the success of the Center for generations to come. Thank you all for allowing my talented team and me to play a role in this award-winning drama, comedy, musical, sold-out concert, gathering place that is YOUR Carson Center!

Respectfully yours,

Mary E. Katz

Growth and Investment Results of the Endowment Fund

The investment committee for the Carson Center Endowment Fund is pleased to present the results for 2016-2017. The total return for the year ended June 30, 2017 was 5.34%/ The fund ended the year with a total allocation to Equities of 60.1%, Bonds 31%, Real Estate securities 1.7%, and Cash 7.2%, in line with our Investment Policy.

The committee continued a minimum allocation to fixed income with instrument held in very short duration due to the extraordinarily low interest rate environment and the ongoing threat of interest rate increases in the future that would put pressure on the total return from the asset class. The summary of activity in the fund is as follows:

Beginning Balance	9,962,090
Donations/Deposits	663,329
Transfer	0
Distributions	<u>(501,099)</u>
sub-total	10,124,320
Adjusted to FMV	<u>1,228,384</u>
End Balance	11,352,704

The fund distributed \$501,099 to support the operations of the Carson Center.

Our committee for the year consisted of Alex Edwards, Amy Bramlitt, Bill Lentz, Clay Howerton, Molly Blythe, and myself. During the year Bill Lentz requested not to renew his term on the committee and we voted to replace him with John Williams Jr. Just after our year end Alex Edwards requested to withdraw from our committee and Amy Bramlitt retired and moved from our community leaving two vacancies to be filled near year end.

The Maintenance and Enhancement fund had an ending balance of \$283,006 after distribution of \$59,773 for the year. The chandelier lights were replaced with LED fixtures, new chairs and storage carts were purchased, along with other repairs and enhancements to the center.

Respectfully submitted,
Paula Bright Connell
Chair, Investment Committee

Giving Opportunities & Sponsorships

Contributors play a leading role: Discover the part you want to play in supporting your Carson Center. More than 30% of the Carson Center’s annual funding comes from Members, Sponsors, fundraising events, grants, and other contributed support. Your gifts make it possible for your performing arts center to present nationally and internationally acclaimed performing artists, educate young audiences, and maintain this remarkable facility. Because the Carson Center is a 501(c)(3) nonprofit organization, contributions are tax-deductible to the extent allowed by law. Please call Debbie Wattier at (270) 443-9932 to:

Start or Renew Your Membership: All Carson Center Members can buy tickets before performances go on sale to the public. Benefits increase with each Membership gift level and enhance your enjoyment of the Carson Center. Benefits include invitations to Season Previews, backstage tours, and more. Annual Membership levels range from \$50 to \$2,500 and up.

Sponsor a Performance, Series of Performances, or Fundraising Event: Businesses, organizations, families, and individuals sponsor performances, a performance series, arts-education projects, and fundraising events. Sponsorships at \$1,000 and up include recognition throughout the performance season.

Give to the Endowment: “Set the Stage” for audiences of the future through contributions and bequests to the Carson Center endowment fund. Join the Encore Society or Legacy Society.

Name a Seat: Place your name on a seat in the Main Theatre with a one-time gift. Honor family members, friends, or remember loved ones. Opportunities begin at \$1,500 on the Main Floor; \$1,000 First Balcony; and \$500 Second Balcony.

Memorial and Honorary Gifts: Comfort a family by making a gift to the Carson Center in memory of a loved one. Or, honor individuals or couples by making gifts in their names on birthdays, anniversaries, retirements, and other special occasions.



Setting the Stage for Audiences of the Future

The Carson Center gratefully acknowledges patrons who have made cash gifts or planned gifts to this center's endowment. Their generosity will help future generations enjoy the performing arts experiences that mean so much to all of us – in a beautiful facility lovingly maintained over the years. To discover the part you want to play in assuring a bright future for the Carson Center, please call Debbie Wattier at (270) 443-9932.

If you have named the Carson Center as a beneficiary of a bequest, please notify us so that we can include you in the Legacy Society. Requests for anonymity are honored.

