

**Synchronicity Events**  
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October 25, 2021

Greetings, Seattle Center Team!

Synchronicity Events is delighted to submit our proposal to serve our beloved city as Production Partner for Bumbershoot 2022 and beyond. We are ready to build a hyper-local multi-disciplinary arts festival that will make a new generation of Seattleites fall in love with Bumbershoot, and the rest of us fall in love with Seattle all over again.

Our business holds licenses to operate in the U.S., Washington State, and the City of Seattle. We are an S-Corp with an LLC structure. We are a woman-owned and LGBTQ+-owned business. Our business owner and all employees are residents of the city of Seattle.

For all matters pertaining to this proposal, please contact me, Alex Martin. I am the founder and majority business owner.

With great enthusiasm,

Alex Martin (she/her)

# Bumbershoot & Synchronicity

## TABLE OF CONTENTS

|   |    |
|---|----|
| WHO WE ARE  | 2  |
| THE BUSINESS STUFF                                | 4  |
| MORE DETAILED BUSINESS STUFF                      | 6  |
| OUR BUMBERSHOOT VISION                            | 8  |
| SYNCHRONICITY AS A PARTNER TO SEATTLE CENTER      | 11 |
| SYNCHRONICITY IN COLLABORATION WITH THE COMMUNITY | 12 |
| WHEN & HOW WE WILL DO THE WORK                    | 14 |
| POSSIBLE SITE MAP FOR BUMBERSHOOT 2022            | 17 |
| SYNCHRONICITY'S FINANCIAL HEALTH                  | 18 |
| PLEASE CONTACT THESE PEOPLE FOR A REFERENCE       | 19 |

ATTACHMENTS:

- Executive Summary
- Ticketing Plan
- Budget Estimate
- Cash Flow Projections
- Synchronicity Financials

## WHO WE ARE

[Provide a general overview of your organization, including the organization's structure and purpose]

Hello, my name is Alex Martin and I am ready to lead the team that will bring back Bumbershoot for all! I founded my company Synchronicity Events in 2018 with a clear vision and purpose to serve the local non-profit community. My company is a distillation and furthering of over twenty-three years of top-notch, consistent, collaborative work with local organizations. We work hand-in-hand with our clients, providing strategy, design, planning and production of events including fundraisers, concerts, conferences, and festivals (many held annually on Seattle Center Campus). Synchronicity's purpose is to help each of our non-profit clients hold their Best. Event. Ever., and we strive to improve best practices and raise the level of excellence of events hosted by and for the non-profit sector in our Puget Sound region.

Synchronicity's first full year of event production was 2019 -- we produced seventy beautiful, successful events! 2020 arrived and the pandemic lockdown threatened to turn our business upside down. However, my team and I stayed busy throughout 2020 and 2021 because we re-trained and re-focused. We immediately switched to presenting impactful, creative online livestream events for all our clients (150 virtual events and counting since March 2020). Our efforts were successful! I had to double our staff to cover the demand.

In fact, my confidence and desire to write this proposal grew out of my company's recent experience of success during this time of disruption. We constantly assessed the changing situation, retooled, calmed our clients, and moved forward with renewed resilience gained through technical invention, follow-through, and our "get-it-done" work ethic. My experienced team has proven they have the decision-making skills and the bold mind-set to create successful event strategies in the face of unprecedented challenges.

My personal history with Bumbershoot is the golden thread leading me to write this proposal. I fondly remember attending Bumbershoot in the 90s, during my student days at Cornish College of the Arts (BFA in Dance, Cornish '96). As a young choreographer with my contemporary dance company, BetterBiscuitDance, I performed in the festival in 1999, 2001, and 2002. Bumbershoot in those days felt like one of the absolutely "essential Seattle things" to do each year -- as Folklife anchored the beginning of every summer, Bumbershoot anchored the end! I regret that this connection has faded for me personally, as I know it has for many. My dream is to help welcome ALL of Seattle back to Bumbershoot with a joyful, inspiring, hyper-local festival to make a new generation of Seattleites fall in love with Bumbershoot, and the rest of us to fall in love with Seattle all over again.

I am submitting this proposal because I believe, as the city's next Bumbershoot Production Partner, my team and I will create an exciting, fun, meaningful event with a lasting, positive impact. I am uniquely outfitted with the perfect set of community connections to build a structure for Bumbershoot's sustained success. For over twenty-five years I have been continuously contributing to the deeply creative and civic-minded culture that powers this city. My foundation as a performing artist, my business career path that has made me *the* go-to event planner and event fundraising consultant for our area's non-profit sector, as well as my current role as leader of a hard-driving, multi-talented event production team add up to why I am the right choice to lead this effort.

To my delight, I already have positive momentum and good will from many of our community's arts leaders. In my initial outreach about Synchronicity's Bumbershoot proposal, responses have ranged from "Yesssss!!!" (Central District Forum for Arts and Ideas) to "OH HELL YEAH" (Shunpike) to "That sounds really amazing and I would be behind it 100%" (On the Boards) to "Whatever we can do to support this, let us know" (Folklife).



Synchronicity is an S-Corp with an LLC business structure. I, Alex Martin, am the LLC majority partner and founder. Our team currently includes myself and eight employees (three event planners, two event managers, three production specialists), plus contract bookkeeper and social media manager. (Four of our team members have either performed or worked production roles at past Bumbershoots!). When chosen as Bumbershoot's Production Partner, we will add at least a dozen staff and contractors to beef up our team, to ensure we have sufficient talent on board to produce a truly spectacular community festival.

## THE BUSINESS STUFF

[Present a detailed plan of how you plan to sustainably work with the City of Seattle to maintain Bumbershoot's essential artistic and culturally diverse character while maintaining the Festival as an affordable celebration of arts and entertainment]

Our strategy of sustainable growth begins with reinvesting in the festival's deep and historic roots in the Seattle community. With the public sector (City of Seattle, Seattle Center), private sector (Synchronicity), and non-profit sector (Seattle Center Foundation) engaged at a leadership level, we'll have the strategic minds, festival production expertise, and business structure we need to execute this event.

We have a bold and thorough outreach plan to create partnerships with local organizations, with an emphasis on equity. Outreach work will bring specific creative and cultural communities into Bumbershoot in a range of roles, as potential curatorial partners, performers, volunteers, and attendees.

In every decision, we'll consult our values and make sure our choices can pass through all the Decision-making Rings we've established for this project (see Rings in the Executive Summary).

Our plan for funding Bumbershoot relies heavily on corporate sponsors, to the tune of \$2 Million. Our city is attracting more big businesses and generating unreal amounts of wealth for those entities and the executive class. These companies are looking to deepen their engagement at the local grassroots level, to engage and give back in authentic ways, to connect from the ground up with unique campaigns and branding opportunities. We'd like to partner with companies to enhance and amplify the creativity and culture of our city, a driver of what makes this place special, by supporting Bumbershoot.

We believe that becoming a Bumbershoot sponsor will be a powerful way for local businesses large and small to become meaningful partners with the creative community - and we'll create pathways to engage and amplify sponsors beyond onsite event branding. We will create bespoke packages of benefits and engagements for our sponsors, based on the interests of each group, and intersecting with the desires of our partners in the community.

