

**Theatre Workshop of Nantucket**  
Minutes of Board of Directors Meeting  
Monday, March 12, 2018 (via conference call)

**Directors present:** Justin Cerne (ex-officio), John Copenhaver, Anna-Karin Dillard, Nina Duchaine, Beth English, Jane Forman, Ellie Gottwald, Susan Lucier, Fritz Michel, Chris Mortenson, Maria Roach, Jennifer Oberting, Terry Schubach, Elaine Schwartz, Les Silverman, Lisa Soeder

**Theatre Council members present:** Katy Garre-Ayars, Victoria Girvan, Peggy Kaufman, Jeff Lucier, Linda Mason

**Welcome and call to order:** Susan called the meeting to order at 9:05 a.m., thanked everyone for participating, and reported that we have a quorum.

**Approval of Minutes of the December 1, 2017 board meeting:** Upon motion duly made and seconded, the minutes were approved by unanimous vote.

### **President's Remarks**

Susan reported that Trich Wages resigned her position as General Manager effective March 2, 2018. Susan and Justin met with Danica, Emily and Eoghan to assign coverage of Trich's duties and responsibilities; and they are actively exploring options for her replacement. It was recommended we use local media and contacts to get the word out, since housing could be an issue for anyone brought in from off-island.

Susan attended the opening of **Laugh Lines**. Although it was the first night of a Nor'easter, more than 50 people were in the audience; and subsequent performances have also been well attended.

Cash flow is still a critical issue. Susan urged everyone to spread the word about the availability of Islander passes, subscriptions and gift cards; to pay their Board and Council dues early; and, for those who have committed to become Producers, to remit their producer donations early as well.

We are gearing up to sell business Sponsorships. A meeting has been scheduled for March to plan this campaign. Anyone who wants to help should contact Susan.

### **Treasurer's Report**

Chris said we still do not have financial statements for 2017 or 2018 but that we have made more progress in the past two weeks than we made in the previous several months, and he hopes to have them shortly.

We are instituting tighter financial controls. All invoices must be approved by Justin; all bills that exceed \$500 over budget in any category must be approved by Susan or

Chris; and all non-recurring bills for items over \$5,000 must be approved by Susan or Chris. All invoices will be scanned in the office and electronically transmitted to Dolphin Resource Group, our bookkeeper (<http://www.dolphinresource.com>). Dolphin will sign and send the checks to pay our bills, for both regular expenses and payroll. They will use a signature stamp with Justin's signature. We will keep a few checks in the office for emergencies. We are finally beginning to utilize all of the services for which we are paying Dolphin.

Dolphin was recommended by our long-time auditors, Bollus Lynch (<http://www.bolluslynch.com>). Dolphin has the necessary internal controls for accurate and timely financial reporting.

Chris called for a Board resolution to approve the financial controls and to allow Dolphin to use a signature stamp on our checks. Upon motion duly made and seconded, the resolution was approved unanimously.

So far, we've had no luck finding anyone to sublet our downtown office space, but interest might be greater in the spring.

Regarding cash flow, Chris has been reviewing the bank account daily. Overall, cash flow is in line with projections, but cash is still tight. Revenues are slightly ahead of plan for the first two months, but we will have higher cash needs in March and April. Chris encouraged those who have not yet paid their Board or Council dues or remitted their Producer donations to do so in March.

We are behind on Sponsorship sales and collections. Justin will circulate the Sponsorship packages again. Any Board or Council member who is soliciting for a sponsorship should inform Susan.

### **Marketing Committee Report**

Ellie said we are working on a price for an updated website, with 3-week turnaround. We've received a good proposal for ads on the local radio station; we are in contact with Gene Mahon for his "Mahon About Town" e-newsletter; and we can expect future exposure in "N magazine." We also plan to increase our social media efforts and "step up our swag game"—i.e., sell TWN-branded merchandise.

Ellie thinks there is a lot of goodwill in the community right now and folks want to help TWN. She would like to highlight the people behind the organization – "face to face." For example, Board and Council members could volunteer as ushers at the theatre or sell tickets on the sidewalk in front of the TWN office.

Another easy way to advertise: partner with Nantucket restaurants, a different one for each show. TWN promo cards would be placed on the restaurant tables, and show-goers could get champagne and dessert after the show.

Ellie prompted a brief discussion about serving alcohol before certain shows. Tricky business to get town permits. Jennifer will work with Ellie on this.

Justin and Susan recently had a great meeting with N's publisher, Bruce Percelay. N will publish two articles on TWN and give us free ads this year. The article in August will showcase our producers.

### **Hospitality Committee Report**

Peggy said she is "whipping right along" setting up cast and crew dinners. The committee has arranged hosts and hostesses and set dates for a dinner in conjunction with each show. Susan Hostetler even offered to bring food to the theatre for the cast & crew on occasion. Opening night parties are not set yet. Justin will convene a meeting to discuss selling (show + dinner) packages.

The committee is putting together "goodie bags" for cast members and crews of all the shows. She asked Board and Council members to help collect items from local establishments.

### **Grants Report**

Kathy and Elaine have created a grants spreadsheet with information on application requirements, proposal deadlines, etc. The immediate goal is to raise the budgeted amount of \$80k in grants this year, from both past donors and prospective new ones. Some deadlines for local grantors are looming, so we need to get proposals out soon. In response to a question about ReMain, Chris said their \$50k challenge grant was a one-time thing; however we can go back each year with specific requests (e.g., ReMain gave us a matching grant for a new sound system).

Elaine said she is excited about the possibilities. We have under-asked in the past and the potential is huge. She asked for suggestions of family foundations that might support us.

### **Events Report**

Maria reported that the friend raiser event that she and George hosted in Palm Beach was a big success. 110 people attended and everyone had a great time. Justin "added sparkle" to the evening with talent from the cast of "Wicked." Susan and Justin will send thank you notes to all attendees; and they will confer with Maria about what kind of follow-up is appropriate in each case.

Justin reported that he, Terry and Maria decided against doing another big summer gala. Instead, we will make the **Footloose** opening night party our primary summer fundraiser. Scheduled for Sunday, July 15, it will be a Texas-style BBQ featuring Broadway talent, line dancing, and (maybe) a mechanical bull. We're looking at three locations – the Westmoor Club barn, the Chicken Box and the Muse. A party on the

opening night of our big summer musical could provide a model for future years.

### **Artistic Director's Report**

Justin said **Laugh Lines** proved that a fun winter show is “a great gift to the community.”

He and Susan are in New York this week to meet with various people and to host auditions. More than 2,500 actors have signed up.

TWN is partnering with The Nantucket Project for the second year. We look forward to the developing relationship and collaboration.

Justin said we are planning two cabarets, one featuring the witches from **Wicked** on July 29 and 30, and one possibly featuring talent from **The Book of Mormon** on August 20. He is also considering doing a third cabaret on Thanksgiving weekend.

Re: the Producer Appeal, Justin reported pledges of \$205K, nearly 75% of our budgeted goal of \$280k. He thinks we should add \$30k to the goal to eliminate the deficit.

### **New Business**

Jeff said that most of our fundraising initiatives have been discussed during the meeting, except for the Spring Appeal. We need to start planning that soon.

Linda said she has spoken with Doug Smith of First Republic Bank. He will be on island this year and we should try to meet with him to discuss a possible national sponsorship. Chris mentioned that FRB is a Wine Festival sponsor.

### **Adjournment**

The meeting was adjourned at 10:23 a.m.