Include a bequest to the Carson Center in your will with this wording:

I give _____ dollars (or _____ percent) from my estate to the Luther F. Carson Four Rivers Center (Carson Center), a Kentucky nonprofit 501(c)(3) corporation in Paducah, Kentucky.

Legacy Society (*Revocable bequest in a will or other planned gift document*)

C. Lee and Nina Anderson

Lars and Molly Blythe

Suzanne and Ted Borodofsky

Jim and Brenda Brown

Mr. and Mrs. Jamey Brown

Michael G. Byers

Mike and Caroline Cappock

Jim and Jackie Conn

Jim DeCillis

Tom DeCillis

Genie and Basil Drossos

Nancy K. Duff

Stan and Missy Eckenberg

Wendy Elrod

Danny and Norma Evitts

FNB Bank, Inc.

Bill Ford

Jim and Amy Garrett

Paul & Juliette Grumley

Edward and Lisa Hely

Jeff and Terri Holland

Beth and Ken Hunt

Brian and Mary Katz

Lisa Lauck

Clyde Lawter

Drs. Carl and Polly LeBuhn

Milton M. "Mike" Livingston, Jr. and Barbara B. Livingston

Brandon and Janet Morgan

Randy and Andrea Orr

Jerry and Sara Page

The Edwin J. Paxton Family Foundation

David and Carolyn Perry

Mr. & Mrs. Robert P. Petter and Family

Lee and Sharon Powell

Debbie and Scott Powell

Joe and Nancy Powell

Steve and Nancy Powless

Roy and Jennifer Riley

Jan C. and Larry Rudolph

Dr. Charles and Linda Shields

Barry and Amy Smith

Rex and Jackie Smith

Shirley Trail Lanier

Jean L. Truitt and Roger Truitt

Buddy and Mary Ann Upshaw

Ken and Jean Wheeler

Anita C. Williams

John and Vivian Williams

John and Kristin Williams

Sandra and Ed Wilson

Chip Wynn

Legacy Society as of
June 30, 2017

Encore and Focus on the Future Honor Roll

This page honors patrons for cash and irrevocable planned gifts 2005-20167(through the Encore giving program and Focus on the Future campaign). This list does not include capital and endowment gifts in 2004 or earlier. The Carson Center Board approved a new policy in 2018 with donor recognition based on cumulative giving through all capital and endowment campaigns, annual operational contributions for Memberships, cash and marketable securities gifts that support Carson Center mission, and qualified in-kind donations of property or services.

\$1,000,000+

Jane Carson Myre and Dr. Louis Myre

\$500,000-999,999

J. Lane Peck

John and Vivian Williams

\$250,000-499,999

CSI

Ingram Barge Company

Dr. Charles and Linda Shields

\$100,000-249,999

Tom DeCillis

Myrick-Meriwether Family Fund

Lee and Sharon Powell

Terry and Laura Haas

Lourdes Hospital

Lucy Robertson O'Mara; Robert W. Robertson.,

M.D.; George W. Robertson, M.D.; W. Howard

Robertson II in Memory of Their Parents, Dr. and

Mrs. Robert W. Robertson Sr.

Anonymous

\$50,000-99,999

Mr. and Mrs. Robert P. Petter and Family

Paula and Don Connell

Banterra Bank

Dairyman's Supply Company, Inc.

Norman Greenberg, In Memory of Mary

Rose Greenberg

Linda A. Miller, CPA

Don O. and Martha Peck

\$25,000-49,999

Dauveen "Dean" Roper and Joe Roper

Buddy and Mary Ann Upshaw

Joe and Nancy Powell

Debbie and Scott Powell

Genie and Basil Drossos

Steve and Nancy Powless

Edward and Lisa Hely

Randy and Andrea Orr

Jeff and Terri Holland

Jim and Jackie Conn

David and Carolyn Perry

Beth and Ken Hunt

FNB Bank, Inc.