Sponsors might:

- Choose to launch co-branded Bumbershoot promotions (such as a specialty-label product release) in the months leading up to the festival
- Send groups of volunteers to the festival, as a way for employees and their families to get to know one another through a fun day of service
- Take advantage of year-round city-wide benefits such as special event invitations and special ticket pricing from other local arts presenters

- Attend the VIP experience at the Labor Day festival, including Friday's Artist Reception
- Pay a special role at Bumbershoot Presents Winter Festival (more details on Winter Festival provided below), including attending works in progress showings by our Commissioned by Bumbershoot artists
- Be represented through onsite festival signage (and digital banners in our online event environment)
- Bring innovative, engaging onsite activations during the festival

To create community buy-in and allow individuals to feel even more connected to the new Bumbershoot, we also plan a modest fundraising campaign to engage individual donors, with a goal of \$100,000. Through Synchronicity's work in non-profit fundraising, we have knowledge of all current best practices, as well as access to talented fundraisers to take on this special scope of work.

Our financial goals are ambitious, but another important element of our business plan will be 'live within our means'. We'll run a full projection and diagnosis on our Sponsorship progress periodically, and determine how to adjust our spending plans if necessary.

Proceeds from our Beer Gardens will be allocated to a new program, Commissioned by Bumbershoot, which will commission local artists to create new work for the following year's festival.

A portion of any profits remaining after the festival will form a cash reserve. The cash reserve is intended to provide funding for the Bumbershoot Presents Winter Festival, and will also cover the early expenses to begin planning the following year's Labor Day Festival.

Our proposed Ticketing Plan gives a detailed illustration of our view of accessibility and equity, with an emphasis on affordability including \$51 tickets to celebrate 51 years since Seattle Center's first Bumbershoot-style festival in 1971!

Please view our attachments Budget Estimate, Proposed Cash Flow, and Ticketing Plan for more details.

## MORE DETAILED BUSINESS STUFF

[Outline your proposed term of agreement with Seattle Center, including any extension periods]

As Production Partner, Synchronicity will share as much decision-making as desired with Seattle Center staff. Synchronicity will directly manage and deliver:

- Outreach & partnerships work, including managing curatorial partnerships
- Submission, jury and selection process for arts programming
- Contracting with all artists
- Selecting and contracting with food and beverage vendors and art market vendors
- Volunteer recruitment and management
- Production: site plans, timelines, vendor contracts, event rentals, security & safety & health plans, permitting, operations plans, operations management for load in, event day operations, load out
- Marketing
- Graphic design
- PR
- Sponsorship sales & sponsor relationship management
- Fundraising campaign for individual donors
- Website
- Ticketing
- Bookkeeping, sponsor invoicing, vendor payments and other financial work

We suggest a three-year initial agreement, renewable after the initial three years in either three-year or five-year increments. Why? Well, we just love the number three. And three years will be enough time to really give our vision a chance to fully develop. If things aren't a bazillion percent AWESOME after year three, it's probably time to try a new arrangement!

Three-year time frame to include five events:

- 1 - Bumbershoot Labor Day Weekend 2022
- 2 - Bumbershoot Presents Winter Festival (name and date TBD) in February 2023\*
- 3 - Bumbershoot Labor Day Weekend 2023
- 4 - Bumbershoot Presents Winter Festival February 2024\*
- 5 - Bumbershoot Labor Day Weekend 2024

\*Bumbershoot Presents Winter Festival is proposed as a counterpoint to Bumbershoot, located 6 months later in the calendar, a chance to feature a smaller number of local artists and performers in more intimate venues on Seattle Center campus and amplify cultural work ongoing in the surrounding Lower Queen Anne neighborhood. We envision a weekend-long event in mid-February. Winter Festival may also provide an opportunity for Works-in-Progress showings of Commissioned by Bumbershoot pieces in preparation for the following year's festival. While we have many ideas, our intention is to build out this idea over the coming months, in collaboration with our partner organizations, to fit the needs and wishes of the City and the resources offered by Seattle Center.

Synchronicity professional fees will be \$750,000 to complete the strategy, design, planning and production for the first 12-month cycle of this contract, including the Bumbershoot Labor Day Festival 2022. We suggest finalizing Synchronicity's professional fees for 2023 and 2024 cycles in autumn 2022, after we see the results from the first year's event, and factoring in the additional staffing needs for production of Bumbershoot Presents Winter Festival.

When we "close the books" after reconciling all income and expenses from the 2022 Labor Day Festival, profits will be distributed on the following model:

- The first \$250,000 of net profit, or any amount under \$250,000 -- 100% will be kept in the bank account as a cash reserve to cover early costs for next year's event(s).
- All amounts above \$250,000 will be split, with 50% going to Synchronicity as a profit share, and 50% added to the cash reserve to cover early costs for next year's event(s).

Note: We are open to fine-tuning all of these details either before the initial agreement is signed, or revisiting them after the first festival year is complete. We want to make sure the formulas are working (and continue to work) well for all parties involved!



## OUR BUMBERSHOOT VISION

[Explain how your proposal contributes to Seattle Center's Purpose, Objectives and Essential Characteristics Statement and the new vision for Bumbershoot purpose and objectives outlined above]

Bumbershoot is a vessel to deliver the very best of Seattle's creativity, culture and community to our festival attendees. Because every good festival is kaleidoscopic in structure, the experience of each guest as they move between installations and performances is unique, and the spirit of each experience will refract and reflect against the others. An annual arts festival is a chance for participants to gain understanding and inspiration, and to make powerful memories. Allowing guests time and space to process and digest the works they see throughout each day will be an important element of our event design.

Accessibility and "attend-ability" will also feature high in our plans (I'm sure you've talked to at least one person who balks at the idea of even attempting to attend Bumbershoot, expecting it to be all-but- impossible to travel to and fro, uncomfortable and difficult to enjoy). Innovations to make sure ALL art-loving Seattleites can easily attend Bumbershoot include: secure valet bike parking, family areas including comfortable lactation lounges for parents with babies, spaces where children can relax and unwind, and spaces where seniors and those who need more resting time can take a breather in the shade.

Should a ticket-holder be unable to attend in-person at Seattle Center for any reason (rain, quarantine, convenience, etc.), they can seamlessly switch to attending via a live-streaming option, which will bring them the action from five festival stages in real time.

On the arts programming front, we'll provide a little bit of what our attendees might be expecting, and a LOT of surprises for everyone! Seattle-based professional artists and arts groups will be invited to bring their best and boldest visions to life. Curatorial direction for all disciplines will emphasize work that shows artistic excellence while pushing the envelope within genres and across genres. The spirit of freshness and innovation that has defined Seattle's place on the world stage throughout the decades will be our guiding light.

Our curatorial disciplines will include:

- Music
- Dance
- Theater
- Circus
- Cabaret
- Comedy

Film  
Literary  
Participatory  
Visual Art  
Design  
Technology-based  
(We expect many artists to bring work that crosses multiple disciplines)

Our plans include making full use of the high technical production values available in Seattle Center's indoor venues to present fully-produced proscenium performances.

In Seattle Center's many beautiful outdoor activity zones, we envision site-specific installations and performances, including a special series of mashups to allow artists to collaborate in unusual ways (imagine ... a fashion show of artist-made fashions accompanied by live music ... a team of video directors paired with puppeteers to activate a technology installation with large-scale projections ... an interactive crafting zone with hands-on activities led by drag performers ...). Outdoor installations at a large scale will add a feeling of novelty and (of course) delightful solo and group selfie opportunities.

We'll use three concurrent strategies to program the festival: working with artists through a direct application and jury process, working with selected artists invited by our programming team, and coordinating third-party curators from our partner organizations.