\$25,000-49,999 (cont)

Stan and Missy Eckenberg

Roy and Jennifer Riley

BB&T

Randall and Rebecca Conroy

Jeane and Joe Framptom

Golden Eagle Distributing, Inc.

Dr. and Mrs. Jeff Johnson

Brian and Mary Katz

Drs. Carl and Polly LeBuhn

Superior Care Home

David and Linda Curtis, Walker Hall Events Center

\$10,000-24,999

Nancy K. Duff

Chris and Nancy Black

Jim and Amy Garrett

James Grisham, In Memory of Jo Grisham

The McWaters Family Foundation, In Honor of Dr. Louis and Mrs. Jane Myre

Wendy Elrod

Lars and Molly Blythe

Dr. Harry and Barbara Carloss

Jean and Roger Truitt In Honor of Woodrow and Mary Davis

Clay and Darlene Howerton

Richard and Mariowen Reed

Yvonne Weaver

Ken and Jean Wheeler

\$5,000-9,999

Clyde Lawter

Steve and Anita Bright

Jim DeCillis

Hilliard Lyons

John and Fran Kraus

Neurological Associates of Western Kentucky

Dwain and Mary Taylor

Sandra and Ed Wilson

Anonymous

As of June 30, 2017

Sponsorships & Grants: 2016-2017 Season

***Sponsors**

Series-Level Sponsors

Baptist Health Paducah
Computer Services Inc. (CSI)
First American Recovery & Recycle/
Reigle Family
Jackson Purchase Energy Corporation
Paducah & Louisville Railway
Golden Eagle Distributing, Inc.
United Propane Gas
US Bank
Paducah Bank
Lourdes
Ingram Barge Company

Performance/Event Sponsors

A&K Construction
Atmos Energy
Barkley Regional Airport
BB&T
Dr. & Mrs. Ted Borodofsky
Byrn Funeral Home/Kirk and Natalie Byrn
C-Plant Federal Credit Union
Colgan Orthodontics
Credit Bureau Systems
Dialog Telecommunications
First American Recovery & Recycle/Reigle Family
Fluor
Geo Consultants
Harper Industries, Inc.
Harrah's Metropolis
Independence Bank
James Sanders Nursery
Jean L. Truitt and Family Arts-in-Education Initiatives
Linda A. Miller, CPA
Lone Oak Animal Clinic
Paducah Dental Care
Paducah Water
Peel & Holland
Roof Brothers Wine and Spirits
Rotary Club of Paducah
Strawberry Hills Pharmacy
Superior Care Home
Toyota of Murray
Wagner Wine & Spirits

*** Grant Support from:**

Carson-Myre Charitable Foundation
City of Paducah
Downtown Kiwanis Club
Kentucky Arts Council
McCracken County Community
Career Endowment
National Endowment for the Arts
Paducah Convention and Visitors
Bureau
Rotary Club of Paducah
South Arts

* \$1,000 & Up

Carson Center Members

Producer (2,500+)

Kyle Katterjohn
Milton M. "Mike" Livingston, Jr. and
Barbara B. Livingston
Sara and Jerry Page
Meredith Schroeder
Dr. and Mrs. Charles Shields
Mr. and Mrs. Roger Truitt
Buddy and Mary Ann Upshaw
Tammy West
John and Vivian Williams

Super Star (\$1,500+)

Sue Chappell
Dr. and Mrs. Ruben Cuadrado
David and Ann Denton
L.V. and Barbara McGinty
Dr. and Mrs. Wally Montgomery
Wayne and Dee Morris
Mr. and Mrs. Dwain Taylor
Anita Williams

Star (\$1,000+)

Mr. and Mrs. J. David Bailey
Genie and Basil Drossos
Mr. and Mrs. Alex (Nicole) Edwards
Dr. and Mrs. Patrick (Leigh Ann) Ellison
Tim Haas
In Memory of Louis Haas
Mr. and Mrs. Jeff Holland
Judge and Mrs. J. William Howerton
Roxie and Larry Jarvis
David Jones
Darrell and Reneé Massey
Mayfield Printing Company (Bob and Kim
Isbell)
Drs. Landen and Van Meeks
Mr. and Mrs. Curtis Runge
Anonymous

*This list includes Members at Principal level
and above as of June 30, 2017.