In all these processes, we will keep an intention and awareness on the following themes, which feel relevant to the current human condition around the globe and around our city:

- The relationship between individual expression and collective expression
- Joy adjacent to (perhaps woven in with) fear
- Displacement and migration

Surrounding all our presentations, we want to amplify the voices of our festival artists as citizen artists and agents of learning and change. We will offer artists the option to help us program adjacent activities such as discussions, Q&As, master classes, learning sessions or hands-on activities, to deepen the audience's connection, answer their curiosity about the topic, and provide access to any related activism or action they can take. These adjacent activities may not be relevant for every artist, and are certainly not required. Where they do fit, they will give us a chance to engage more deeply with local partner organizations to fully support the artists' intentions and weave their work back into the community.

Festival vendors will include a curated Market Art-place featuring local artists and fine artisans inside Fisher Pavilion, as well as an area for more casual craft vendors and general festival vendors outdoors in the covered walkway near International Fountain.

Our beer gardens (produced in partnership with local woman-led event company GILLY WAGON, who provide this service at Folklife) and our Culinary Cultures food truck row will delight palates both adventurous and basic.

We propose for year 1 (2022), a focused and streamlined plan, with all activities programmed on Seattle Center Campus. We think it's important to start simple and strong to ensure a bold and decisive success, and then build on our community partnerships and sponsor relationships to expand in future years.

Based on ongoing outreach efforts, we'll determine satellite programming locations for 2023 and beyond ... with an emphasis on venues within walking distance to the Seattle Center Campus, such as On The Boards and SIFF Uptown Cinema. At the end of the monorail, venues like Paramount, ACT Theater, The Triple Door are enticing possibilities. All these plans are pending outreach and partnership agreements.

## **SYNCHRONICITY AS A PARTNER TO SEATTLE CENTER**

[Identify how you would intend to engage with Seattle Center, including the roles you and Seattle Center would play in communications, decision making, marketing, branding, and other elements of your proposal]

Collaboration is the NAME OF THE GAME for us at Synchronicity. We are totally open to sharing the responsibilities for strategy and big-picture decision-making, marketing, branding, curating, and outreach ... or, we are open to shouldering those responsibilities.

Because the City of Seattle holds the Bumbershoot brand, we expect engagement with Seattle Center staff to be ongoing throughout the process. At a bare minimum, we expect Seattle Center to meet with our team periodically to review and approve event designs, curatorial concepts, and marketing plans, to be sure the brand is properly represented from the City's point of view.

We also intend to put lots of energy into nourishing our collaborative working relationship with Seattle Center teams, to ensure a positive process for production plans, ESOs, schedules ... and all the other essential behind-the-scenes magic!

## **SYNCHRONICITY IN COLLABORATION WITH THE COMMUNITY**

[Identify how you would intend to work with community partners, Seattle Center Resident Organizations, and the neighborhood surrounding Seattle Center]

So glad you asked. Our vision is hyper-local, and we will work tirelessly to engage good will and positive partnership with Seattle's creative communities. Resident Organizations at Seattle Center and organizations and businesses located in the Uptown Arts District in Lower Queen Anne will be the first connections we make, to minimize local disruption, create smooth and clear communication, and identify all the best ways for each of them to add their unique voices and engage with Bumbershoot.

Organizations serving specific art communities throughout the city are also high on our list of folks to reach. We'll begin with a deep dive in to our own connections in the city including Central District Forum for Arts & Ideas, Shunpike, Pratt Fine Arts Center, Folklife and others to get a picture of how Bumbershoot can be a vessel for Seattle's specific creative communities in the years to come. Custom partnerships will be crafted with each organization or community.

All organizations that help build culture and support artists are, by definition, drivers of change. Many artists are engaged in civic life as citizen artists, and at Bumbershoot our artists and performers will have the opportunity to amplify their work and their messages by sharing not only their art, but also sharing information about how audience members can connect to building the civic health of our city. We see our Partner Organizations as a great potential resource in building out adjacent activities to some of the artistic presentations, to help our audiences connect even more deeply to learning and potential action.

Partner Organizations might:

- Curate a portion of a day, or a venue, or a special event at the festival
- Offer space in their own venue for performances or installations at a future Bumbershoot or a future Bumbershoot Presents Winter Festival
- Provide a curator for one of our juries
- Pass along and share our artist calls
- Provide interactive stations to support specific topics adjacent to the artwork (for example, adjacent to artwork based on migration/immigration, a partner organization could provide a station with hands-on activities and information on policy, activism, and community-building around that topic)

- Pass along our volunteer recruiting call to their network
- Amplify our marketing efforts
- Offer insights on how to effectively reach their specific communities
- Distribute complimentary tickets
- Become a commissioning partner for a Commissioned by Bumbershoot project

Another specific strategy to help deepen our local community engagement is to host a private Artist Reception Friday evening at the start of the festival, with invitations extended to ALL contracted festival artists and performers, as well as leaders from all curatorial and organizational partners, VIP ticket holders and Sponsor representatives. While attendance will not be mandatory for artists and community partner orgs, we hope many will attend, and we imagine this special reception to be a simple but joyful community-building and cross-pollinating event (simple outdoor location, DJ, partially hosted bar, perhaps some fun, avant-garde entertainment). We imagine the Artist Reception will include the Mayor's Arts Awards ceremony, to further amplify and celebrate our local culture-makers.

Our volunteering program will provide a way for community members and volunteering teams from our sponsors to support the festival through pre-production tasks and simple festival-day work such as ticket-checking at the gates, bike valet service, merchandise sales, and venue line management.

## WHEN & HOW WE WILL DO THE WORK

[Provide a proposed schedule and operational plan for the planning and execution of Bumbershoot 2022 and beyond]

### Monthly Activities and Benchmarks

#### November/December 2021

Marketing and PR company engaged and onboarded. Initial PR push. Internal Bumbershoot structure solidified: scope of work for Seattle Center, Synchronicity, and Seattle Center Foundation confirmed. Changes made to the proposed business plan as necessary. Sponsorship team engaged and onboarded. Initial Sponsorship asks are researched and prepared, and materials designed. Sponsorship asks begin. Curatorial and Programming leads engaged and onboarded. Synchronicity takes on a business loan to pay early costs.

#### January 2022

Outreach efforts are planned, curatorial and programming plan is finalized (submission process finalized, including submission process, jury dates, and all deadlines). Curatorial partners finalized. Curators and programming teams begin working.

#### February 2022

All above activities continue AND Graphic design identity is finalized, website launches.

#### March 2022

All above activities continue AND begin recruiting production vendors and subcontractors for all areas. Rentals, security, stage managers, venue managers, gate managers, etc. Sponsorships reach 50% of goal. Inflection point for financial planning: in March we will run financial projections on Sponsorships - if we do not believe we'll make our sponsorship goal, adjust festival spending plans accordingly.

#### April 2022

All above activities continue AND outreach begins to confirm culinary culture plan (food trucks). Outreach begins to confirm Market Art-place vendors. Sponsorships reach 60% of goal, Synchronicity is able to repay the start-up costs loan. Fundraising campaign for individual donors runs for the month of April. Curatorial juries meet and deliberate.

#### May 2022

Programming first phase is completed. Reveal of headliners. Decide on initial public health protocols (ie, whether vaccination will be required

for attendance). Tickets go on sale on or before Memorial Day Weekend. Monster marketing push! Volunteer recruiting and organizing begins. Sponsorships reach 80% of goal.

#### June 2022

Curatorial partners solidify their line-ups. Artist open submission process is finished, all artists are contracted. Sponsorships are to 90% of goal (or more). Ticket sales reach 30% of goal. FULL festival schedule revealed, published on website, major PR push prior to July 4 to enhance Early Bird sales..

#### July 2022

Early Bird ticket sales end July 4. Ticket sales reach 50% of goal. Sponsorship payments reach 100% of goal (or more)!. Production planning reaches final stages, all vendors, site plans, technical timelines and load-in and load-out plans are in final review. Event staffing hires all contracted.

#### August 2022

Ticket sales complete, marketing efforts complete, and PRE-PRODUCTION.

#### September 2022

Friday September 2

Gates at 3 pm, festival programming 5 pm to 10 pm  
(including Artist Reception)

Saturday September 3

Gates at 2 pm, festival programming 3 pm to 11 pm

Sunday September 4

Gates at 2 pm, festival programming 3 pm to 11 pm

Monday September 5

Gates at 2 pm, festival programming 3 pm to 10 pm

PRODUCTION will be overseen by a central team concerned with safety, security and upholding our Duty of Care. Qualified professional leads will manage each venue, each entrance gate and each on-campus activity zone. Each lead will be supported by all the professional and volunteer help necessary for a great production -- exact staffing will vary by the activities in each venue and according to the needs of the performers or exhibits programmed there.

Virtual event team will manage the live streams from five venues, as well as the transitions, chat and interactions on the virtual festival platform.



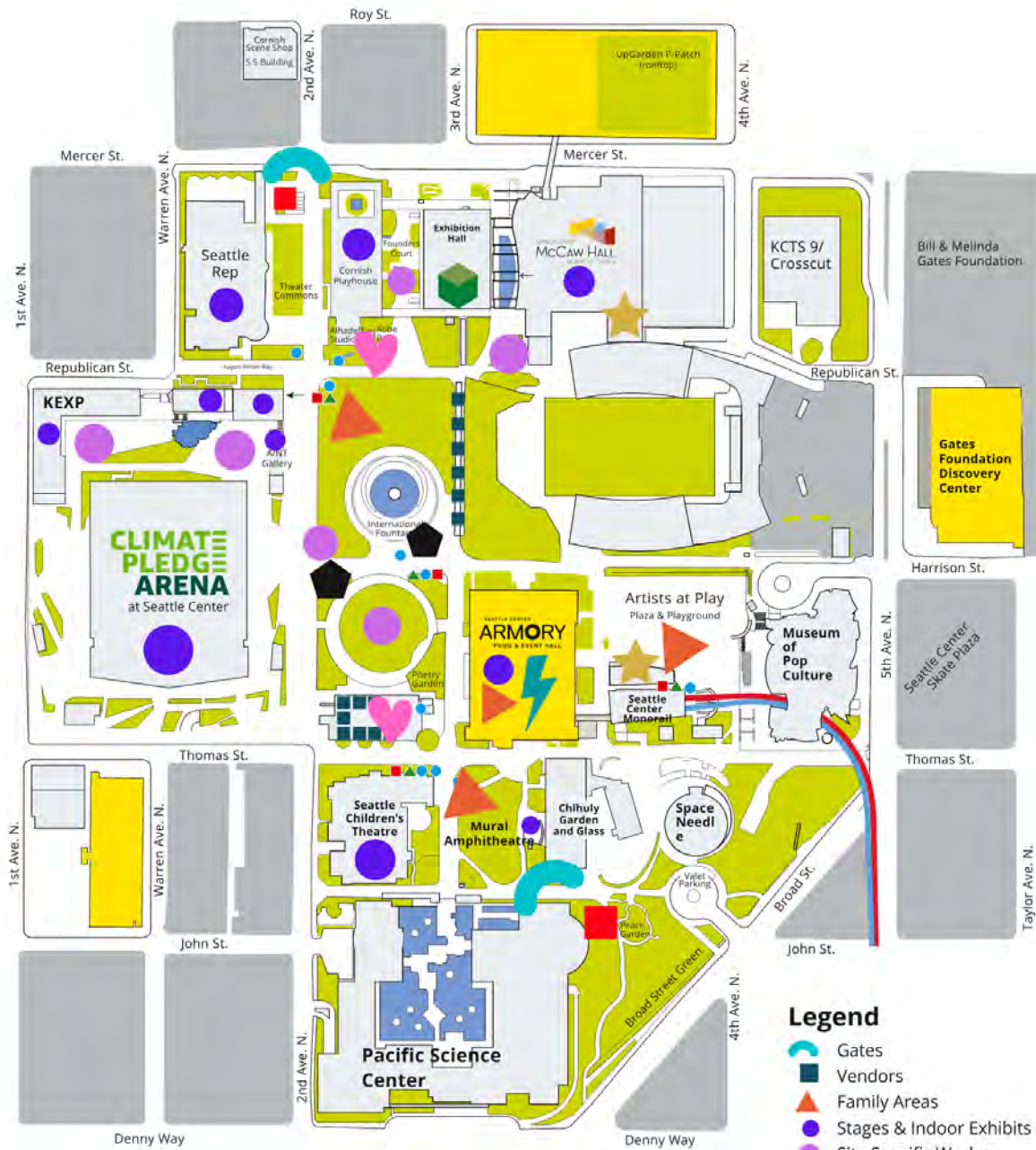
POST-EVENT physical load-out and event wrap, wrap party with the festival team, completing all vendor payments, post-event press releases, wrap-up production notes. Internal wrap up meetings to capture everything we learned before we say goodbye to our seasonal production hires. Outreach to all community partners for feedback and collecting new knowledge and ideas for next year. Formally announce Bumbershoot Presents Winter Festival dates for February 2023 and Bumbershoot Labor Day 2023 festival dates.

#### October 2022

Begin production for Winter Festival (name TBD) for February 2023, and begin Bumbershoot Labor Day Festival plans for 2023. Announce the artist selection process for the new Commissioned by Bumbershoot program.

Repeat the cycle as necessary.

# POSSIBLE SITE MAP FOR BUMBERSHOOT 2022



## Bumbershoot & Synchronicity

## **SYNCHRONICITY'S FINANCIAL HEALTH**

[Provide specific information about your organization's financial condition, including proof of financial stability for each of the last five years, and anticipated loans or funding efforts necessary to implement your proposal]

Our business is healthy! However, we can't show five years of financial records, as our business formed in September 2018. Synchronicity finished 2018, 2019 and 2020 (and we fully expect to finish 2021) clearing a profit. We have already signed over \$100,000 in contracts for events scheduled for 2022.

Synchronicity will be taking a short-term business loan of \$200,000 to cover start-up expenses until Sponsorship money arrives. By spending only within our means, we plan for the project to fully break even every year - with Cash Reserves remaining each year to fund the Bumbershoot Presents Winter Festival and the beginning of the following year's planning costs.

See attachments: Synchronicity's P&L for 2018, 2019, 2020, and YTD 2021.

## PLEASE CONTACT THESE PEOPLE FOR A REFERENCE

Betsey Brock, Executive Director at On the Boards -- 206 217-9886

Reese Tanimura, Managing Director at Folklife -- [reese@nwfolklife.org](mailto:reese@nwfolklife.org)

Benjamin Hunter, Artistic Director at Folklife -- [benjamin@nwfolklife.org](mailto:benjamin@nwfolklife.org)

Sharon Nyree Williams, Executive Director at Central District Forum for Arts & Ideas -- [sharonw@cdforum.org](mailto:sharonw@cdforum.org)

Line Sandsmark, Executive Director at Shunpike -- [line@shunpike.org](mailto:line@shunpike.org)

Eric Corning, Executive Director at Seafair -- [eric@seafair.org](mailto:eric@seafair.org)

Steve Galatro, Executive Director at Pratt Fine Arts Center [sgalatro@pratt.org](mailto:sgalatro@pratt.org)

Ashraf Hasham, Youth Arts Manager for the City of Seattle's Office of Arts & Culture -- [ashraf.hasham@seattle.gov](mailto:ashraf.hasham@seattle.gov)

More references available on request.