Note: The Carson Center Board approved a new
policy in 2018 with donor recognition based on
cumulative giving through all capital and
endowment campaigns, annual operational
contributions for Memberships, cash and
marketable securities gifts that support Carson
Center mission, and qualified in-kind donations
of property or services.

Principal (\$500+)

Col. and Mrs. Norm (Villa) Aschenbrenner
Mr. and Mrs. Don (Renie) Barger
Bill Ford Interiors, Inc.
Dr. and Mrs. Ted Borodofsky
William Brown
Joe and Catherine Burkhead
Mr. and Mrs. Kirk Byrn III
Mr. Phillip Chapman and Dr. Michelle
Chapman, Liquid Service
Mr. and Mrs. J.G. Crawford
Dr. and Mrs. Theodore Davies
Jeff and Sharon Douthitt
Elizabeth Edwards
Mr. and Mrs. Andy Elliott
Wendy Elrod
Russell Flood
Jennie and Butch Freels
Gene and Roberta Garfield
Mr. and Mrs. Ben Green
Mr. and Mrs. Gordon (Jane) Griffin
Leonard Guyette
Mr. and Mrs. Billy Harper, Harper
Industries
Jim and Peggy Horntrop
Deborah Hunsaker
Mr. Don L. Johnson
Mary Louise (Weezie) Katterjohn
Mr. and Mrs. Dan Key
Judge W. David King
Dr. John and Mrs. Fran Kraus
Linda A. Miller, CPA
The Hon. Shea Nickell and Dr. Carolyn
Watson Nickell
Peggy Sabel Paxton
Joe and Nancy Powell
Mr. and Mrs. Paul Quayle
Drs. Tim and Jo Ranval
Kurt and Gail Ruga
Jerry and Linda Severns
Mr. and Mrs. Bill (Patty) Shannon
Mickey and Pamela Sirls
Mr. and Mrs. Millard (Kim) Summarell
Peggy Tripp
Mr. and Mrs. John Tveite
John and Camille Warden
Tony and Nancy Williams
Clyde and Carolyn Wills
Enrique Yap, M.D.
Anonymous

Regional Impact in 2016-2017

- **Broadway, Carson, Myre & Family Series**
 - 28 Performances
 - 29, 219 Total Attendees
 - Attendees came from 30 states and the District of Columbia
- **Class Acts Education Series**
 - 23 Performances
 - 18,305 Total Attendees
- **Use of the Facility**
 - 293 Performances/Events
 - Examples of Events: Proms & Graduations, Board Meetings & Company Annual Meetings, Weddings & Receptions, and Concerts
- **Overall Demographics & Total Economic Impact based on Americans for the Arts Prosperity Calculator**
 - 120,447 Visitors
 - Total Expenditures/Industry Impact = \$11,801,923*
 - FTE Jobs = 233.7*
 - Local Government Revenue = \$496,584*
 - State Government Revenue = \$1,329,072*

Total Expenditures: The total dollars spent by a nonprofit arts and culture organization and its audiences; event-related spending by arts and culture audiences is estimated using the average dollars spent per person by arts event attendees in similarly populated communities.

FTE Jobs: The total number of full-time equivalent (FTE) jobs in your community that are supported by the expenditures made by the arts and culture organization and/or its audiences. An FTE can be 1 full-time employee, 2 half-time employees, 4 employees who work quarter-time, etc.

Government Revenue: The total dollars received by your local and state governments (e.g. license fees, taxes) as a result of the expenditures made by the arts and culture organization and/or its audiences.

*This report presents the findings and calculator from a study conducted in 2007 measuring the economic impact of the nonprofit arts and culture industry in Greater Paducah, KY. It was published by Americans for the Arts in 2008.