# Executive Summary

Let's build a Bumbershoot by Seattle and for Seattle!

## Our BUMBERSHOOT

will be a hyper-local multi-disciplinary arts festival.  
A celebration of creativity, culture and community.

It's no secret that our city is rapidly evolving. We are emerging not just from a pandemic, but from a sustained and bewildering period of growth. We find ourselves living in a separated society with great financial divides and emotional distances between general demographic groups. If we imagine three archetypal Seattleites:

**A tech worker**, drinks matcha lattes with oat milk, lives in a downtown condo, reads *The Stranger* and *The Needling*, focused on career growth and paying down student debt. Weekend activity: meeting friends in Georgetown for whiskey cocktails

**A middle-aged professional**, drinks decaf soy mochas, pays a mortgage on a single-family craftsman home in the city, reads the *New York Times* and the *Atlantic*, focused on neighborhood community-building. Weekend activity: quick getaway to a friend's cabin in the San Juans

**A retiree**, who enjoys drip coffee with sugar (made at home in the trusty Mr. Coffee), rents an apartment, reads *The Seattle Times* and *South Seattle Emerald*, focused on raising his grandchildren. Weekend activity: on the sidelines at grandchild's basketball game

*... would these individuals even share a common definition of what it means to live in Seattle? Over the ages we've seen that artists are by far the most qualified people to articulate the complexities of existence. We can't imagine a better venue than a multi-disciplinary arts festival to make a new generation of Seattleites fall in love with Bumbershoot, and the rest of us fall in love with Seattle all over again.*



**Along the way, we'll form healthy two-way partnerships with diverse arts organizations, creative communities and locally-owned businesses**

that will amplify and enhance their presence, and allow them to contribute to Bumbershoot's sustained success. Our Bumbershoot will be a pillar of the local cultural calendar and a part of a healthy year-round arts ecosystem. And, of course, the festival will be a vessel for a broad audience to discover and enjoy fresh, innovative artistic works in a wide range of disciplines!

**Our  
BUMBERSHOOT**

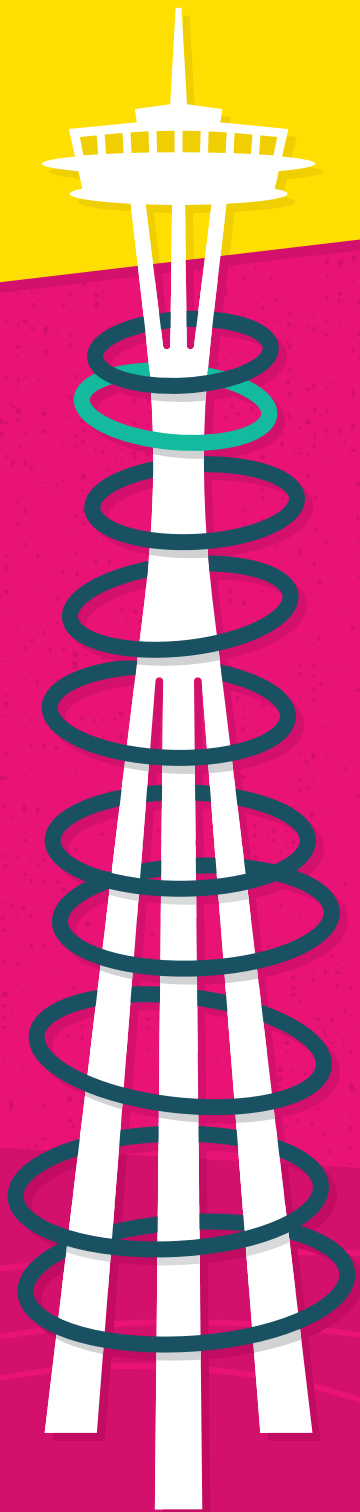
**... will give back.** We will allocate all beer garden proceeds to a new program, Commissioned by Bumbershoot, supporting local artists creating new work for next year's festival. One percent of all ticket sales will become a contribution to Real Rent Duwamish.

**... will be accessible and affordable!**

Our sliding scale ticketing includes a \$51 ticket level, to celebrate 51 years since Seattle Center's first Bumbershoot-style arts festival in 1971.

**... will be a modern, hybrid event.**

Our livestream option allows ticket holders to view live performances from five of our stages on days they choose not to travel to the in-person festival.



## Decision-making rings

When considering our strategy, production planning and programming, every one of our choices must pass through **ALL** these rings:

### *Does this option ...*

- ▶ celebrate Seattle's authentic, current local creativity and culture, with an emphasis on equity & social justice?
- ▶ offer the lowest possible climate and environmental impact?\*
- ▶ support our Duty of Care for all participants ... can it work during a contagion surge, heat emergency, air quality/smoke emergency, or rain?
- ▶ keep us on track for our budget, and set us up to end this year's festival with a cash reserve?
- ▶ provide a gracious, spacious, enjoyable, accessible guest experience?
- ▶ keep our budget dollars flowing to locally-owned, POC and BIPOC-owned, woman-owned, and/or LGBTQ+-owned businesses?
- ▶ empower artists to bring their most innovative and bold artistic expression?
- ▶ create a healthy two-way partnership with local creative communities?
- ▶ actively support the physical safety, mental health and emotional well-being of our festival crew?
- ▶ build healthy and innovative relationships with our sponsors?

*\*In alignment with the values of many Seattleites, we take our climate impact seriously. We will not do anything to encourage airplane travel or lengthy drives. Going green & intentionally reducing our climate impact allows us to lean into our vision for a hyper-local festival, serving Seattle-based audiences and celebrating Seattle-based artists.*

## **Bumbershoot 2022 Proposed Ticketing Plan**

A robust web-based ticketing system will be used, for maximum convenience for ticket buyers purchasing on laptops or mobile devices. Admission will be tracked electronically, ensuring unique access for each ticket holder to gate admission as well as live-streaming options. If need be, the ticketing system will allow attendees to upload vaccine documents in advance for faster check-in at the gate.

Interactive features during the festival are a robust schedule and map, and an option to search your contacts to easily meet up with friends at Seattle Center.

The ticketing system will also allow for festival-wide announcements to alert attendees to news such as schedule changes. The central operations office will have the option to text or email individual attendees directly in case of urgent communication during the festival, such as a lost child or a valuable item left behind.

Ticketing fees to Seattle Center and admission taxes to the City of Seattle will be paid as outlined in the budget.

One percent of all ticket sales will be given as a contribution to Real Rent Duwamish to show our respect and gratitude for the Duwamish people, and our solidarity with their fight for federal recognition and the restoration of their treaty rights.

Note: for the purposes of conservative income budgeting, our budget estimates assume all tickets will be sold at the lowest available ticket price.

## **Ticket Pricing & Sales Schedule**

We will launch ticket sales on or before Memorial Day.

### **Early Bird Tickets - purchase between ticket sales launch and 11:59 pm on 7/4/2022**

General Admission Early Bird Youth & Adult Tickets (ages 13+) - \$51\* to \$250 sliding scale, includes in-person attendance all weekend AND access to live-streaming from five of our stages all weekend.

\*\$51 celebrates 51 years since the first Bumbershoot-style arts festival in 1971!



**Advance Purchase - purchase between ticket sales launch and 11:59 pm on 9/1/2022**

**\$500 VIP Ticket** (ages 21+) - includes in-person attendance all weekend AND access to streaming from five of our stages all weekend. Includes the ability to advance to the front of every festival line, access to special seating areas in our five largest venues, access to VIP Lounge with hosted bar and gourmet snacks during the festival, invitation to the festival artist reception, and VIP access to the Bumbershoot Presents Winter Festival in February.

**General Admission Festival Ticket** (ages 13+) - \$100 to \$250 sliding scale, includes in-person attendance all weekend AND access to live-streaming from five of our stages all weekend.

**General Admission One-Day Ticket, Advance Purchase** (ages 13+) - \$51 provides access to one in-person festival day.

**Community Partner Festival Ticket** (ages 13+) - available via a code shared with active community partner orgs - sliding scale \$51 to \$250 includes in-person attendance all weekend AND access to live-streaming from five of our stages all weekend.

**\$0 Comp One-Day Ticket** to be distributed through Community Partners. Goal is to register 5,000 free ticket holders, and to have at least 1000 of them attend the festival.

**Children** - Up to three children (ages 0 through 12) attend at no charge when accompanied by one or more ticket-holder(s) age 18 and up

**“At the Gate” - purchase in-person or online September 2 through September 5**

General Admission One-Day Ticket - \$100 provides access to one in-person festival day.

## Sliding Scale

We propose using sliding scale ticketing, a road-tested method for increasing equity in access to events. For each ticket type, we will suggest people choose a level tied to their financial situation. Here's one example of a possible sliding scale structure:

If some of the following are true for you:

- I never have concerns about paying my essential monthly bills
- I own one or more pieces of real estate
- I engage in luxury activities such as fine dining and recreational travel
- I receive passive income from investments, inheritance, rental properties, or business ownership
- I am employed full-time, or I work part-time (or do not work) by choice

**... please consider the highest ticket price.**

If some of the following are true for you:

- I usually have no problem paying my essential monthly bills
- I make regular additions to a savings account and/or a retirement fund
- I have insurance that covers most of my healthcare costs
- I have access to family money or resources in times of need
- I am employed full-time, or I work part-time (or do not work) by choice

**... please consider a ticket price in the middle of our scale.**

If some of the following are true for you:

- I have very few discretionary funds after paying my bills each month
- I sometimes postpone scheduling medical, dental, or mental health care due to the cost
- I put a large share of my discretionary funds towards servicing student debt or medical debt
- I am a current student
- I have struggled to find work due to my immigration status or former incarceration

**... please select the lowest cost ticket currently available.**

# Bumbershoot 2022 Budget Estimate

| Income   | Total              |           | Unit  | \$ Amount | Notes   |
|--|--------------------|-----------|-------|-----------|---|
| Sponsorships   | \$2,000,000        |           |       |           | Received by Seattle Center Foundation   |
| Individual Donors  | \$100,000          |           |       |           | Received by Seattle Center Foundation   |
| Grants   | \$0                |           |       |           | In order to leave more agency grant monies in the hands of local generative artists and arts organizations, we will not be applying for grants on behalf of Bumbershoot   |
| <b>Ticket Sales TOTAL</b>                                      | <b>\$1,818,000</b> |           | 26200 |           |   |
| Ticket Sales   |                    | \$918,000 | 18000 | \$51      | Early Bird Festival Tickets & Single-Day Tickets & Community Partner Tickets  |
| Ticket Sales   |                    | \$800,000 | 8000  | \$100     | Festival Tickets sold July 5 - September 1  |
| Ticket Sales   |                    | \$100,000 | 200   | \$500     | VIP Tickets   |
| Comp Tickets   |                    |           | 5000  | \$0       | Distributed through Community Partners  |
| Culinary Cultures food truck row                               | \$24,000           |           | 12    | \$2,000   | Food vendors: 12 @ \$2,000 for the weekend  |
| Vendors & Market Art-place                                     | \$29,000           |           |       |           |   |
|  |                    | \$14,000  | 20    | \$700     | Fisher Pavilion: fine art and craft vendors, 20 @ \$700 for the weekend   |
|  |                    | \$15,000  | 10    | \$1,500   | Fountain Walkway: festival gear and fun stuff vendors 10 @ \$1500 for the weekend   |
| Beer Garden  | \$0                |           |       |           | Beer garden net proceeds will be allocated our Commissioned by Bumbershoot project  |
| Bike Parking fees  | \$10,000           |           | 2000  | \$5       | \$5 secure valet bike parking per day, low estimate 500 bikes per day ...   |
| Merch Sales  | \$20,000           |           | 1000  | \$20      | \$20 the best-looking t shirt ever, estimate (factor in Sales Tax)  |
| <b>TOTAL INCOME</b>  | <b>\$4,001,000</b> |           |       |           |   |
| <b>Expenses</b>  |                    |           |       |           |   |
| Synchronicity Events   | \$750,000          |           |       |           | Event Strategy, Event Design, Planning Project Management, Production Management, Sponsorship Sales, Community Outreach, Artist Submission & Curation Process, Community Partner Relationship Management, Volunteer Coordination. |
| Venue Rental   | \$0                |           |       |           | Provided by Seattle Center  |
| Artist Fees  | \$1,000,000        |           |       |           |   |
| Event Rentals & Labor (fencing, tents, tables, radios, etc)    | \$200,000          |           |       |           |   |
| Merch printing   | \$16,000           |           |       |           |   |
| Materials & signage  | \$25,000           |           |       |           | Signage, lanyards, consumables for production time, staff shirts, volunteer shirts  |
| Production Staffing & Private Security                         | \$300,000          |           |       |           | production & festival security  |
| Seattle Center Staffing  | \$250,000          |           |       |           | Seattle Center event staffing estimate  |
| Other City-related Costs                                       | \$150,000          |           |       |           | Permits, Police, SDOT, etc  |
| Livestream tech & personnel for 5 venues                       | \$160,000          |           |       |           | at \$8K per day, 4 days, 5 venues ...   |
| Livestream festival platform                                   | \$10,000           |           |       |           |   |
| Ticketing & event app system                                   | \$20,000           |           |       |           |   |
| PR & Marketing Agency contract                                 | \$50,000           |           |       |           | includes graphic design, marketing strategy, PR work  |
| Marketing costs  | \$30,000           |           |       |           | ad buys, partnerships, community event sponsorships etc   |
| Insurance  | \$60,000           |           |       |           |   |
| Catering: VIP  | \$35,000           |           |       |           | food & beverage for opening night reception and VIP lounge for the weekend  |
| Catering: Artist Hospitality, Volunteer Food & Crew Wrap Party | \$10,000           |           |       |           | backstage snacks for the weekend, food & beverage for crew wrap party   |
| <b>Ticket Sales fees and taxes total</b>                       | <b>\$126,190</b>   |           |       |           |   |
| Ticket Sales 4% to the City                                    |                    | \$72,720  |       |           |   |
| Ticket Sales \$1 per ticket to the City                        |                    | \$26,200  |       |           |   |
| Ticket Sales Tax .05%  |                    | \$9,090   |       |           |   |
| Ticket Sales 1% to Real Rent Duwamish                          |                    | \$18,180  |       |           | 1% Donation in Solidarity with Seattle's First People, the Duwamish Tribe's campaign for federal recognition and the restoration of their treaty rights   |
| Subtotal Expenses  | \$3,192,190        |           |       |           |   |
| Contingency  | \$478,829          |           |       |           | 15%   |
| <b>TOTAL EXPENSES</b>  | <b>\$3,671,019</b> |           |       |           |   |
| <b>NET REVENUE</b>   | <b>\$329,982</b>   |           |       |           |   |

## REVENUE NOTES:

When we "close the books" after reconciling all income and expenses from the 2022 Labor Day Festival, profits will be distributed on the following model:

\$250,000 profits or less -- 100% will be kept in the bank account as a cash reserve to cover early costs for next year's event(s).

Any amounts above \$250,000 will be split, with 50% going to Synchronicity as profit share, and 50% kept as a cash reserve to cover early costs for next year's event(s).

# Bumbershoot 2022 Cash Flow Projections

| Month                 | Balance   | Sponsorship & Contributed Income (Received by Seattle Center Foundation) | Other Income (Received by Synchronicity) | Expenses  | Notes  |
|-----------------------|-----------|--|--|-----------|--|
| November 2021         |           |  | \$200,000                                |           | Business loan taken by Synchronicity                                 |
|                       |           |  |  | \$15,000  | Synchronicity professional fees                                      |
| <b>November TOTAL</b> | \$185,000 | \$0  | \$200,000                                | \$15,000  |  |
| December 2021         |           |  |  | \$5,000   | Professional Contract for Marketing                                  |
|                       |           |  |  | \$20,000  | Synchronicity professional fees                                      |
| <b>December TOTAL</b> | \$160,000 | \$0  | \$0                                      | \$25,000  |  |
| January 2022          |           | \$50,000   |  |           | Sponsorships income  |
|                       |           |  |  | \$20,000  | Ticketing platform   |
|                       |           |  |  | \$10,000  | Livestream platform  |
|                       |           |  |  | \$5,000   | Professional Contract for Marketing                                  |
|                       |           |  |  | \$25,000  | Synchronicity professional fees                                      |
| <b>January TOTAL</b>  | \$150,000 | \$50,000   | \$0                                      | \$60,000  |  |
| February 2022         |           | \$200,000  |  |           | Sponsorship income   |
|                       |           |  |  | \$30,000  | Synchronicity professional fees                                      |
|                       |           |  |  | \$5,000   | Professional Contract for Marketing                                  |
| <b>February TOTAL</b> | \$315,000 | \$200,000  | \$0                                      | \$35,000  |  |
| March 2022            |           |  |  | \$200,000 | Loan repaid by Synchronicity   |
|                       |           | \$250,000  |  |           | Sponsorship income   |
|                       |           |  |  | \$40,000  | Synchronicity professional fees                                      |
|                       |           |  |  | \$5,000   | Professional Contract for Marketing                                  |
| <b>March TOTAL</b>    | \$320,000 | \$250,000  | \$0                                      | \$245,000 |  |
| April 2022            |           | \$250,000  |  |           | Sponsorship income   |
|                       |           | \$100,000  |  |           | Individual donors (fundraising campaign runs for the month of April) |
|                       |           |  |  | \$5,000   | Professional Contract for Marketing                                  |
|                       |           |  |  | \$16,000  | Merch printing   |
|                       |           |  |  | \$50,000  | Synchronicity professional fees                                      |
| <b>April TOTAL</b>    | \$599,000 | \$350,000  | \$0                                      | \$71,000  |  |
| May 2022              |           |  |  |           |  |
|                       |           | \$250,000  |  |           | Sponsorship income   |
|                       |           |  | \$50,000                                 |           | Ticket sales launch  |
|                       |           |  |  | \$5,000   | Professional Contract for Marketing                                  |
|                       |           |  |  | \$5,000   | Marketing costs  |
|                       |           |  |  | \$60,000  | Synchronicity professional fees                                      |
| <b>May TOTAL</b>      | \$829,000 | \$250,000  | \$50,000                                 | \$70,000  |  |

# Bumbershoot 2022 Cash Flow Projections

| Month                  | Balance            | Sponsorship & Contributed Income (Received by Seattle Center Foundation) | Other Income (Received by Synchronicity) | Expenses           | Notes  |
|------------------------|--------------------|--|--|--------------------|--|
| June 2022              |                    |  |  | \$60,000           | Insurance payment  |
|                        |                    | \$500,000  |  |                    | Sponsorship income   |
|                        |                    |  | \$250,000                                |                    | Early Bird Ticket Sales  |
|                        |                    |  |  | \$10,000           | Marketing costs  |
|                        |                    |  |  | \$5,000            | Professional Contract for Marketing  |
|                        |                    |  |  | \$70,000           | Synchronicity professional fees  |
| <b>June TOTAL</b>      | <b>\$1,434,000</b> | <b>\$500,000</b>   | <b>\$250,000</b>                         | <b>\$145,000</b>   |  |
| July 2022              |                    | \$500,000  |  |                    | Sponsorship income, final payments   |
|                        |                    |  | \$500,000                                |                    | Ticket Sales Continue  |
|                        |                    |  |  | \$15,000           | Marketing costs  |
|                        |                    |  |  | \$5,000            | Professional Contract for Marketing  |
|                        |                    |  | \$29,000                                 |                    | Reservation fees from art vendors & fun stuff vendors                          |
|                        |                    |  |  | \$150,000          | Permits, SPD, SDOT and other city costs  |
|                        |                    |  |  | \$20,000           | Production seasonal contract staffing  |
|                        |                    |  |  | \$80,000           | Synchronicity professional fees  |
| <b>July TOTAL</b>      | <b>\$2,193,000</b> | <b>\$500,000</b>   | <b>\$529,000</b>                         | <b>\$270,000</b>   |  |
| August 2022            |                    |  |  | \$25,000           | Materials - signage, lanyards, consumable supplies                             |
|                        |                    |  | \$1,000,000                              |                    | Ticket Sales Continue  |
|                        |                    |  |  | \$80,000           | Production seasonal contract staffing  |
|                        |                    |  |  | \$100,000          | Event Rentals (deposits)   |
|                        |                    |  |  | \$200,000          | Artist Fees (advances)   |
|                        |                    |  |  | \$5,000            | Professional Contract for Marketing  |
|                        |                    |  | \$24,000                                 |                    | Fees from food vendors   |
|                        |                    |  |  | \$150,000          | Synchronicity professional fees  |
| <b>August TOTAL</b>    | <b>\$2,657,000</b> | <b>\$0</b>   | <b>\$1,024,000</b>                       | <b>\$560,000</b>   |  |
| September 2022         |                    |  |  | \$800,000          | Artist Fees (final payments)   |
|                        |                    |  | \$18,000                                 |                    | "At the Gate" Ticket Sales   |
|                        |                    |  |  | \$45,000           | Catering   |
|                        |                    |  | \$10,000                                 |                    | Bike Parking fees  |
|                        |                    |  | \$20,000                                 |                    | Merch sales  |
|                        |                    |  | \$0                                      |                    | Beer Garden income - will be allocated to the Commissioned by Bumbershoot fund |
|                        |                    |  |  | \$250,000          | Seattle Center staffing payment  |
|                        |                    |  |  | \$200,000          | Production seasonal contract staffing  |
|                        |                    |  |  | \$160,000          | Livestream costs   |
|                        |                    |  |  | \$100,000          | Event Rentals (final payments)   |
|                        |                    |  |  | \$5,000            | Professional Contract for Marketing  |
|                        |                    |  |  | \$210,000          | Synchronicity final payment professional fees                                  |
| <b>September TOTAL</b> | <b>\$935,000</b>   | <b>\$0</b>   | <b>\$48,000</b>                          | <b>\$1,770,000</b> |  |
| October 2022           |                    |  |  | \$478,829          | Contingency  |
|                        |                    |  |  | \$126,190          | Ticket Sales fees and taxes total  |
| <b>October TOTAL</b>   | <b>\$329,982</b>   | <b>\$0</b>   | <b>\$0</b>                               | <b>\$605,019</b>   |  |

# Synchronicity Financials

## 2018

### Synchronicity P&L 2018

(Our business formed in September 2018)

|                            | Sep - Dec 2018   |
|----------------------------|------------------|
| Ordinary Income/Expense    |                  |
| <b>Income</b>              |                  |
| Professional Fee Income    | 22,300.00        |
| Total Income               | 22,300.00        |
| Cost of Goods Sold         |                  |
| Reimbursable Expenses      | 33.03            |
| Total COGS                 | 33.03            |
| <b>Gross Profit</b>        | <b>22,266.97</b> |
| <b>Expense</b>             |                  |
| Administrative Expenses    | 357              |
| Business Licenses and Fees | 60.65            |
| Continuing Education       | 175              |
| Meals and Entertainment    | 185.99           |
| Office Supplies            | 1,917.78         |
| Payroll Expenses           | 6,381.37         |
| Professional Fees          | 2,523.06         |
| Travel Expense             | 123.25           |
| Total Expense              | 11,724.10        |
| Net Ordinary Income        | 10,542.87        |
| Other Income/Expense       |                  |
| Other Income               | 18.73            |
| Net Other Income           | 18.73            |
| <b>Net Income</b>          | <b>10,561.60</b> |

## 2019

### Synchronicity P&L 2019

(First full year of operations)

|                            | Jan - Dec 2019    |
|----------------------------|-------------------|
| Ordinary Income/Expense    |                   |
| <b>Income</b>              |                   |
| Professional Fee Income    | 284,860.00        |
| Reimbursed Income          | 17,505.50         |
| Total Income               | 302,365.50        |
| Cost of Goods Sold         |                   |
| Reimbursable Expenses      | 23,635.08         |
| Subcontracted Services     | 1,506.25          |
| Total COGS                 | 25,141.33         |
| <b>Gross Profit</b>        | <b>277,224.17</b> |
| <b>Expense</b>             |                   |
| Administrative Expenses    | 1,759.59          |
| Bank Service Charges       | 10.45             |
| Business Licenses and Fees | 141.68            |
| Client Gifts               | 1,586.40          |
| Software Subscriptions     | 395               |
| Employee Gifts             | 61.66             |
| Insurance Expense          | 612.6             |
| Marketing                  | 3,042.20          |
| Meals and Entertainment    | 770.56            |
| Office Supplies            | 1,071.01          |
| Payroll Expenses           | 242,485.34        |
| Professional Fees          | 9,553.42          |
| Supplies & Materials       | 759.75            |
| Taxes                      | 4,790.41          |
| Travel Expense             | 2,731.49          |
| Vehicle Expenses           | 29                |
| Web Design                 | 900               |
| Total Expense              | 270,700.56        |
| Net Ordinary Income        | 6,523.61          |
| Other Income/Expense       |                   |
| Cash Rebate                | 993.13            |
| Interest Income            | 17.21             |
| Net Other Income           | 1,010.34          |
| <b>Net Income</b>          | <b>7,533.95</b>   |

# Synchronicity Financials

## 2020

### Synchronicity P&L 2020

(Second full year of operations)

|                            | Jan - Dec 2020    |
|----------------------------|-------------------|
| <b>Income</b>              |                   |
| Professional Fee Income    | 395,782.92        |
| Reimbursed Income          | 12,027.75         |
| Rental Income              | 3,080.00          |
| Total Income               | 410,890.67        |
| Cost of Goods Sold         |                   |
| Reimbursable Expenses      | 7,356.62          |
| Subcontracted Services     | 704.00            |
| Total COGS                 | 8,060.62          |
| <b>Gross Profit</b>        | <b>402,830.05</b> |
| <b>Expense</b>             |                   |
| Administrative Expenses    | 1,622.45          |
| Business Licenses and Fees | 399.00            |
| Client Gifts               | 5,266.54          |
| Continuing Education       | 1,600.00          |
| Software Subscriptions     | 931.51            |
| Employee Gifts             | 1,278.15          |
| Marketing                  | 1,677.03          |
| Meals and Entertainment    | 90.56             |
| Office Space Rent          | 5,775.00          |
| Office Supplies            | 2,487.90          |
| Payroll Expenses           | 356,968.29        |
| Postage/Shipping           | 114.92            |
| Professional Fees          | 7,597.60          |
| Supplies & Materials       | 422.61            |
| Taxes                      | 7,745.88          |
| Technology                 | 27.50             |
| Travel Expense             | 413.43            |
| Total Expense              | 394,418.37        |
| Net Ordinary Income        | 8,471.68          |
| Other Income               |                   |
| Cash Rebate                | 343.10            |
| PPP Loan                   | 30,000.00         |
| GRANT                      | 5,000.00          |
| WA State Commerce Grant    | 8,000.00          |
| Interest Income            | 8.26              |
| Total Other Income         | 43,351.36         |
| <b>Net Income</b>          | <b>51,763.04</b>  |

## 2021

### Synchronicity P&L 2021

(YTD as of October 19, 2021)

|                            | YTD 10.19.2021    |
|----------------------------|-------------------|
| <b>Income</b>              |                   |
| Professional Fee Income    | 447,007.50        |
| Reimbursed Income          | 15,595.90         |
| Total Income               | 462,603.40        |
| Cost of Goods Sold         |                   |
| Reimbursable Expenses      |                   |
| Reimbursable Expenses      | 14,804.90         |
| Subcontracted Services     | 2,989.00          |
| Total COGS                 | 17,793.90         |
| <b>Gross Profit</b>        | <b>444,809.50</b> |
| <b>Expense</b>             |                   |
| Administrative Expenses    | 561.01            |
| Bank Service Charges       | 108.69            |
| Business Licenses and Fees | 60.00             |
| Continuing Education       | 200.00            |
| Professional Memberships   | 2,011.98          |
| Software Subscriptions     | 4,668.30          |
| Employee Gifts             | 1,579.80          |
| Business Insurance         | 638.13            |
| Marketing                  | 8,048.83          |
| Meals and Entertainment    | 293.52            |
| Office Space Rent          | 450.00            |
| Office Supplies            | 182.50            |
| Payroll Expenses           | 386,363.12        |
| Professional Fees          | 15,680.38         |
| Research                   | 24.16             |
| Supplies & Materials       | 1,713.09          |
| Taxes                      | 6,912.65          |
| Travel Expense             | 215.06            |
| Website Expense            | 41.93             |
| Total Expense              | 429,753.15        |
| Net Ordinary Income        | 15,056.35         |
| Other Income               |                   |
| Cash Rebate                | 392.05            |
| PPP Loan #2                | 36,800.00         |
| Interest Income            | 18.04             |
| Other Expense              | 112.02            |
| Net Other Income/Expenses  | 37,098.07         |
| <b>Net Income</b>          | <b>52,154.42</b>  |